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The Regional Municipality of Durham Report

To: Finance and Administration Committee
From: Commissioner of Finance
Report: #2020-F-4
Date: February 11, 2020

Subject:

The 2020 Regional Business Plans and Budgets for Property Tax Purposes, including General Purpose, Solid Waste Management and Durham Region Transit

Recommendations:

That the Finance and Administration Committee recommends to Regional Council that:

2020 General Purpose Property Tax Business Plans and Budgets

- A) The 2020 Business Plans and Property Tax Budgets for General Purposes (excluding Durham Region Transit and Solid Waste Management) be approved, at a total net property tax requirement of \$588,411,000 as detailed within the 2020 Regional Business Plans and Budgets, which are highlighted in this report and summarized as follows:

	2020 Tax Requirements (\$000s)
Regional Operations	
i) Departmental Operations	269,752
ii) Regional Roads Reserve – Growth	12,549
iii) Regional Roads – Rehabilitation Reserve Fund	26,050
iv) Regional Bridges – Rehabilitation Reserve Fund	5,525
Total Regional Operations	313,876
v) Police Service	213,225
vi) Social Housing - Corporate	43,324
vii) Conservation Authorities	8,376
viii) Special Contributions:	
ix) Land Conservation and Protection Reserve Fund	567
Special Contribution:	
x) - Trent University - Durham	474
xi) - Durham College – Whitby	667
xii) - Oak Ridges Hospice of Durham	360
xiii) - Durham Region Hospice (Clarington)	239
xiv) - Durham Region Community Investment Grant	2,670
Total Special Contributions	4,977
SUBTOTAL	583,778
xv) Deferral for Seaton Assessment Growth	3,176
xvi) Adjustment to Assessment Base (re: Assessment under appeal)	1,457
TOTAL GENERAL PROPERTY TAX PURPOSES	588,411

- B) The 2020 Net Major Tangible Capital Asset Program for General Property Tax Purposes (excluding Solid Waste, Durham Region Transit and Conservation Authorities' requirements) in the amount of \$110,923,000 be approved, and the 2021 to 2029 Capital Forecast in the amount of \$1,633,890 as detailed in the following table be received for information purposes only and subject to future approvals.

GENERAL PURPOSES
Tangible Capital Asset Requirements (\$000's)

	2020	Forecast					Forecast Total (\$000's)
	Recommended (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Major Capital							
Police Services							
Operations Training Centre - Phase 2						31,020	31,020
Facility Repairs & Renovations	515	1,500	1,500	1,500	1,500	7,500	13,500
Police Education and Innovation Centre Transition Space	8,200						80,000
Clarington Police Complex Phase 2 - Regional Support Centre and Centre for Investigative		80,000					80,000
Durham North West Seaton					3,315	29,830	33,145
North Division Expansion						4,100	4,100
Central West Parking Garage						10,000	10,000
Central East Division						58,565	58,565
Police Service Subtotal	8,715	81,500	1,500	1,500	4,815	141,015	230,330
Paramedic Services							
Ambulance Stations - Clarington	1,783	3,300					3,300
Ambulance Stations - Uxbridge					5,700		5,700
Paramedic Services Subtotal	1,783	3,300			5,700		9,000
Health & Social Services							
Space Optimization - 101 Consumers	2,000						
Seniors Dental Clinic Renovations	2,048						
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
New Long Term Care Home						82,485	82,485
Health and Social Services Subtotal	4,048	1,250		8,300		102,485	112,035
Headquarters							
Expansion of Garage						10,000	10,000
Space Optimization	8,077	2,700	2,700	2,570			7,970
Headquarters Subtotal	8,077	2,700	2,700	2,570		10,000	17,970
Works Operations							
Regional Roads Program	88,300	107,750	142,860	132,015	126,705	731,510	1,240,840
Depots			8,518	8,641	1,200	7,356	23,715
Works Operations Subtotal	88,300	107,750	149,378	140,656	127,905	738,866	1,264,555
Total Major Capital	110,923	196,500	153,578	153,026	138,420	992,366	1,633,890

C) Financing for the 2020 Major Tangible Capital Asset Program for General Property Tax Purposes in the net amount of \$110,923,000 be approved as follows:

2020 Recommended (\$000's)						
Headquarters Space Optimization (\$000's)	Health & Social Services (\$000's)	Police	Paramedic	Works Operations	Total	
Property Taxes		515	1,783	6,200	8,498	
Development Charges				25,761	25,761	
Rehabilitation / Special Road Reserve Funds				46,239	46,239	
Federal Gas Tax				10,100	10,100	
Debentures						
Provincial Subsidy	2,048				2,048	
Federal Grant						
Other ⁽¹⁾⁽²⁾⁽³⁾	8,077	2,000	8,200		18,277	
Total Financing	8,077	4,048	8,715	1,783	88,300	110,923

Major Capital Financing Sources
Property Taxes
Development Charges
Rehabilitation / Special Road Reserve Funds
Federal Gas Tax
Debentures
Provincial Subsidy
Federal Grant
Other ⁽¹⁾⁽²⁾⁽³⁾
Total Financing

- Note:
1. Contribution from Reserves for Headquarters Space Optimization
 2. Contribution from Reserves for Space Optimization - 101 Consumers
 3. Contribution from Reserve Fund for Police Education and Training Centre

Contributions for Regional Roads and Bridges

- D) A 2020 contribution of \$12,549,000 to the Regional Roads Reserve – Growth be authorized to allow for financing of Road Capital Construction Projects.
- E) A 2020 contribution of \$26,050,000 to the Regional Roads Rehabilitation Reserve Fund be authorized to assist with roads rehabilitation requirements.
- F) A 2020 contribution of \$5,525,000 to the Regional Bridges Rehabilitation Reserve Fund be authorized to assist with bridge rehabilitation requirements.

Durham Regional Local Housing Corporation

- G) The 2020 Budget for the Durham Regional Local Housing Corporation be approved in the amount \$9,895,000.

Conservation Authorities

- H) Funding totalling \$6,115,288 for 2020 operations be approved for the Region's five Conservation Authorities as summarized below:
- | | |
|--|--------------------|
| Central Lake Ontario Conservation Authority | \$4,068,185 |
| Kawartha Region Conservation Authority | 641,880 |
| Ganaraska Region Conservation Authority | 493,762 |
| Toronto and Region Conservation Authority | 656,600 |
| Lake Simcoe Region Conservation Authority | 254,861 |
| Total Conservation Authority Operations Funding | \$6,115,288 |
- I) Funding totalling \$1,693,446 for 2020 special projects be approved for the Region's Conservation Authorities as summarized below:
- | | |
|--|--------------------|
| Kawartha Region Conservation Authority | \$145,145 |
| Ganaraska Region Conservation Authority | 235,130 |
| Toronto and Region Conservation Authority | 838,221 |
| Lake Simcoe Region Conservation Authority | 474,950 |
| Total Conservation Authority Special Projects Funding | \$1,693,446 |
- J) Funding totalling \$200,000 for 2020 land management expenditures be approved for properties within Durham Region as outlined below:
- | | |
|---|------------------|
| Central Lake Ontario Conservation Authority | \$85,000 |
| Kawartha Region Conservation Authority | 15,000 |
| Ganaraska Region Conservation Authority | 37,000 |
| Toronto and Region Conservation Authority | 41,000 |
| Lake Simcoe Region Conservation Authority | 22,000 |
| Total Conservation Authority Land Management Funding | \$200,000 |
- K) The York/Peel/Durham/Toronto/Groundwater Management Initiatives be continued in 2020 at a funding level of \$175,000 for ongoing groundwater protection initiatives jointly funded with the City of Toronto, Region of York and Region of Peel.
- L) The special funding requests as outlined below be approved subject to the accountability of project costs incurred and project completion:
- Central Lake Ontario Conservation Authority for phase two of five of the Restoration Program in the amount of \$150,000
 - Kawartha Conservation Authority for phase two of two of the Watershed Planning project in the amount of \$30,000
 - Kawartha Conservation Authority for phase two of two for Website Design and Implementation in the amount of \$7,080
 - Kawartha Conservation Authority for phase two of five for the Digitization of Corporate Records in the amount of \$5,310
- M) A contribution of \$566,610 to the Land Conservation and Protection Reserve Fund be authorized to assist in financing requests for funding received from the five Conservation Authorities to acquire environmentally sensitive lands within the Region, based on eligibility criteria per the approved Regional Land Acquisition Reserve Fund Policy.

Special Contributions

- N) That the second of three annual funding contributions to Trent University Durham for the expansion of Trent University Durham Campus be approved, up to a maximum amount of \$474,000 for 2020 with the required financing provided from the Durham Region Community Investment Grant envelope; and further that funds be released at the discretion of the Commissioner of Finance in accordance with the executed funding agreement and the accountability of capital costs.
- O) That the request for funding from Durham College – Whitby Campus for up to a maximum of \$2.0 million over three years (\$666,667 per year) for the construction of a new 60,300 square foot building to allow the College to expand its capacity in the millwright, elevator and electrical skill trades programs and to address student space requirements be approved, with the required financing to be provided for annually from the Durham Region Community Investment Grant envelope; and further that funds be released at the discretion of the Commissioner of Finance subject to an executed funding agreement and accountability of capital costs.
- P) That the Regional Chair and Regional Clerk be authorized to execute the agreement with Durham College.
- Q) That an additional Regional funding allocation of up to \$359,650 be provided to Oak Ridges Hospice of Durham for the planned expansion of the Port Perry hospice to an eight bed facility, in addition to the \$350,000 approved by Regional Council in 2018 for the original five bed facility, with the required financing to be provided for from the Durham Region Community Investment Grant envelope in accordance with the Durham Region Community Investment Grant policy.
- R) That an additional Regional funding allocation of up to \$239,500 be provided to Durham Region Hospice for the planned expansion of the Clarington hospice to a nine bed facility, in addition to the \$265,650 approved by Regional Council in 2018 for the original five bed facility, with the required financing to be provided for from the Durham Region Community Investment Grant envelope in accordance with the Durham Region Community Investment Grant policy.

Solid Waste Management 2020 Business Plan and Budget

- S) The 2020 Business Plan and Budget for Solid Waste Management at a net property tax requirement of \$47,736,000 be approved as detailed in the 2020 Solid Waste Management Business Plan and Budget.

T) The 2020 Scott Landfill Reclamation Project, included in the 2020 Major Tangible Capital Assets Program for Solid Waste Management, be approved in the gross amount of \$60,000 to be financed from property taxes, and further that the remaining 2020 Major Tangible Capital Asset Program totalling \$163,500,000 and the Capital Forecast for the period 2021 to 2029 in the amount of \$243,224,800 as detailed below be received for information purposes only and subject to additional future approvals.

**SOLID WASTE MANAGEMENT
Tangible Capital Asset Requirements (\$000's)**

	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
		2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Major Capital							
Landfill Remediation / Reclamation	60	4,225	1,845	1,360	220	4,350	12,000
Long-term Organics Management Plan	163,500						
Durham/York Energy Centre		100	900			210,000	211,000
Modifications and/or New Waste Management Facilities (WMFs)							
Future Optimizations or New Sites		2,600	3,153	500	1,100	3,152	10,505
New Seaton Facility		8,500					8,500
Upgrades of Equipment at Material Recovery Facility (MRF)		660	260				920
Long Term Waste Management Master Plan		300					300
Total Major Capital	163,560	16,385	6,158	1,860	1,320	217,502	243,225
Major Capital Financing Sources							
Property Taxes	60						
Debentures	130,800						
Solid Waste Reserve Fund	32,700						
Total Financing	163,560						

Durham Region Transit 2020 Business Plan and Budget

U) The 2020 Business Plan and Budget for Durham Region Transit be approved at a total net property tax requirement of \$60,702,000, as detailed in the 2020 Durham Region Transit Business Plan and Budget.

- V) The 2020 Major Tangible Capital Asset Program for Durham Region Transit be approved in the gross amount of \$14,942,000 and the Capital Forecast for the period 2021 to 2029, totalling \$347,522,000 as summarized below be received for information purposes only and subject to future approvals.

DURHAM REGION TRANSIT
Tangible Capital Asset Requirements (\$000's)

	2020		Forecast											
	Recommended #	(\$000's)	2021 # (\$000's)	2022 # (\$000's)	2023 # (\$000's)	2024 # (\$000's)	2025-2029 # (\$000's)	Forecast Total #	(\$000's)					
Major Capital														
Growth Related														
Vehicles	1	40	7	5,262	8	4,770	9	5,401	10	6,032	57	40,708	91	62,173
Vehicle Outfitting	-	-	21	369	24	391	27	440	30	490	171	3,028	273	4,718
New Indoor Bus Storage/Service Facility		3,750		250		-		80,000		-		37,300		117,550
New Facility in Seaton Phase 1		-		-		-		-		-		25,000		25,000
Maintenance Garage: Crossbeams for Articulated Buses		18		-		-		-		-		-		-
Subtotal	1	3,808	28	5,881	32	5,161	36	85,841	40	6,522	228	106,036		209,441
Replacement														
Vehicle Replacement and Refurbishment	11	9,280	7	4,841	18	10,229	21	11,536	22	11,969	117	62,022	185	100,597
Replacement Vehicle Outfitting	5	500	6	78	14	211	16	208	16	208	84	1,226	136	1,931
Facilities Rehabilitation		148		962		-		11		25		-		998
Subtotal		9,928		5,881		10,440		11,755		12,202		63,248		103,525
Other														
Passenger Amenities		-		1,620		5,660		5,360		360		2,050		15,050
System Improvements Capital		1,206		2,560		8,500		1,184		4,461		2,800		19,505
Subtotal		1,206		4,180		14,160		6,544		4,821		4,850		34,555
Total Major Capital		14,942		15,942		29,761		104,140		23,544		174,134		347,522

- W) Financing for the 2020 Major Capital Asset Program for Durham Region Transit in the gross amount of \$14,942,000 be approved as follows:

	2020 Recommended (\$000's)
Major Capital Financing Sources	
Property Taxes	1,033
Development Charges	2,589
Debentures	1,200
Federal Gas Tax	10,100
Federal Grant	20
Total Financing	14,942

Financial Management and Accountability

- X) The Listing of 2020 Regional Fees and Charges, as set forth in the 2020 Regional Business Plans and Budgets be approved and made available to the public and all applicable By-laws be amended accordingly.

- Y) That the funding previously approved and set aside for the Healthcare Institution capital investments be consolidated in the Durham Region Healthcare Institution Reserve Fund.
- Z) Based upon the 2020 Regional Business Plans and Budgets as recommended herein, the Commissioner of Finance be authorized to set 2020 Regional Property Tax Rates for General Purposes, Solid Waste Management and Durham Region Transit and approval be granted for the requisite By-laws.
- AA) Capital project approval be granted for expenditures and financing per the 2020 Capital Project Detail pages within the 2020 Regional Business Plans and Budgets where contract awards are consistent with the Regional Budget Management Policy.
- BB) For any Regional program change or capital expenditure included within the 2020 Regional Business Plans and Budgets which is proposed to be financed in whole, or in part, from Provincial/Federal subsidies or related revenues, neither staffing, capital nor other related Regional expenditures can be committed until such time as adequate written confirmation is received from the respective provincial/federal ministry to commit to the subsidy or related revenues (Finance and Administration Committee and Regional Council will be advised accordingly, consistent with the Regional Budget Management Policy).
- CC) Funding totalling up to \$59,850 be approved for the Pickering Auxiliary Rescue Association with the funding to be provided from within the 2020 Risk Management program of the Finance Department's 2020 Business Plan and Budget to be administered by the Finance Department in consultation with the Durham Regional Police Service based upon services rendered.
- DD) Staff continue to work with COMRA to finalize their 2020 funding submission and that the approval and financing of COMRA's 2020 request be at the discretion of the Commissioner of Finance; and be administered by the Finance Department in consultation with the Durham Regional Police Service.
- EE) The reporting of the Impact of Excluded Expenses for tangible capital asset amortization, post-employment benefits and solid waste landfill closure/post-closure expenses be adopted, per requirements under the Ontario Regulation 284/09 of the *Municipal Act, 2001* and the Public Sector Accounting Board (PSAB).

**ESTIMATED IMPACT OF EXCLUDED EXPENSES
ON ACCUMULATED SURPLUS
FOR THE 2020 BUSINESS PLANS AND BUDGETS (000'S)**

	<u>2019</u>		<u>2020</u>		
	<u>Total</u>	<u>Property Tax</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
<u>PSAS Additions to Budget</u>					
Tangible Capital Asset Amortization	142,386	89,152	24,673	30,659	144,484
Post-Employment Benefit Expense	11,274	12,278	623	716	13,617
Landfill Closure Costs - (Decrease)/Increase in Liability	(612)	4,701	-	-	4,701
Transfers from Reserves and Reserve Funds	72,753	110,254	6,221	11,383	127,858
Proceeds of Debit issued for Regional Purposes	-	-	-	-	-
Total PSAB Additions	225,801	216,385	31,517	42,758	290,660
<u>PSAS Reductions to Budget</u>					
Gross Tangible Capital Assets Acquisitions	(364,719)	(327,029)	(82,032)	(77,293)	(486,354)
Less: Tangible Capital Asset Recoveries	24,971	52,417	962	18,343	71,722
Net Tangible Capital Asset Acquisitions	(339,748)	(274,612)	(81,070)	(58,950)	(414,632)
Debt Principal Payments	(22,076)	(11,003)	-	(5,971)	(16,974)
Transfers to Reserves and Reserve Funds	(103,252)	(99,849)	(8,956)	(26,022)	(134,827)
Contributed Tangible Capital Assets	(16,269)	(1,259)	(6,843)	(7,231)	(15,333)
Total PSAB Reductions	(481,345)	(386,723)	(96,869)	(98,174)	(581,766)
Net Impact - (Increase) to Accumulated Surplus	(255,544)	(170,338)	(65,352)	(55,416)	(291,106)

Report:**1. 2020 Business Plans and Budget Overview**

- 1.1 This report provides key recommendations regarding the 2020 Regional Property Tax Supported Business Plans and Budgets for General Purposes, Solid Waste Management and Durham Region Transit. The 2020 Business Plans and Budgets and the recommendations herein represent the culmination of a significant effort by Regional staff to develop a budget focused on front line programs and services for Durham Region residents and businesses which ensures service levels are maintained – in response to reductions in provincial funding – while making responsible and strategic investments in key priority areas. The 2020 Business Plans and Budgets represent a net property tax budgetary increase of 2.2 per cent, lower than the overall 2.5 per cent guideline approved by Regional Council through Finance Report # 2019-F-44.
- 1.2 The recommended 2020 Business Plans and Budgets represent total gross expenditures of \$1,441.1 million (\$1,124 million operating and \$317.0 million capital), requiring a 2020 tax levy of \$696.8 million (\$530.2 million for operating and \$166.6 million for capital).
- 1.3 The recommended 2020 property tax increase of 2.2 per cent achieves an affordable, responsible tax increase for business and residential property owners and gives consideration to continued reassessment increases being phased-in. The proposed 2020 Business Plans and Budgets maintains core service levels while responding to significant reductions in provincial funding, meets service needs for a growing Region and provides for strategic investments to support the following key priority areas, namely:
- Respond to Growth and Affordability Pressures and Support the Vulnerable Sector
 - Innovate and Modernize Operations and Administration
 - Accommodate Ongoing Legislative and Regulatory Changes
 - Invest in Infrastructure Renewal
- 1.4 Many of the strategic investments in the proposed 2020 Business Plans and Budgets are focused on enhancing front line services to residents including:
- Enhancing emergency coverage along the 401 corridor with 12 new paramedics and a new 24 hour ambulance;
 - Continuation of paramedic Incident Response Unit (IRU) through evening hours enhancing opportunities for ACP response to critical calls;
 - Supporting seniors through the implementation of the Ontario Seniors Dental program;
 - Addressing poverty and social infrastructure of Durham communities through increased investments to reduce and eliminate homelessness;
 - Developing a Master Housing Strategy and completing a Portfolio Review of the DRLHC housing stock, including investing additional funds to meaningfully advance the outcomes from these reviews and achieve Council's affordable housing targets;

- Additional front line staff at the Region's long-term care homes including personal support workers, a nurse practitioner, a registered practical nurse and a recreational programmer
 - Prioritizing investments in climate change, innovation and diversity initiatives
 - Investing in transit service enhancements across the network; and
 - Improving road safety through the implementation of various Vision Zero initiatives.
- 1.5 The following table provides a high-level overview of the 2020 recommended budget which represents a net property tax impact of 2.2 per cent or approximately \$59 for the Region-wide average residential home after assessment growth.
- 1.6 In 2020, provincial funding has been reduced in a number of program and service areas. Regional Council, through the setting of the 2020 budget guideline, provided for increased Regional tax levy, where possible, to ensure program and service levels were maintained. The provincial funding reductions for 2020 total \$3.6 million and have been offset by an increase in property tax funding of approximately 0.53 per cent.

**Recommended
2020 Budget**

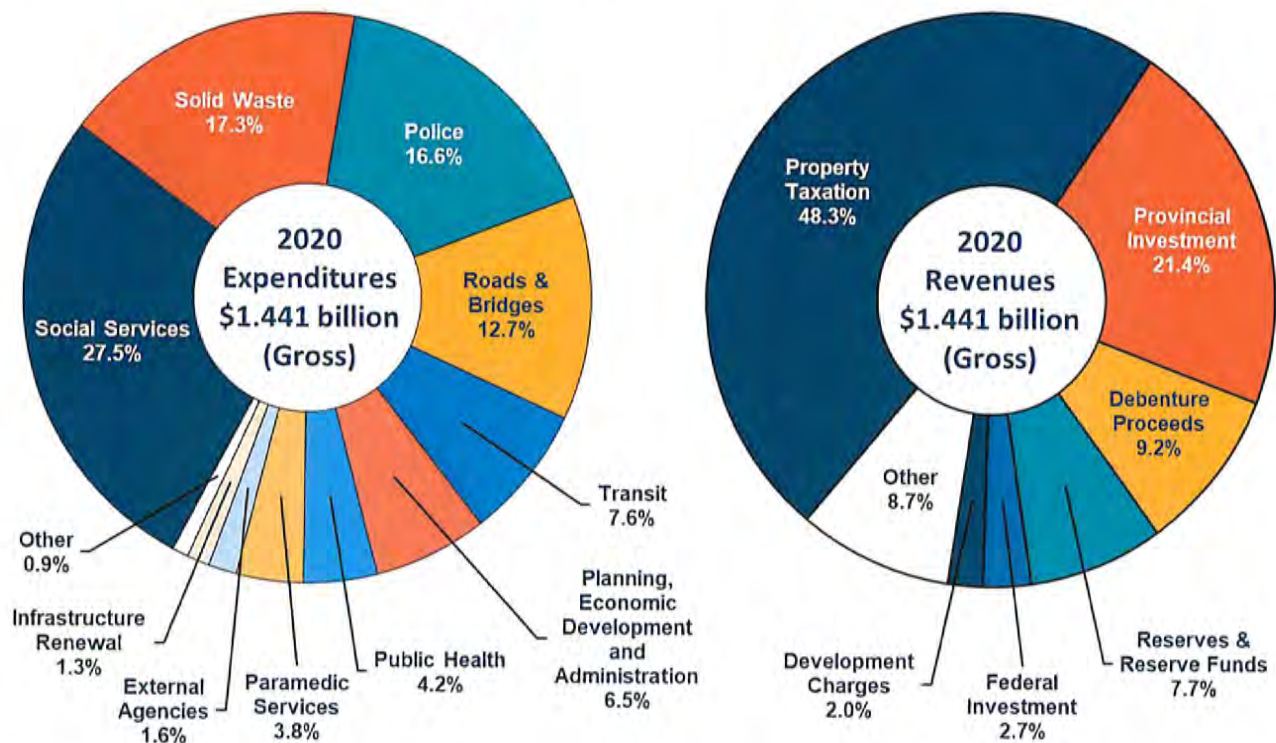
	2020 Increase (\$ millions)	Tax Impact (%)
Police Service	6,612	0.99
Durham Region Transit	2,552	0.38
Conservation Authorities	174	0.03
Solid Waste Management	(741)	(0.11)
Regional Operations and Other	18,035	2.69
Special Contributions	2	0.00
	26,634	3.98
Net Assessment Growth – Budgetary		(1.78)
Property Taxpayer Impact		2.20
Tax Impact of Mitigating Provincial Funding Reductions		(0.53)
Property Tax Impact (Excluding Provincial Funding Reductions)		1.67

- 1.7 The following table summarizes the Region of Durham's 2020 gross and net property tax budget. A more detailed schedule outlining the 2020 gross and net property tax and user rate budgets with prior year comparators is provided in Attachment #1 to this report.

Recommended 2020 Budget

	Gross Expenditures (\$,000s)	Net Property Tax (\$,000s)
Police Services	239,919	213,225
Durham Region Transit	109,266	60,702
Roads and Bridges	182,830	90,257
Solid Waste Management	248,403	47,736
Public Works	431,233	137,993
Public Health	60,887	19,546
Paramedic Services	55,005	30,068
Long-Term Care	115,731	47,678
Social Housing	68,675	46,477
Social Assistance	121,954	18,718
Children's Services	82,101	10,913
Family Services	6,757	5,294
Health & Social Services	511,110	178,694
Governance & Administration	76,876	37,025
Planning & Economic Development	10,464	9,449
Emergency Management & 9-1-1	7,819	5,380
Other Regional Services	95,159	51,854
Outside Agencies	22,365	22,365
Other	32,014	32,016
Outside Agencies and Other	54,379	54,381
Property Tax Supported Services Total	1,441,066	696,849

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



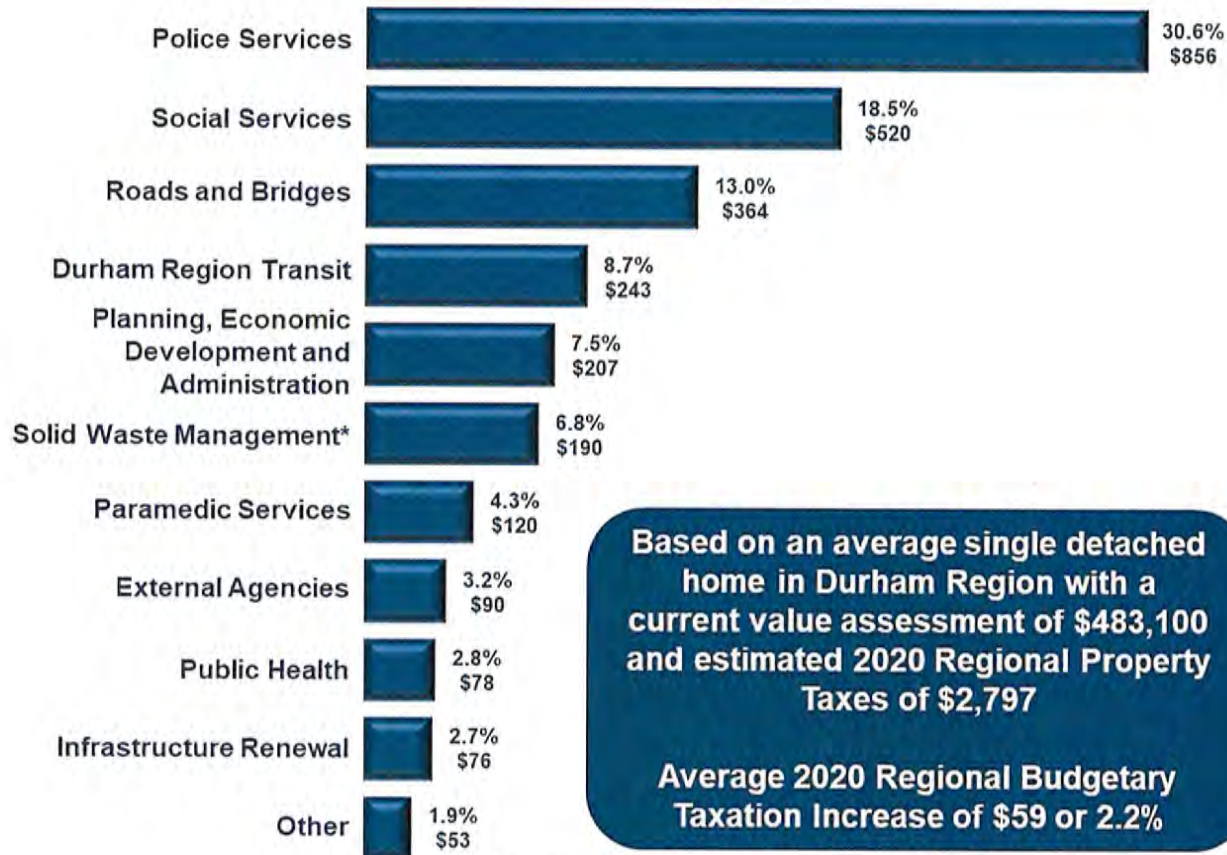
1.9 The gross 2020 property tax supported budget totals \$1.4 billion. The largest gross expenditure areas includes:

- Social Services 27.5 per cent
- Waste Management 17.3 per cent (largely driven by its capital program)
- Durham Regional Police 16.6 per cent
- Roads and Bridges 12.7 per cent
- Regional Transit 7.6 per cent

1.10 The \$1.4 billion property tax supported budget is funded from various sources including:

- Property Taxes 48.3 per cent
- Provincial Investment 21.4 per cent – Section 4, provides additional details on the impacts of changes in provincial funding.
- Reserve and Reserve Funds 7.7 per cent

1.11 The following graphic provides a breakdown of the Regional portion of the 2020 property bill based on the recommended 2020 budget where the average single detached homeowner in Durham will pay approximately \$233 per month, or \$2,797 annually for Regional property tax supported services based on a 2020 current value assessment of \$483,100.



Based on an average single detached home in Durham Region with a current value assessment of \$483,100 and estimated 2020 Regional Property Taxes of \$2,797

Average 2020 Regional Budgetary Taxation Increase of \$59 or 2.2%

* Solid Waste Management varies by local municipality.

2. Line-By-Line Savings Review

2.1 As part of the development of the proposed 2020 property tax supported Business Plans and Budgets, departments completed a line-by-line review. Departments, under the guidance of the CAO and the Commissioner of Finance, reviewed three years of historical actuals to identify 2020 base budget reductions that do not impact service levels that could offset financial pressures.

- 2.2 The following base budget savings totaling \$4.1 million (representing a reduction of approximately 0.6 per cent of the tax levy) have been identified and are reflected in the proposed 2020 property tax supported Business Plans and Budgets.

Department/Division	Line-by-Line Review Savings (000's)
Works – Roads and Bridges and Waste	\$986
Durham Region Transit	312
Planning and Economic Development	452
Public Health	671
Paramedic Services	190
Social Services	420
Finance Services	217
Corporate Services	22
CAO's Office and DEMO	60
Non-Departmental	743
Total	\$4,073

3. Use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds in the 2020 Business Plans and Budgets

- 3.1 Staff have identified and have included the sustainable use of reserves and reserve funds, development charges and provincial and federal gas tax to fund one-time expenditures in the 2020 Property Tax Supported Business Plans and Budgets while ensuring the Region's commitment to fiscal responsibility and long-term financial planning have been maintained. This is a significant shift from historical practice to allow for effective utilization of reserves and reserve funds to mitigate taxation impacts and deliver on Council priorities. The proposed use of reserve and reserve funds is aligned with their intended purpose.
- 3.2 The following table provides a summary of the contributions from development charges, provincial and federal gas tax and reserve and reserve funds utilized in the 2020 budget.

Department/Division	Description	DC, Reserve/ Reserve Fund, Gas Tax	Amount \$
DRLHC	Energy Efficiency Retrofits	Federal Gas Tax	5,400,000
Emergency 9-1-1	Computer Telephony Integration System	Capital Project Reserve	285,000
Emergency 9-1-1	Voice Recorder System	Capital Project Reserve	240,000
Emergency 9-1-1	Private Branch Exchange	Capital Project Reserve	461,400
Emergency 9-1-1	Servers/SANS	Capital Project Reserve	264,000
Finance	Insurance – Claims Reserve	Insurance Reserve Fund	265,677
Finance	Claims Management Software	Insurance Reserve Fund	140,000
Finance	Courier Van Replacement	Equipment Reserve	40,000
Headquarters	Customer Relationship Management Software (CRM)	Innovation and Modernization Initiatives Reserve Fund	400,000
Headquarters	Voice Over IP (VoIP)	Capital Project Reserve	120,000

Department/ Division	Description	DC, Reserve/ Reserve Fund, Gas Tax	Amount \$
Headquarters	Core Public Switched Telephone Network (PSTN) Infrastructure	Capital Project Reserve	180,000
Headquarters/POA	RHQ Optimization	Capital Project Reserve	7,790,291
Health	101 Consumers Drive Modernization	Capital Impact Stabilization Reserve Fund	2,000,000
Health	New Ambulance	Development Charges	198,792
Health	Paramedic Master Plan	Development Charges	118,800
Non-Departmental	Official Plan Review – Growth Management Plan	Development Charges	120,000
Non-Departmental	Modernization and Enhancement of Corporate Systems	Capital Project Reserve	500,000
Non-Departmental	Farm 9-1-1 Initiative	Operating Impact Stabilization Reserve Fund	300,000
Police	Police Education and Innovation Centre – Transition Space	Capital Project Reserve	8,200,000
Police	Helicopter Maintenance Costs	Capital Project Reserve	239,065
Transit	Transit Capital Program	Development Charges	2,589,440
Transit	Transit Capital Program	Federal Gas Tax	10,100,000
Transit	Operations (base)	Provincial Gas Tax	1,611,000
Transit	Major Engines and Repairs	Provincial Gas Tax	1,491,105
Transit	Simcoe Rapid Transit Study	Provincial Gas Tax	60,000
Transit	Artic Training (one-time)	Provincial Gas Tax	150,682
Transit	Retiree Benefits	Sick Leave Reserve	420,000
Works	Energy from Waste – Interim Financing	Federal Gas Tax	9,069,777
Works	Phase in impacts of loss of market for paper processing	Waste Management Reserve Fund	992,300
Works	Litter Management – Blue Box Supplies (one-time)	Waste Management Reserve Fund	1,000,000
Works	Anaerobic Digestion Facility complemented by Mixed Waste Pre-Sort (subject to further approvals by Council)	Waste Management Reserve Fund	32,700,000
Works	Fleet Replacement	Equipment Replacement Reserve	7,467,100
Works	Operations	Durham Regional Forest Reserve Fund	9,784
Works	Roads Capital Program	Development Charges	25,761,060
Works	Roads Capital Program	Federal Gas Tax	10,100,000
Works	Roads Capital Program	Vision Zero Initiatives Reserve Fund	1,150,000
Works	Roads Capital Program	Regional Roads Reserve	9,813,940
Works	Roads Capital Program	Roads Rehabilitation Reserve Fund	27,250,000
Works	Roads Capital Program	Bridge Rehabilitation Reserve Fund	8,025,000
Total			177,024,213

- 3.3 In October 2019, Regional Council endorsed the Durham Region Community Investment Grant Policy (Report # 2019-F-34) that included the criteria for Community Investment Grants for capital infrastructure investments in healthcare institutions, at the discretion of Regional Council and subject to approval during the annual Business Planning and Budget process. As a matter of housekeeping, the Special Contribution funding previously approved by Regional Council and set aside for disbursement to healthcare institutions in accordance with the process should be consolidated in the newly renamed Durham Region Healthcare Institution Reserve Fund.
- 3.4 Finance Staff will ensure the reserves and reserve funds are being appropriately used in the program areas for which they were created.

4. Provincial Funding Impacts

- 4.1 The Region currently receives approximately 21.4 per cent of its annual revenues through provincial investments and grants. Provincial funding has been reduced in many key program and service areas. Regional Council, through the setting of the 2020 budget guideline, opted to provide for increased Regional tax levy, where possible, to ensure program and service levels were maintained.
- 4.2 In addition to provincial funding reductions, the Province is changing funding models and is advancing the downloading of select services to the Region including the prosecution of POA – Part III offences and GO Transit bus service in North and East Durham. This follows after a time when the Region benefited from the uploading of Ontario Works benefit costs between 2010 and 2018.
- 4.3 It is only within the last few months that the Region has received confirmation on many of the 2019 funding levels. The proposed 2020 Business Plans and Budgets have been prepared based on the information currently available from the province. In the absence of funding confirmations for 2020, the Region has assumed that provincial funding will remain at the 2019 levels. 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 and/or consider increasing Regional funding.
- 4.4 While the province has announced increased funding in 2019 and 2020 in key targeted program areas, this increased funding requires additional Regional program expenses and as a result cannot be used to mitigate the impacts of the provincial funding reductions in other program areas.
- 4.5 The following table summarizes the provincial funding reductions impacting the Region's 2020 Business Plans and Budgets. These reductions total \$3.6 million and have been offset by an increase in property tax funding of approximately 0.53 per cent to ensure that program and service levels are maintained.

Program Area	2020 Impact – Provincial Funding Reduction (000's)
Children's Services – Childcare Expansion Program	\$2,182
Children's Services – Fee Stabilization Administration	264
Social Assistance – Ontario Works Program Delivery	609
Paramedic Services	370
Public Health	46
Planning – Smart Commute Program	90
Total	\$3,561

4.6 The following sections provided additional details on each of the provincial funding reductions impacting the 2020 Business Plans and Budgets.

- Children's Services – Childcare Expansion Program – On January 1, 2020 municipalities are required to cost-share Expansion Plan operating funding at a rate of 80 per cent provincial and 20 per cent municipal (previously 100 per cent provincial funding). The impact of this change on the 2020 budget is \$2.2 million. Further changes in the funding formulas for administration costs will be implemented on January 1, 2021 and January 1, 2022 which will place further pressure on the Region's 2021 and 2022 budgets.
- Children's Services – Fee Stabilization Administration – The provincial government has reduced the amount of funding available for core administration of the Region's Children's Services program. This has resulted in an impact of \$0.3 million for the 2020 budget.
- Social Assistance – The 2019 – 2020 Ontario Works provincial funding was \$0.6 million less than what was planned for in the 2019 budget. While the 2020 funding has not yet been confirmed it is anticipated to be in-line with the final 2019 provincial funding. The Province has announced further modernization efforts impacting the Region's Social Assistance programs in 2021 and beyond. It is not clear what additional impacts these changes will have on provincial funding, cost sharing formulas and service delivery.
- Paramedic Services – While confirmation of 2020 funding has not been provided it is anticipated that the 2020 funding will be similar to the 2019 funding resulting in a \$0.4 million shortfall for the Region's 2020 budget. Unlike in previous years the Provincial government has not provided the full 50 per cent matching funding for the expansion of the Region's paramedic services.
- Public Health – The Province announced changes to the cost sharing arrangement with municipalities. For 2020, the provincial funding of mandatory programs is declining from 75 per cent to 70 per cent while the funding of 100 per cent provincial funding programs is dropping to 70 per cent provincially funded (with the exception of the Senior's Low Income Dental Program, which the province has indicated they will fund at 100 per cent). Further changes to the funding formula for 2021 and beyond are being contemplated by the Province. Based on the Region's current base funding level the impact of the change in the provincial funding formula for 2020 is \$46k.

- Smart Commute Program – In 2019, the Province announced that Metrolinx was terminating the service delivery agreement for the Smart Commute Program. The impact on the 2020 budget is \$90k to ensure that this program continues in the absence of provincial funding.
- 4.7 In addition to the implications outlined above, changes in the Housing Services Act will have implications on the Regional funded Rent Geared to Income (RGI) subsidy. Additional details are required to model the increased cost to the Region resulting from these changes.

5. Police Services Board Request for Additional Staff

- 5.1 Durham Regional Police Services Board submitted a letter to Finance and Administration Committee for the November 12, 2019 meeting requesting \$1.5 million in additional funding above the Board's 2020 guideline of 3.2 per cent for the hiring of 20 additional officers for Durham Regional Police Services.
- 5.2 On November 27, 2019 Regional Council approved the 2.5 per cent target and Regional Council referred the Durham Regional Police Services Board additional funding request, above the 2.5 per cent guideline, to the 2020 budget process.
- 5.3 The additional funding request in the amount of \$1.5 million in 2020 (\$2.3 million annualized) for 20 new officers is not included in the 2.2 per cent proposed budget. Should Finance and Administration Committee opt to proceed approval of this request would result in an additional increase to the 2020 property tax levy of 0.22 per cent.

6. Investments in Climate Change Adaption and Mitigation

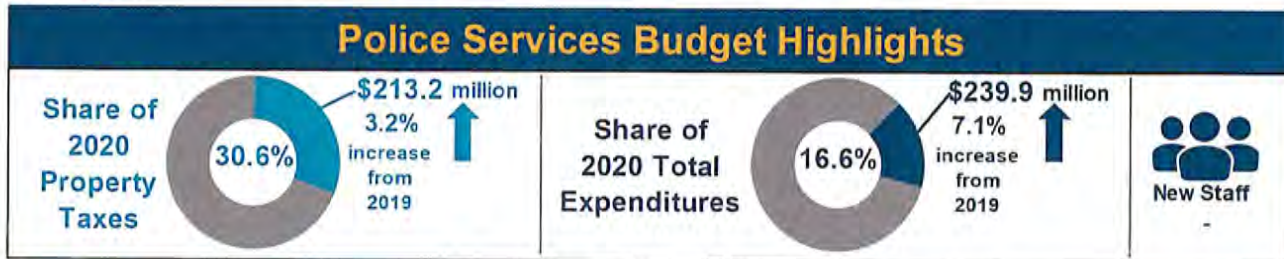
- 6.1 Durham is a leader in environmental sustainability. The Durham Community Climate Change Adaptation Plan has received national recognition, winning the 2018 Sustainable Communities Award from the Federation of Canadian Municipalities. In 2019 Regional Council endorsed the Durham Community Energy Plan. Developed in partnership with all eight area municipalities and four local energy utilities, it is designed to improve energy efficiency, reduce GHG emissions and create high quality local jobs in the green energy sector.
- 6.2 Through the 2019 budget, the Region made substantial increases in funding for climate change programs. With Council's declaration of a climate emergency in January 2020, the creation of a \$5 million Climate Change Mitigation and Environment Reserve Fund and identification of environmental sustainability as a key priority in the upcoming 2020-2024 Regional Strategic Plan, the Region will continue to work with partners and stakeholders to advance climate mitigation and adaptation initiatives across the region. With a focus on relentless program implementation, the Region will align corporate and community efforts, establish GHG emission reduction targets, and identify climate action priorities with resource implications. Working together with the federal and provincial governments as well as local partners, the Region will focus on improving affordability for residents by reducing costs and ensuring the Region's communities and infrastructure are resilient to the realities of a changing climate.

- 6.3 More specifically Regional Departments continue to demonstrate commitment to reducing energy use and greenhouse gas emissions in ongoing operations and infrastructure design, process optimization and retrofits. The cost savings from actions and initiatives implemented to date are incorporated into operating budgets, which include:
- Two full time staff reside within the Works Department, dedicated to energy management and achieving annual energy savings targets as part of the IESO's Embedded Energy Manager Program.
 - The Region currently utilizes anaerobic digestion processes at several of its water pollution control plants to produce biogas which is then used for facility heating, resulting in reduced natural gas consumption.
 - Studies have been completed assessing the feasibility of utilizing compressed natural gas and renewable natural gas for heavy fleet vehicles in its maintenance operations, along with opportunities for electrification of light fleet vehicles. Included in these studies were preliminary infrastructure requirements necessary to support conversion of the fleet to alternate fuel sources.
 - Construction of roundabouts, where appropriate, which keep traffic moving and reduce vehicle idling.
 - Culverts are oversized during construction and rehabilitation projects to mitigate potential climate change impacts.
 - Since 2014, the Region has documented total emissions avoidance of over 23,000 tonnes of carbon dioxide due to energy use reduction/avoidance projects within various facilities, resulting in avoided electricity utilization of almost 37 million kWh and avoided natural gas usage of almost 12 million m³.
 - Removal of 4,800 tonnes of waste materials from the Blackstock Landfill.
- 6.4 Through the 2020 Business Plans and Budgets, efforts to reduce energy consumption and GHG emissions continue through the following activities:
- Acquisition of Durham Region Transit's first battery electric buses and charging infrastructure.
 - Studies related to Integrated Resource Recovery (IRR) will continue for the Duffin Creek and Courtice Water Pollution Control Plants, focused on identifying opportunities to conserve and recover energy, water, nutrients and other materials from the treatment process.
 - 32 electric vehicle charging stations will be installed at various Regional facilities, supported by grant funding from the Zero Emission Vehicle Infrastructure Program.
 - Retrofitting the lighting system in Regional Headquarters to LED, along with improvements to the current lighting control systems is being reviewed.
 - The operations of heating and cooling systems will be evaluated to identify opportunities to further reduce energy consumption.

- A Durham Building Standard is under development, with an objective of selecting the best practices and standards in the industry (LEED, WELL, Green Building) to be incorporated into new Regional facility designs and renovation projects.
- Evaluation of optimal Regional sites for solar installations continues, including Regional Headquarters and Fairview Lodge, to complement the four existing locations currently generating solar power.
- A comprehensive building recladding project will commence in 2020 at the Durham Region Local Housing Corporation building located at 155 King Street in Oshawa. This project includes window and door replacements along with enclosure of balconies to improve the efficiency of the building.
- Planning work for landfill reclamation at the Scott Landfill in Uxbridge will commence.
- The design and solicitation of proposals for an anaerobic digestion facility complemented by mixed waste pre-sort to increase organics diversion will be undertaken.
- Window replacements and Building Automation System installations at the Durham Region Local Housing Corporation building located at 315 Colborne Street in Whitby.
- Initiating a road building pilot project with Regional waste material such as single use plastics and other Blue Box materials on a portion of Regional Road 18 in Clarington.
- The project to optimize and modernize space at Regional Headquarters will continue, preventing an increase in carbon footprint by eliminating the need to build and operate a new facility.

7. 2020 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 2020 and the forecast period.



Operating:

- Annualization of the 32 positions, including 20 front line constables, approved in the 2019 Budget (\$2.1 million)
- Reduction in debt servicing costs based on capital forecast (-\$0.5 million)
- Increase in the Helicopter Reserve Fund contribution to ensure sufficient funding is available to maintain the helicopter (\$0.1 million)

Staffing:

- The Police Services Board has requested Regional Council consider an additional budget provision above the 2020 guideline of 3.2 per cent to enable the hiring of an additional 20 frontline officers (\$1.5 million in 2020; \$2.3 million annual cost). Section 5 of this Report provides additional details on this request

Capital:

- The Police Services capital program totals \$13.1 million and includes funding for vehicles, equipment purchases and facility maintenance and renewal. Significant capital investments proposed include:
 - Education and Innovation Centre – Transition Space (\$8.2 million)
 - Data Storage device to support the E-Crimes server expansion project (\$0.3 million)
 - Voice Recording System shared with Emergency 9-1-1 and NextGen (total cost \$0.4 million – DRPS share \$0.1 million)

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 550,338 revenue hours of services (a net increase of 13,195 hours over 2019 base service hours). This includes annualization of 2019 service enhancements and 2020 services enhancements and efficiencies. The 2020 service plan includes 12.064 service hours to be phased in over 2020 and 2021. The total annual net cost of the 2020 services enhancements is projected at \$0.5 million with \$0.4 million provided for in the 2020 budget
- Major repair costs for vehicles approaching end of life and mid-life engine and transmission replacements and refurbishments (\$2.0 million)
- Increase in the PRESTO transaction fee as specified in the Metrolinx-905 transit agency operating agreement (\$0.2 million)
- Increase in route maintenance costs for snow and ice clearing (\$0.2 million)
- Initiate long term planning activities including DRT Strategic Plan (\$0.1 million) and Simcoe Street Rapid Transit Visioning Study (\$0.1 million)
- Soil contamination monitoring at Oshawa depot (\$0.1 million)
- Continue 2019 ridership incentive initiatives including Kids Ride Free, Y10 youth ten-month loyalty pass, and the Transit Assistance Program (TAP) pilot (\$0.3 million)
- Net increase in fare revenue as a result of ridership growth, shifts in fare media used, and approved fare increase (-\$0.5 million)
- Increase in U-Pass revenue as a result of increased enrollment, annualization of 2019 rate increase and 2020 rate increase effective September 1, 2020 (-\$0.4 million)

Staffing:

- Seven new full time operator positions to support proposed increase in service hours
- Four new full time maintenance positions, two mechanics and two service persons, to meet the increase in service hours and growth in the fleet (\$0.2 million in 2020; \$0.4 million annual cost)
- One new full time Safety Coordinator to support workplace health and safety needs (\$0.1 million in 2020; \$0.1 million annual cost)

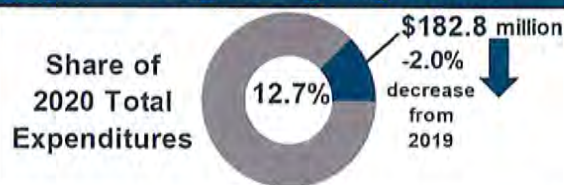
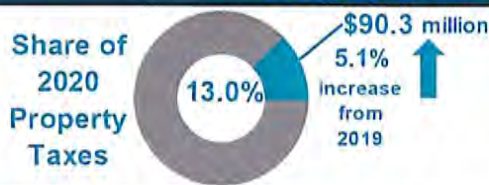
Capital:

- Durham Region Transit capital program totals \$15.3 million and includes funding for vehicles, equipment purchases and facility maintenance and renewal. Significant capital investments proposed include
 - Acquisition of eight battery electric buses (\$9.2 million) and associated charging infrastructure (\$0.9 million)
 - Land acquisition for new indoor bus storage/servicing facility (\$3.8 million)
 - Various technology enhancements to enhance service (\$0.3 million)
- Regional funding totaling \$20.2 million (total cost of \$60.1 million) in 2020 for 14 Investing in Canada Infrastructure (ICIP) projects are not included in the 2020 Business Plans and Budget. Projects include dedicated bus lane installations, fleet acquisition, safety and accessibility improvements, and modernization initiatives as detailed in Report #2019-DRT-20. Upon project approval by the federal and provincial governments, staff will report to Council for approval of the final financing strategy and execution of the contribution agreement(s)

Risks and Uncertainties:

- Maintaining existing services 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 timing for project approvals under the Investing in Canada Infrastructure Program
- The province is reviewing the provincial gas tax program and there is uncertainty as to the outcomes of this review and any pending impact on the Region’s receipt of funding under this program
- Ridership impacts of broader economic performance and unemployment trends

Roads and Bridges Budget Highlights



Operating:

- Implementation of Durham Vision Zero countermeasures, including implementation of red light camera technology (\$0.7 million) and automated speed enforcement measures (\$0.6 million)
- Increase in road maintenance costs in response to growth and historical service demands (\$1.6 million)

Staffing:

A total of 11.344 new full time equivalent employees (FTEs) are proposed as follows:

- New permanent resources to support the delivery of capital projects and operating activities. The cost of these positions is allocated at varying levels to capital projects or maintenance activities:
 - Two SWAT Labourers in Construction Management (\$35.0k for 0.716 FTE) to aid with watermain disinfection, sampling and pressure testing for all subdivisions and regional capital construction (Annualized cost \$69.2k)
 - Project Manager in Transportation Design (\$80.0k for 1.000 FTE) to provide technical oversight and leadership on internal and external roads projects (Annualized cost \$159.6k)
 - Works Technician 5 in Transportation Design (\$62.0k for 1.000 FTE) to undertake senior level road design, reducing reliance on external consulting, and to provide support for the Project Manager (Annualized cost \$124.7k)
 - Senior Project Coordinator in Facilities Design, Construction and Asset Management (\$17.0k for 0.288 FTE) to provide support in the delivery of facility capital projects driven by growth and asset management requirements (Annualized cost \$34.0k)
 - Vehicle and Equipment Trainer in Maintenance Operations (\$21.0k for 0.340 FTE) to support the expanded role in providing training to vehicle and equipment operators in all Regional departments and divisions (Annualized cost \$42.0k)
- New permanent positions to support Visions Zero:
 - GIS Specialist (\$40.0k for 1.000 FTE) to assist in assessing collisions and preparing metrics to enable staff to easily report on collision trends (Annualized cost \$79.8k)
 - Project Engineer (\$73.0k for 1.000 FTE) to provide necessary professional engineering and project management services through the planning, approval and managing of traffic control signal and intersection design projects (Annualized cost \$145.7k)
 - Project Engineer (\$73.0k for 1.000 FTE) to oversee the Region's Strategic Road Safety Action Plan and Durham Vision Zero (Annualized cost \$145.7k)
 - Works Technician 2 (\$51.0k for 1.000 FTE) to complete countermeasures such as installing ladder crosswalk markings, crosswalks, stop bars, chevron signs, etc. at high risk locations (Annualized cost \$102.2k)
- New permanent positions to support the implementation of the Enterprise Maintenance Management System:
 - Works Technician 5 (\$62.0k for 1.000 FTE) to manage detailed data requirement and preventative maintenance programming (Annualized cost \$124.7k)
 - Technical Assistant (\$44.0k for 1.000 FTE) to determine the scope of work orders and assign to appropriate crews for action (Annualized cost \$87.1k)
 - Technical Assistant (\$44.0k for 1.000 FTE) to utilize GIS to identify need for locates based on calls from ON1 Call (Annualized cost \$87.1k)
 - Works Technician 2 (\$52.0k for 1.000 FTE) to assist in coordinating/quality control of contractors, organizing the Annual Count Program Contracts, help to expand the Count Program to include cycling and pedestrian counts, and growing and maintaining the Region's speed radar devices (Annualized cost \$102.2k)

Capital:

- Total roads and bridge construction program of \$88.3 million. The 2020 program includes:
 - Road rehabilitation projects totaling \$38.7 million
 - Bridge rehabilitation and replacement projects totaling \$8.5 million
 - Growth related road infrastructure projects totaling \$29.9 million
 - Traffic control projects totaling \$7.4 million including specific Durham Vision Zero projects totaling \$1.5 million
- Continued investment in cycling, including approximately 19 kilometres of new multi-use paths and paved shoulders.
- Total fleet and equipment acquisition projects totaling \$8.3 million
- Installation of standby power at the Oshawa/Whitby and Sunderland Maintenance Operations Depots (\$0.3 million)

Risks and Uncertainties:

- Growth across the Region will increase the demand for services to support resident and businesses as well as the operational and maintenance requirements for Regional infrastructure
- Ensuring sufficient staff resources to deliver a growing capital program and resulting maintenance and operational demands
- Changing and unpredictable weather patterns and climate change impact treatment operations as well as preventative and reactive maintenance activities for the Regional road infrastructure
- Inflation and commodity price fluctuations may increase pressure on operating programs, particularly those delivered with contracted services
- Changes in local market demands for engineering and construction services can impact industry capacity for infrastructure projects

Solid Waste Management Budget Highlights



Operating:

- Implementation of litter mitigation initiatives related to the Blue Box Program (\$1.0 million)
- Incremental investment in promotional and educational efforts (\$0.2 million) including the introduction of new messaging across multiple platforms targeting improved waste diversion. Messaging will focus on managing food as a resource, addressing misconceptions surrounding the green bin program and tips to reduce green bin issues including fruit fly prevention and bag breakage
- Phase-in of the remaining 2019 commodity price decrease of \$2.5 million (\$1.25 million in 2020)
- Additional pressure on commodity revenues, including a shift from revenue to cost for paper processing with an estimated 2020 budget impact of approximately \$1.0 million. It is proposed that this impact be phased-in through a one-time draft from reserves funds

Staffing:

A total of 1.055 new full time equivalent employees (FTEs) are proposed as follows:

- New permanent resources to support the delivery of capital projects and operating activities. The cost of these positions is allocated at varying levels to capital projects or maintenance activities:
 - Senior Project Coordinator in Facilities Design, Construction and Asset Management (\$3.0k for 0.055 FTE) to provide support in the delivery of facility capital projects driven by growth and asset management requirements (Annualized cost \$6.0k)
 - Manager, Policy and Transitioned Programs, in Waste Administration (\$96.0k for 1.000 FTE) to provide support to navigating a complex planning process to optimize the efficiencies and effectiveness of extended responsibility program (Annualized cost \$192.5k)

Capital:

- Preliminary design work for landfill reclamation at the Scott Landfill, in the Township of Uxbridge (\$0.1 million)
- Design and Request for Prequalification (RFPQ)/Request for Proposal (RFP) issuance for an anaerobic digestion facility complemented by mixed waste pre-sort to increase organics diversion (\$163.5 million)

Risks and Uncertainties:

- Risks related to legislative changes, regulations and provincial reviews including:
 - Completion of the streamlined EA and ECA amendment to increase the DYEC's annual permitted processing capacity
 - Transition to extended producer responsibility regime including the timing and content of regulations supporting the transition
 - Compliance with Ontario's food and organic waste policy statement
- Impacts of the markets and unfavourable pricing present significant uncertainty to recycling commodity revenue

Social Services Budget Highlights



Operating:

- Continued investment in social programs across the department with no anticipated reduction in the level of services to our clients despite significant reductions in provincial funding subsidies
- Undertake a comprehensive Master Housing Strategy (\$0.3 million) to operationalize and support the goals of At Home in Durham, including a fulsome review of the current housing system and revitalization of the Regionally owned Durham Regional Local Housing Corporation (DRLHC) portfolio (\$0.1 million)
- Provision to advance the recommendations resulting from the Master Housing Strategy to achieve Council's affordable housing targets (\$1.0 million)
- Continued support for the reduction and elimination of homelessness with significant investments from both Federal and Provincial levels of government (\$9.5 million)
- Evaluation of the On-Point pilot, a used needle collection program which also provides employment and support opportunities to participants with lived experience of homelessness
- Continue the work started in 2019 of the Human Trafficking Response Team (\$0.2 million)
- Complete a Fee Subsidy waitlist modernization project to support a smooth and efficient intake process for children and families
- Opening a 26 bed Behavioural Specialized Unit at Fairview Lodge. This unit is the first of its kind in Durham Region and the surrounding area. It brings an enhanced level of care for individuals experiencing responsive behaviours in conjunction with dementia

Staffing:

A total of 11 new positions are proposed as follows:

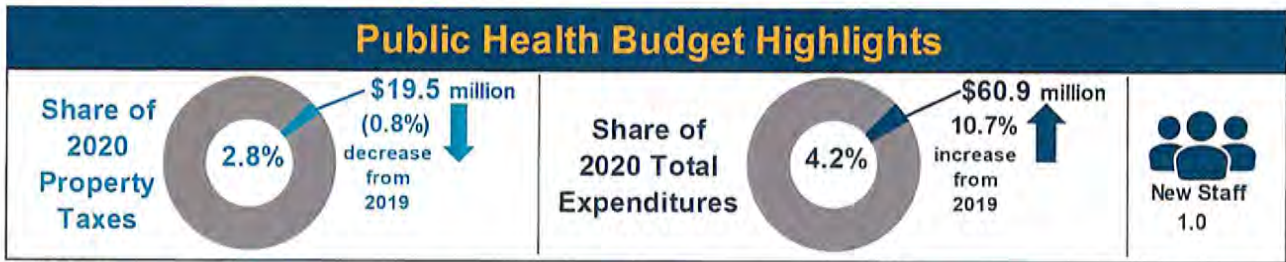
- Program Assistant in Housing Services (\$44k) to administer the Reaching Home program (Annualized cost \$88k), funded through federal Investments
- Training Specialist in Children's Services (\$51k) to deliver Indigenous-led programming that supports Early Learning and Child Care community (Annualized cost \$103k) funded through provincial investments
- Personal Support Worker at Hillside Estates (\$37k) to support residents and create stability within the current staffing model (Annualized cost \$74)
- Nurse Practitioner at Hillside Estates (\$80k) to expand current nursing and medical services (Annualized cost \$160)
- Registered Practical Nurse at Hillside Estates (\$44k) to support residents with dementia through the provision of expertise in the area of responsive behaviours management and to improve the overall quality of care and enhance safety in the Home (Annualized cost \$88k)
- Coordinator of Administrative Services at Hillside Terraces (\$56k) to oversee a variety of non-clinical nursing functions currently being managed by nursing managers (Annualized cost \$112k)
- Personal Support Worker (\$37k) for the Behaviour Supports Ontario team to address resident care and complexity (Annualized cost \$73k)
- Recreation Programmer at Hillside Terraces (\$37k) to allow for increased individualized resident programming to enhance quality of life, engage residents in a meaningful way and reduce boredom (Annualized cost \$73k)
- Personal Support Worker (\$37k) at Fairview Lodge to address resident safety on night shifts. Due to increasing resident frailty and/or responsive behaviours, most residents require 2-person care. The addition of a PSW will allow staff to more quickly respond to care needs (Annualized costs \$74k)
- Two Personal Support Workers (\$74K) at Lakeview Manor to improve capacity for managing increased behaviours and level of care, and to allow for consistent staffing levels across all Resident Home Areas (Annualized cost \$147k)

Capital:

- Over \$2.4 million in replacement of equipment, repairs and renovations to directly enhance and maintain resident care at the Region's Long-Term Care facilities

Risks and Uncertainties:

- Uncertainty of provincial investment. The 2020 budget submission includes provincial funding based on the levels currently known. Uncertainty affects the Region's ability to plan and deliver services benefitting the Durham community. Reductions in provincial investment have a significant impact on the Region's own resources and its ability to address community needs such as poverty reduction
- Uncertainty of provincial program changes. The provincial government has announced planned changes to the delivery of employment services, however the scope and design of these changes are unknown
- It is unclear what the impact will be of the Ontario Health Teams (OHT) on the funding and operations of Long-Term Care, its Adult Day Programs and mental health and addiction services. It is important that the Region continue its participation on the steering committees of OHTs in the Region's catchment areas as they continue to develop
- Provincial funding and implementation decisions regarding the roll-out of the Ontario Structured Psychotherapy program has the potential to impact the Family Services Division
- Expansion of the Primary Care Outreach Program (PCOP) services to areas of Durham outside Oshawa will require careful monitoring of social work staff resources
- Within the Social Housing program, End of Operating Agreement/End of Mortgage may make it difficult to meet the legislated service level standard of 4,446 Rent Geared to Income (RGI) units and the new provincial RGI calculation methodology may increase Durham's rent subsidy costs
- Continue to address waitlists in several social service program areas including Child Care Fee Subsidy, individual, couple or family counselling services, behaviour management and affordable housing



- Operating:**
- Small reduction in provincial subsidy for Public Health due to the Public Health Modernization changes is anticipated (\$46k)
 - Pandemic supplies to ensure stock is on hand in the event of an outbreak

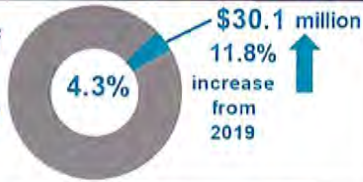
- Staffing:**
- Tobacco Enforcement Officer (\$54k) due to increased enforcement activities related to cannabis use and the Regional Smoking and Vaping By-law (Annualized cost \$108k)

- Capital:**
- Capital costs for major dental equipment, instruments and office equipment (\$409k) to support implementation of the new Ontario Seniors Dental Care Program (OSDCP). It is anticipated that capital costs related to OSDCP implementation will be funded through provincial subsidy
 - Capital costs for renovation of the new Oral Health Clinic space (\$2.0 million). It is anticipated that costs will be funded through provincial subsidy as has been reflected in the budget submission
 - Replacement of four large vaccine fridges (\$80k) contingent on one-time 100% provincial funding
 - Public Health portion of the space optimization program at 101 Consumers (\$2.0 million)

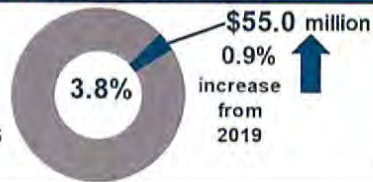
- Risks and Uncertainties:**
- Public Health Modernization, which may impact public health funding, governance and organizational structures across the province
 - Growing population leading to an increased need for public health program and services
 - Changing population needs in Durham Region which would impact the way programs and services are delivered
 - Changes to provincial legislation that would impact programs and services

Paramedic Services Budget Highlights

Share of
2020
Property
Taxes



Share of
2020 Total
Expenditures




New Staff
13

Operating:

- Increased investment in the Incident Response Unit (IRU) to provide services through the evening hours enhancing opportunities for ACP response to critical calls (\$240k)
- Investments in mental health support and training for staff and the peer support team (\$100k)
- Anticipated reduction in provincial subsidy for Paramedic Services (\$358k)

Staffing:

- Superintendent position (\$80k) to improve and support for frontline staff (Annualized cost \$150k)
- Six new Primary Care Paramedics (PCPs) and six new Advanced Care paramedics (ACPs) (\$815k) to enhance emergency coverage along the 401 corridor with a new 24-hour ambulance (Annualized cost \$1.6 million)

Capital:

- One new ambulance and associated equipment to be deployed along the Lakeshore corridor (\$269k)
- Paramedic Master Plan (\$200k)
- Replacement of 10 ambulances that have reached the end of their useful life (\$1.6 million)
- Replacement of a command vehicle that has reached the end of its useful life (\$76k)
- Ongoing funding for the new Clarington Paramedic Response Station (\$1.8 million)

Risks and Uncertainties:

- Emergency Health Services Modernization, which may impact emergency services funding, scope of emergency services and organizational structures across the province
- Increasing call volumes impacting capacity
- Increasing offload delays resulting in less paramedics available to respond to emergency calls

Corporate Administration, Planning and Economic Development Highlights



Operating:

- Develop initial policy directions for a new Regional Official Plan as part of Envision Durham (\$210k)
- Initiate work and consultation on the design and development of a Regional Community Improvement Plan (\$125k)
- Implement the Region's new Development Tracking System which will track land development applications through their entire life cycle, streamline the application process and improve efficiency (\$620k)
- Update the Region's Cycling Master Plan
- Develop a new Tourism Strategy and refresh the Economic Development Strategy and Action Plan (\$45k)
- Advance the servicing of employment lands to increase Regional investment readiness
- Develop and implement a new Marketing Strategy and Advertising plan including delivering marketing campaigns through innovative digital channels to grow awareness of the Region, support the growth of the energy, environment, and engineering (EN3) cluster and the Region's innovative technology cluster
- Advance the deployment of broadband infrastructure to underserved areas (\$121k)
- Implement the Corporate Customer Service Strategy and Citizen Experience Transformation Project as set out in the recommendations provided by Pricewaterhouse Coopers (\$0.3 million)
- Implement, monitor, and promote the Region's new Strategic Plan (\$96k)
- Develop new partnerships, conduct outreach and undertake research to support various government relations initiatives (\$150k)
- Undertake and begin to implement a Regional Smart Cities framework to use technology to improve services (\$200k)
- Drive implementation of the Region's climate change adaptation and mitigation plans, including the Durham Community Climate Change Adaptation Plan and Durham Community Energy Plan (\$275k)
- Projected POA revenue increase from red light camera and automatic speed enforcement initiatives (\$1.9 million)

Staffing:

- Prosecutor (\$125k) to support the increase in charges resulting from Automatic Speed Enforcement and Red Light Camera initiative. These new programs have the potential to double the number of cases that the current POA environment processes each year. Projected incremental fine revenue will offset these costs (Annualized cost \$125k)
- Prosecution Assistant (\$95k) to provide support to prosecutors due to Automatic Speed Enforcement and Red Light Camera initiatives. These new programs have the potential to double the number of cases that the current POA environment processes each year. Projected incremental fine revenue will offset these costs (Annualized cost \$95k)
- Prosecutor (\$63k) to support matters relating to local tier prosecutions. A portion of the incremental cost for this position is projected to be recovered from local municipalities (Annualized cost \$125k)
- Prosecution Assistant (\$47k) to provide support to prosecutors due to growth and increased workload from the processing of Body Worn Camera charges and increased volume of charges from local tier prosecutions. A portion of the incremental cost for this position is projected to be recovered from local municipalities (Annualized cost \$95k).
- Information Management Technician (\$48k) to support information management initiatives and ensure that the Regional staff adhere to legal requirements under the Records Retention By-Law (Annualized cost \$96k)
- Senior Technology Analyst (\$63k) to manage all aspects of information technology infrastructure projects from initiation to closure, provide technical guidance and leadership for enterprise projects and future technologies (Annualized cost \$126k)
- E-Learning Specialist (\$61k) to provide skilled resources for the development and implementation of e-Learning training modules for various corporate programs and become more efficient in the delivery of such services (Annualized cost \$122k)
- Disability Management Analyst (\$111k) to support increasing workload for the disability case management program and provide necessary resources to comply with legislative requirements (Annualized cost \$111k)
- Diversity Program Manager (\$61k) to support the Corporate Diversity and Inclusion Strategy as approved by Regional Council and the various initiatives resulting from growing awareness of diversity and inclusion within the organization and commitments associated within the strategy (Annualized cost \$122k)
- Videographer (\$51k) to provide Communications with videography support by developing videos to enhance the corporation's internal and external profile while informing staff and the community of regional programs, initiatives and events through digital media marketing (Annualized cost \$102k)
- Director, Transit Oriented Development (\$105k) to lead and provide strategic direction in planning and implementing Transit Oriented Development (Annualized cost \$210k)
- Administrative Assistant (\$47k) to support the planning and implementing of Transit Oriented Development (Annualized cost \$93k)
- Investment Portfolio Manager (\$96k) to facilitate the Region's shift from passive portfolio management to more active portfolio management. The incremental cost of this position is expected to be more than offset by increased interest revenue (Annualized cost \$192k)

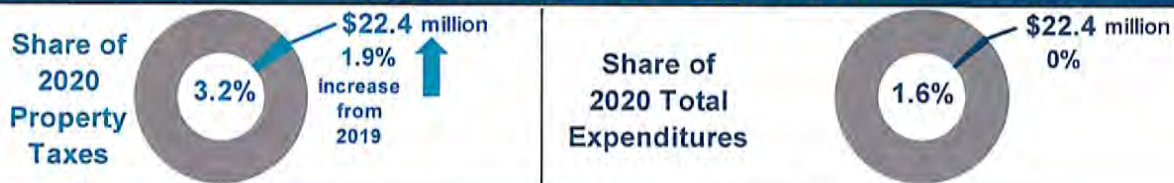
Staffing:

- Senior Financial Analyst 2 (\$63k) to facilitate the Region’s shift from passive portfolio management to more active portfolio management. The incremental cost of this position is expected to be more than offset by increased interest revenue (Annual cost \$126k)
- Procurement Analyst (\$59k) to support the implementation and expansion of the P-card program (Annual cost \$118k)
- Clerk 1 (\$35k) to support on-line procurement software utilization (Annualized cost \$70k)
- Senior Accounting Clerk (\$44k) to address priority projects and maintain payment service levels (Annual cost \$88k)

Capital:

- Acquisition of Computer Telephone Integration System, Voice Recorder System and supporting technology infrastructure to support and enhance Emergency 9-1-1 services (\$1.3 million)
- Acquisition/upgrade to various software systems including Records Management System (\$80k); Health and Safety Management System Software (\$50k), Crestron System (\$200k) and Customer Relationship Management System (CRM) (\$400k)

External Agencies Highlights



Conservation Authorities:

- The 2020 budget for Conservation Authorities includes \$6,115,288 for operations, \$1,693,446 for special benefitting projects and \$200,000 for land management for the Region’s five Conservation Authorities
- The 2020 funding for the York/Peel/Durham/Toronto Groundwater Management Initiative is recommended to remain 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. Each of these four projects is a continuation of a multi-year initiative that was approved as part of the 2019 Business Plans and Budgets

Conservation Authorities:

- **Central Lake Ontario Conservation Authority** – Restoration Program \$150,000 (Year Two of Five) – under this program CLOCA will implement restoration projects, apply for funding, prepare progress reports and foster long term partnerships with watershed businesses, community organizations and landowners. Under this program 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
- **Kawartha Conservation Authority** – Watershed Planning Update \$30,000 (Year Two of Two) – this project will provide the most current information related to Water Resource Systems and Watershed Planning to assist with the Region's Municipal Conformity Review exercises. This project will also help to process Planning Act applications faster while ensuring conformity with provincial policy
- **Kawartha Conservation Authority** - Website Design and Implementation \$7,080 (Year Two of Two) – under this project Kawartha's Conservation Authority's website will be updated and improved for on-line application submissions, on-line payments and improved information dissemination
- **Kawartha Conservation Authority** – Digitization of Corporate Records \$5,310 (Year Two of Five) – this project is integral to expediting applications and improving customer service along with meeting the requirements under the Information and Privacy Act
- Central Lake Ontario Conservation Authority, as part of their 2020 budget submission, requested that the Region of Durham provide supplemental 2020 funding in the amount of \$60,388.47 to cover the reduction in funding from the Province for Natural Hazard Management Programming. The Province has cut funding to all conservation authorities for Natural Hazard Management Programming. It should be noted that the budget submitted by the Central Lake Ontario Conservation Authority was balanced without this incremental funding from the Region.

Special Funding Requests:

- **Trent University Durham** – as part of the 2019 Business Planning and Budgets, Regional Council approved annual funding of \$474,000 per year for three years to a maximum of \$1.42 million to Trent University Durham for the expansion of their Durham Campus. The proposed 2020 Business Plans and Budgets provides for the second annual payment of \$474,000 at the discretion of the Commissioner of Finance and subject to the accountability of capital costs and the achievement of key milestones outlined in the funding agreement
- **Durham College – Whitby Campus** – Durham College has requested a \$2 million community investment grant allocated over three years, to support the capital expansion of the College's Whitby campus. The total cost of the project is estimated at \$35 million. This project involves the construction of a new 60,300 square foot building which will allow the College to expand its capacity in the millwright, elevator and electrical skill trades programs as well as provide for necessary student space. With this new addition, the College will be able to increase its intake at the Whitby campus by 700 to 750 students over three to five years. Durham College's application adheres to all the conditions of the funding formula for post-secondary institutions, including capping the Regional request to 5.7 per cent of total project costs. Durham College also received provincial approval to take on a \$20 million project loan, which demonstrates provincial support for the project

Special Funding Requests:

- It is recommended that the request for funding from Durham College for up to a maximum of \$2.0 million over three years (\$666,667 per year) for the construction of a new 60,300 square foot building be approved, with the required financing to be provided for annually from the Durham Region Community Investment Grant envelope; and further that funds be released at the discretion of the Commissioner of Finance subject to an executed funding agreement and accountability of capital costs
- **Oak Ridges Hospice** – In 2017, Oak Ridges Hospice of Durham received provincial approval for the construction of a 12,500 square foot five -bed residential hospice in Port Perry. During the 2018 budget deliberations, Regional Council approved a funding allocation of \$350,000 for the Port Perry hospice facility. This amount represented 7.5 per cent of the total capital project costs in accordance with the healthcare institution funding guideline.
- On November 8, 2019, the Provincial Government announced \$600,000 in additional funding to expand the Port Perry hospice facility from five to eight beds. The newly planned expansion of the Port Perry hospice facility has led to an increased capital project cost estimate of approximately \$9.46 million, which will only be partially offset by increased provincial funding commitments. The Provincial Government provides a maximum capital funding contribution of \$200,000 per bed for hospice facilities.
- It is recommended that an additional Regional funding allocation of up to \$359,650 be provided to Oak Ridges Hospice of Durham for the planned expansion of the Port Perry hospice. The additional allocation is based on the revised capital budget submission provided by Oak Ridges Hospice Durham and represents 7.5 per cent of the total capital budget costs, less the original \$350,000 funding amount, in accordance with the Durham Region Community Investment Grant Policy
- **Durham Region Hospice** – In 2017, Durham Region Hospice received provincial approval for the construction of a 7,600 square foot five-bed residential hospice. This amount represented 7.5 per cent of total capital project costs in accordance with the healthcare institution funding guidelines.
- The Provincial Government has recently committed an additional \$800,000 to expand the Clarington hospice facility from five to nine beds. The newly planned expansion of the Clarington hospice facility has led to an increased capital project cost estimate of approximately \$6.73 million which will only be partially offset by increased provincial funding commitments. The provincial government provides a maximum capital funding contribution of \$200,000 per bed for hospice facilities.
- It is recommended that an additional Regional funding allocation of up to \$359,650 be provided to Oak Ridges Hospice of Durham for the planned expansion of the Clarington hospice. The additional allocation is based on the revised capital budget submission provided by Durham Region Hospice and represents 7.5 per cent of the total capital budget costs, less the original \$265,650 funding amount, in accordance with the Durham Region Community Investment Grant Policy.

8. Multi-Year Commitments: Impact on Future Budgets

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

- Staff annualization costs for the 69.4 positions proposed in the 2020 budget (\$8.0 million gross in 2021 an increase of \$3.6 million over 2020)

- 2020 Transit Service Plan enhancements (\$0.1 million net in 2021)
- Road rehabilitation needs, growth related road expansion projects and bridge and structure rehabilitation and replacement needs have been identified over the forecast period (2021 – 2029) of approximately \$1.2 billion.
- Advancing the servicing of employment lands
- Facility expansions over the 2021 – 2029 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 2020 (\$1.0 million)
- Potential new regionally operated long-term care home subject to Ministry and Council approval.
- Increased operating cost pressure for long-term-care homes to address the escalating levels of care required for its residents.
- Investments to achieve Council's affordable housing targets.
- Aging social housing portfolio requiring significant capital investments.
- Continued need to address wait lists in several social service program areas including Child Care Fee Subsidy, individual, couple or family counselling services, behavior management and affordable housing.
- Outstanding assessment appeals at the Assessment Review Board (ARB) involve a total of \$20.0 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 \$24.9 million in Regional taxes.

9. Risks and Uncertainties

- 9.1 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 7 outlines the program specific risks and uncertainties for each of the major service areas.
- 9.2 The most significant risk facing the Region is a further reduction in provincial investment. The proposed 2020 Business Plans and Budgets have been prepared based on the information currently available from the province. In the absence of funding confirmations for 2020, the Region has assumed that provincial funding will remain at the 2019 level. Further reductions 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. Staff will continue to closely monitor all provincial announcements and will report back to Regional Council as needed.
- 9.3 Regional staff are continuing to work with Durham Live and the City of Pickering on the impact this significant development will have on the Region's core programs and services. Staff will report back to Regional Council in-year on any 2020 services level impacts and associating financing.

9.4 The Region of Durham has submitted funding applications under the Investing in Canada Infrastructure Program – Public Transit Stream (ICIP). Through ICIP, the Region is anticipated to qualify for \$174 million in senior level funding with the Region's share estimated at \$103 million. Aligned with the funding applications, the Region is projecting Regional funding of \$20.2 million (total cost of \$60.1 million) in 2020 for 14 Investing in Canada Infrastructure (ICIP) projects. Projects include dedicated bus lane installations, fleet acquisition, safety and accessibility improvements, and modernization initiatives as detailed in Report #2019-DRT-20. Upon project approval by the federal and provincial governments, staff will report to Council for approval of the final financing strategy and execution of the contribution agreement(s).

10. Public Engagement on the 2020 Business Plans and Budget

10.1 Building on feedback from prior years public engagement on the 2020 Regional Business Plans and Budgets was expanded to include the addition of a second event in North Durham and a new drop-in portion for the public to complement the formal presentation and question and answer portion of the Open House.

10.2 Public engagement activities for the 2020 Regional Business Plans and Budgets included:

- hosting two budget open houses, one at Regional Headquarters in Whitby on November 12, 2019 and one at the Scugog Community Recreation Centre in the Township of Scugog on November 13, 2019;
- inviting members of the public to a drop-in session to interact with Regional employees on the programs and services provided in the community and provide input on priorities for the 2020 Business Plans and Budgets; and
- providing increased opportunities for residents to participate in-person or online through live-streamed presentations, surveys, question and answer sessions and an enhanced budget website.

10.3 Both Budget Open Houses were live streamed on Facebook and on the Region's website. An archived copy of both events is available on the Region's website. The events included a presentation on 2019 accomplishments, financial overview, and the 2020 budget guideline and priorities. Following the presentation, there was a question and answer period.

10.4 The objective of the Open Houses 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 2020 budget;
- Gain an increased understanding of Regional programs and services; and
- Provide input on priorities for the 2020 and future budgets.

10.5 The events were well received with the live-stream on Facebook reaching over 1,000 people and receiving over 35 likes, comments and shares.

- 10.6 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 types of events increase both the accountability and transparency of the Region's planning and budgeting processes.
- 10.7 Staff will continue to build on the initial steps taken as part of the 2020 Budget process to expand and enhance public engagement and education in advance of the 2021 budget.

11. Fees and Charges

- 11.1 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 2020 Business Plans and Budgets.
- 11.2 Development Charges
- Development Charges are indexed annually on July 1st based on the by-laws passed by Regional Council.
- 11.3 Services for Seniors
- Adjustment to Cable TV rates based on amended agreement with provider.
- 11.4 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 16-2019 and 17-2019 and effective April 1, 2020.
- 11.5 Works
- Increase in site license fees for telecommunication equipment installed on Regional sites, infrastructure and facilities.
 - Increase in Municipal Consent Processing Fee to \$600.
- 11.6 Durham Region Transit
- Fare increases effective May 1, 2020 as approved through Report 2020-F-01.
 - Universal Transit Pass (U-Pass) rate increase to \$141.75 per student per semester for the period September 1, 2020 to August 31, 2021.
- 11.7 Durham Regional Police Services
- Fees for Pay Duties and Officer Interviews have been amended to reflect the current Collective Bargaining Agreement wage rates and current costs.
 - The fee for Scale Diagram has been removed as it is no longer applicable.

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

- 12.1 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 were to establish standards for the accounting treatment of tangible capital assets acquired by local governments.
- 12.2 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.
- 12.3 Since the Region's 2020 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 2020 BUSINESS PLANS AND BUDGETS (000'S)**

	<u>2019</u>		<u>2020</u>		
	<u>Total</u>	<u>Property Tax</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
	\$		\$	\$	\$
<u>PSAS Additions to Budget</u>					
Tangible Capital Asset Amortization	142,386	89,152	24,673	30,659	144,484
Post-Employment Benefit Expense	11,274	12,278	623	716	13,617
Landfill Closure Costs - (Decrease)/Increase in Liability	(612)	4,701	-	-	4,701
Transfers from Reserves and Reserve Funds	72,753	110,254	6,221	11,383	127,858
Proceeds of Debit issued for Regional Purposes	-	-	-	-	-
Total PSAB Additions	<u>225,801</u>	<u>216,385</u>	<u>31,517</u>	<u>42,758</u>	<u>290,660</u>
<u>PSAS Reductions to Budget</u>					
Gross Tangible Capital Assets Acquisitions	(364,719)	(327,029)	(82,032)	(77,293)	(486,354)
Less: Tangible Capital Asset Recoveries	24,971	52,417	962	18,343	71,722
Net Tangible Capital Asset Acquisitions	(339,748)	(274,612)	(81,070)	(58,950)	(414,632)
Debt Principal Payments	(22,076)	(11,003)	-	(5,971)	(16,974)
Transfers to Reserves and Reserve Funds	(103,252)	(99,849)	(8,956)	(26,022)	(134,827)
Contributed Tangible Capital Assets	(16,269)	(1,259)	(6,843)	(7,231)	(15,333)
Total PSAB Reductions	<u>(481,345)</u>	<u>(386,723)</u>	<u>(96,869)</u>	<u>(98,174)</u>	<u>(581,766)</u>
Net Impact - (Increase) to Accumulated Surplus	<u>(255,544)</u>	<u>(170,338)</u>	<u>(65,352)</u>	<u>(55,416)</u>	<u>(291,106)</u>

13. Conclusion

- 13.1 The 2020 Business Plans and Budgets recommendations for property tax supported programs are lower than the overall 2.5 per cent guideline adopted by Regional Council through Finance Reports # 2019-F-38 and 2019-F-44 and represents a net property tax budgetary increase of 2.2 per cent or approximately \$59 for the Region-wide average residential home after assessment growth.
- 13.2 The recommended 2020 Business Plans and Budgets provides for an affordable tax increase for business and residential property owners, gives consideration to continued reassessment increases being phased-in, includes a number of base pressures and non-discretionary items that are required to continue to deliver the Region's existing programs and services, responds to reductions in provincial funding to ensure service levels are maintained, and meets service and program needs for a growing Region. In addition, the 2020 Business Plans and Budgets includes continued investment in the Region's strategic priorities including enhancements to front line programs and services and support for the following key priority areas:
- Respond to growth and affordability pressures and support the vulnerable sector
 - Innovate and modernize operations and administration
 - Accommodate ongoing legislative and regulatory changes
 - Invest in infrastructure renewal

14. Attachments

- 14.1 Attachment #1: The Regional Municipality of Durham Summary of Estimated Gross and Net Budget Expenditures
- 14.2 Detailed 2020 Regional Business Plans and Budgets for Property Tax Purposes are available on-line through the links provided on the February 11 and 12, 2020 Finance and Administration Committee Agenda or in hard copy by contacting the Finance Department at (905) 668-7711 ext. 2304.

Respectfully submitted,

Nancy Taylor, BBA, CPA, CA
Commissioner of Finance

Recommended for Presentation to Committee

Elaine C. Baxter-Trahair
Chief Administrative Officer

The Regional Municipality of Durham
Summary Estimated Gross and Net Budget Expenditures
(\$,000's)



	2019 Approved Budget		2020 Proposed Budget		Annual Change			
	Gross Expenditures (\$,000s)	Net Tax or User Rate (\$,000s)	Gross Expenditures (\$,000s)	Net Tax or User Rate (\$,000s)	Gross Expenditures (\$,000s)	%	Net Tax or User Rate (\$,000s)	%
PROPERTY TAX SUPPORTED								
Police Service	224,147	206,613	239,919	213,225	15,772	7.04%	6,612	3.20%
Durham Region Transit	101,061	58,150	109,266	60,702	8,205	8.12%	2,552	4.39%
Roads and Bridges	186,585	85,869	182,830	90,257	(3,755)	(2.01%)	4,388	5.11%
Solid Waste Management	82,221	48,477	248,403	47,736	166,182	202.12%	(741)	(1.53%)
Public Works	268,806	134,346	431,233	137,993	162,427	60.43%	3,647	2.71%
Public Health	55,044	19,707	60,887	19,546	5,843	10.62%	(161)	(0.82%)
Paramedic Services	54,484	26,884	55,005	30,068	521	0.96%	3,184	11.84%
Long-Term Care	111,839	45,315	115,731	47,678	3,892	3.48%	2,363	5.21%
Social Housing	63,241	41,060	68,675	46,477	5,434	8.59%	5,417	13.19%
Social Assistance	122,732	18,974	121,954	18,718	(778)	(0.63%)	(256)	(1.35%)
Children's Services	81,212	9,048	82,101	10,913	889	1.09%	1,865	20.61%
Family Services	6,905	5,319	6,757	5,294	(148)	(2.14%)	(25)	(0.47%)
Health & Social Services	495,457	166,307	511,110	178,694	15,653	3.16%	12,387	7.45%
Governance & Administration	64,753	35,860	76,876	37,025	12,123	18.72%	1,165	3.25%
Planning & Economic Development	10,182	9,095	10,464	9,449	282	2.77%	354	3.89%
Emergency Management & 9-1-1	6,748	4,995	7,819	5,380	1,071	15.87%	385	7.71%
Other Regional Services	81,683	49,950	95,159	51,854	13,476	16.50%	1,904	3.81%
External Agencies	22,372	21,938	22,365	22,365	(7)	(0.03%)	427	1.95%
Other	31,774	31,774	32,014	32,016	240	0.76%	242	0.76%
Outside Agencies and Other	54,146	53,712	54,379	54,381	233	0.43%	669	1.25%
Property Tax Supported Total	1,225,300	669,078	1,441,066	696,849	215,766	17.61%	27,771	4.15%

Less Assessment Base Growth (1.95%)

Net Property Tax Rate Impact 2.20%

USER RATE SUPPORTED								
Water Services	182,212	107,932	152,578	111,752	(29,634)	(16.26%)	3,820	3.54%
Sanitary Sewerage	235,097	102,119	205,465	107,712	(29,632)	(12.60%)	5,593	5.48%
User Rate Supported Total	417,309	210,051	358,043	219,464	(59,266)	(14.20%)	9,413	4.48%

All Regional Services Total	1,642,609	879,129	1,799,109	916,313	156,500	9.53%	37,184	4.23%
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Totals may not add due to rounding.

The Regional Municipality of Durham
SUMMARY OF 2020 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS
 (\$,000's)

SUMMARY



SUMMARY

2019	2020 Recommendations		
Restated Budget (\$,000's)	Recommended Budget (\$,000's)	Increase (Decrease) Over 2019 (\$,000's)	Tax Impact %

A POLICE SERVICE	Page 1	206,613	213,225	6,612	3.2%	0.99%
B DURHAM REGION TRANSIT	Page 1	58,150	60,702	2,552	4.4%	0.38%
C CONSERVATION AUTHORITIES	Page 1	8,202	8,376	174	2.1%	0.03%
D SOLID WASTE MANAGEMENT	Page 2	48,477	47,736	(741)	(1.5%)	(0.11%)
E REGIONAL OPERATIONS AND OTHER	Pages 2-4	339,165	357,200	18,035	5.3%	2.69%
F SPECIAL CONTRIBUTIONS	Page 4	4,975	4,977	2	0.0%	0.00%
ADJUSTMENT TO ASSESSMENT BASE Outstanding non-residential property tax appeals		1,457	1,457	-	0.0%	0.00%
2019 DEFERRAL FOR SEATON GROWTH		2,039	2,039	-	0.0%	0.00%
TOTAL REGIONAL PROPERTY TAX SUPPORTED BUDGETS (before growth)		669,078	695,712	26,634	3.98%	3.98%

2020 Assessment Growth	1.95%
2020 Deferral for Seaton Growth	-0.17%
Less Net Growth for 2020 Budgetary Purposes	(1.78%)

2020 Property Tax Budgetary Impact **2.20%**

Average Region-Wide Home Budgetary Impact

Net 2020 Average Region-Wide Home Budgetary Increase **\$59**
 (does not include reassessment impacts)

The Regional Municipality of Durham
SUMMARY OF 2020 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS
 (\$,000's)



2019	2020 Recommendations		
Restated Budget (\$,000's)	Recommended Budget (\$,000's)	Increase (Decrease) Over 2019 (\$,000's) %	Tax Impact %

POLICE SERVICE

1	Operations	224,148	239,919			
2	Less: Provincial Grants	(7,597)	(8,104)			
3	Recoveries Other	(8,430)	(8,439)			
4	Recoveries from Reserves	(495)	(9,689)			
5	Other Revenues	(1,013)	(462)			
A Police Service Total		206,613	213,225	6,612	3.2%	0.99%

DURHAM REGION TRANSIT

6	Operating	89,529	94,018			
7	Capital	1,437	1,340			
8	Revenues	(32,816)	(34,656)			
B Durham Region Transit Total		58,150	60,702	2,552	4.4%	0.38%

CONSERVATION AUTHORITIES

<u>Operating Expenditures</u>						
9	Central Lake Ontario	3,969	4,068			
10	Kawartha	622	642			
11	Ganaraska Region	469	494			
12	Toronto and Region	642	657			
13	Lake Simcoe Region	257	255			
14	Operating Expenditures Subtotal	5,959	6,116			
<u>Special Projects</u>						
15	Kawartha	143	145			
16	Ganaraska Region	232	235			
17	Toronto and Region	825	838			
18	Lake Simcoe Region	474	475			
19	Special Projects Subtotal	1,674	1,693			
<u>One-Time Special Project Funding</u>						
20	Central Lake Ontario - Watershed Plan Update	100	-			
21	Central Lake Ontario - Restoration Program	150	150			
22	Recovery from Land Conservation and Protection Fund	(150)	-			
23	Potential Contribution to the Ontoro Watermain	84	-			
24	Recovery from Land Conservation and Protection Fund	(84)	-			
25	Kawartha - Watershed Planning Update - Water Resources	40	30			
26	Kawartha - Website Design and Implementation	9	7			
27	Kawartha - Digitization of Corporate Records	10	5			
28	Ganaraska - Enterprise Data Management Platform	35	-			
29	Toronto and Region - Emerald Ash Borer	200	-			
30	Recovery from Land Conservation and Protection Fund	(200)	-			
31	One-Time Special Project Funding Subtotal	194	192			
<u>Land Management Funding</u>						
32	Central Lake Ontario	85	85			
33	Kawartha	15	15			
34	Ganaraska Region	37	37			
35	Toronto and Region	41	41			
36	Lake Simcoe Region	22	22			
37	Land Management Funding Subtotal	200	200			
38	York/Peel/Durham/Toronto Groundwater Management	175	175			
C Conservation Authorities Total		8,202	8,376	174	2.1%	0.03%

The Regional Municipality of Durham
SUMMARY OF 2020 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS
 (\$,000's)



2019	2020 Recommendations		
	Recommended Budget (\$,000's)	Increase (Decrease) Over 2019 (\$,000's)	Tax Impact %

SOLID WASTE MANAGEMENT

39	Waste Management Facilities	8,104	8,796			
40	Collection Services	21,135	20,814			
41	Disposal and Processing Services	13,652	13,758			
42	Common Service Costs	12,447	12,763			
40	Capital	2,950	163,881			
43	Debentures, Reserve and Other Funding for Major Capital		(163,511)			
44	Blue Box Revenues & Subsidies	(9,811)	(8,765)			
D	Solid Waste Management Total	48,477	47,736	(741)	(1.5%)	(0.11%)

E REGIONAL OPERATIONS AND OTHER

WORKS

Operations and Facilities						
45	Operations and Capital	32,262	35,291			
46	Facilities Management and Capital	3,283	4,642			
47	Operations and Facilities Subtotal	35,545	39,933	4,388	12.3%	0.66%
Roads Capital						
48	Construction of Municipal Services	87,005	78,200			
49	Additional Road Rehabilitation Capital	7,500	10,100			
50	Roads Capital Subtotal	94,505	88,300			
51	Less: Regional Rehabilitation Reserve Fund	(26,050)	(27,250)			
52	Regional Road Reserve Fund	(12,600)	(9,814)			
53	Regional Bridge Rehabilitation Fund	(5,525)	(8,025)			
54	Development Charges	(35,080)	(25,761)			
55	Federal Gas Tax	(7,500)	(10,100)			
56	Vision Zero Reserve Fund	-	(1,150)			
57	Other Revenues	(1,550)	-			
58	Roads Capital Net Subtotal	6,200	6,200	-	0.0%	0.00%
59	Works Total	41,745	46,133	4,388	10.5%	0.66%

ROADS AND BRIDGES

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

The Regional Municipality of Durham
SUMMARY OF 2020 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS
 (\$,000's)



2019	2020 Recommendations		
Restated Budget (\$,000's)	Recommended Budget (\$,000's)	Increase (Decrease) Over 2019 (\$,000's)	Tax Impact %

HEALTH & SOCIAL SERVICES

Public Health			
64	Health Operations	50,020	
65	Less: Provincial Investment	(30,313)	
66	Public Health Net Subtotal	19,707	
Paramedic Services			
67	Paramedic Services Operations	50,092	
68	Less: Contribution from Province & Recoveries	(24,209)	
69	Paramedic Services Net Subtotal	25,883	
Social Services			
70	Emergency and Program Support Services	1,383	
71	Social Assistance	17,240	
72	Children's Services	9,048	
73	Family Services	5,319	
74	Housing Services	1,821	
75	Long Term Care & Services for Seniors	45,315	
76	Social Services Subtotal	80,126	
77	Health & Social Services Total	125,716	

	49,813		
	(30,267)		
	19,546	(161)	(0.8%)
			(0.02%)
	52,136		
	(23,851)		
	28,285	2,402	9.3%
			0.36%
	555		
	17,813		
	10,913		
	5,294		
	2,193		
	47,678		
	84,446	4,320	5.4%
			0.64%
	132,277	6,561	5.2%
			0.98%

PLANNING & ECONOMIC DEVELOPMENT

78	Planning	5,753	
79	Economic Development & Tourism	3,342	
80	Planning & Economic Development Total	9,095	

	5,979	226	3.9%
	3,470	128	3.8%
	9,449	354	3.9%
			0.05%

FINANCE & ADMINISTRATION

81	Regional Council	2,568	
82	Regional Chair's Office	645	
83	Chief Administrative Officer	4,390	
84	Corporate Services		
85	Legal Services	2,455	
86	Human Resources	6,600	
87	Information Technology	15,093	
88	Legislative Services	3,237	
89	Durham Emergency Management Office (DEMO)	745	
90	Emergency 9-1-1 Telephone System	3,750	
91	Finance	13,733	
92	Finance & Administration Total	53,216	

	2,585		
	659		
	6,152		
	2,426		
	7,030		
	15,619		
	3,581		
	698		
	4,182		
	14,328		
	57,260	4,044	7.6%
			0.60%

The Regional Municipality of Durham
SUMMARY OF 2020 PROPERTY TAX SUPPORTED BUSINESS PLANS AND BUDGETS
 (\$,000's)



2019	2020 Recommendations		
	Restated Budget (\$,000's)	Recommended Budget (\$,000's)	Increase (Decrease) Over 2019 (\$,000's) %

NON-DEPARTMENTAL

Corporate Requirements					
93	Non-Departmental	12,729	11,868		
94	Regional Revitalization Reserve Fund	1,860	1,860		
95	Equipment Reserve	750	750		
96	Paramedic Station	1,000	1,783		
97	Regional Headquarters Reserve Fund	1,950	1,250		
98	Post Retirement Benefit Unfunded Liabilities	1,957	1,957		
99	Social Housing Provision	-	960		
100	9-1-1 Emergency Telephone System Backup Equipment	500	500		
101	Infrastructure Renewal Fund	16,986	16,986		
102	Property Tax Appeals	1,195	1,000		
103	DRT Passes for ODSP Recipients	350	350		
104	Corporate Requirements Subtotal	39,277	39,264		
Revenues					
105	Provincial Offences Act - Net Revenue	(60)	(657)		
106	Payment-in-Lieu	(11,305)	(12,052)		
107	Unallocated Revenues & Expenditures	(1,882)	(1,922)		
108	Revenues Subtotal	(13,247)	(14,631)		
109	Non-Departmental Total	26,030	24,633	(1,397)	(5.4%)
					(0.21%)

Social Housing - Corporate

110	Durham Regional Local Housing Corporation	6,879	9,895		
111	Provider Payments - Other	27,941	28,583		
112	Housing Supplementary Rent Program	2,863	3,290		
113	Technical Audits	106	106		
114	Capital Provisions	1,450	1,450		
115	Social Housing - Corporate Total	39,239	43,324	4,085	10.4%
					0.61%

E	Regional Operations and Other Total	339,165	357,200	18,035	5.3%	2.69%
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SPECIAL CONTRIBUTIONS

116	Land Conservation and Protection Reserve Fund *	565	567			
117	Durham College - Oshawa	300	-			
118	Durham College - Whitby	-	667			
119	Trent University - Durham	-	474			
120	Oak Ridges Hospice of Durham	-	360			
121	Durham Region Hospice (Clarington)	-	239			
122	Durham Region Community Investment Grant	4,110	2,670			
F	Special Contributions Total	4,975	4,977	2	0.0%	0.00%

* 2020 Land Conservation and Protection Reserve Fund contribution has been adjusted to reflect the reversal of 2019 and recognition of 2020 one-time special project funding requests from the Conservation Authorities and the Land Management Funding provided by the Region.

**REGIONAL MUNICIPALITY OF DURHAM
DEPARTMENTAL NEW POSITIONS
2020 PROPERTY TAX SUPPORTED BUSINESS PLANS & BUDGETS**



Position	Start Date	Full Time Equivalent	2020			2021		Notes	
			Gross Payroll (1) \$,'000's	Other Costs (2) \$,'000's	Total Cost (3) \$,'000's	Additional Cost (4) \$,'000's	Annualized Cost (5)=(1)+(4) \$,'000's		
WORKS									
General Tax	SWAT Labourer	1-Jul	0.358	18	-	18	17	35	Construction Management Services - Shared with Water 0.385 and Sewer 0.257
	SWAT Labourer	1-Jul	0.358	18	-	18	17	35	Construction Management Services - Shared with Water 0.385 and Sewer 0.257
	Works Technician 5	1-Jul	1.000	62	-	62	63	125	Transportation Design
	Project Manager	1-Jul	1.000	80	-	80	80	160	Transportation Design
	Senior Project Coordinator	1-Jul	0.288	17	-	17	17	34	Facilities - Maintenance & Operations - Shared with Water 0.271, Sewer 0.386, and Solid Waste 0.055
	Vehicle Equipment Trainer	1-Jul	0.340	21	-	21	21	42	Depot Maintenance Administration - Shared with Water 0.330 and Sewer 0.330
	GIS Specialist	1-Jul	1.000	40	-	40	40	80	Traffic Payroll Clearing - Vision Zero
	Project Engineer	1-Jul	1.000	73	-	73	73	146	Traffic Payroll Clearing - Vision Zero
	Project Engineer	1-Jul	1.000	73	-	73	73	146	Traffic Payroll Clearing - Vision Zero
	Works Technician 2	1-Jul	1.000	51	-	51	51	102	Traffic Payroll Clearing - Vision Zero
	Works Technician 5	1-Jul	1.000	62	-	62	63	125	Traffic Payroll Clearing - Enterprise Maintenance Management System
	Technical Assistant	1-Jul	1.000	43	-	43	44	87	Traffic Payroll Clearing - Enterprise Maintenance Management System
	Technical Assistant	1-Jul	1.000	43	-	43	44	87	Traffic Payroll Clearing - Enterprise Maintenance Management System
	Works Technician 2	1-Jul	1.000	51	-	51	51	102	Traffic Payroll Clearing - Data/Asset Management
	Subtotal		11.344	652	-	652	654	1,306	
Solid Waste Management	Manager	1-Jul	1.000	96	-	96	97	193	Waste Administration - Policy & Transitioned Programs
	Senior Project Coordinator	1-Jul	0.055	3	-	3	3	6	Facilities - Maintenance & Operations - Shared with Works-General Tax 0.288, Water 0.271, and Sewer 0.386
	Subtotal		1.055	99	-	99	100	199	
PUBLIC HEALTH									
Health	Tobacco Enforcement Officer	1-Jul	1	54	-	54	54	108	Healthy Living
	Subtotal		1.000	54	-	54	54	108	

**REGIONAL MUNICIPALITY OF DURHAM
DEPARTMENTAL NEW POSITIONS
2020 PROPERTY TAX SUPPORTED BUSINESS PLANS & BUDGETS**



	Position	Start Date	Full Time Equivalent	2020			2021		Notes
				Gross Payroll (1) \$,'000's	Other Costs (2) \$,'000's	Total Cost (3) \$,'000's	Additional Cost (4) \$,'000's	Annualized Cost (5)=(1)+(4) \$,'000's	
Paramedic Services	Superintendent	1-Jul	1	80		80	80	160	Administration <hr/> Operations <hr/> Operations
	Primary Care Paramedic	1-Jul	6	396		396	396	792	
	Advanced Care Paramedic	1-Jul	6	420		420	420	840	
	Subtotal			13.000	896	-	896	896	
SOCIAL SERVICES									
Children's Services	Training Specialist	1-Jul	1	51		51	51	102	Child and Family Supports <hr/>
	Subtotal			1.000	51	-	51	51	
Housing Services	Program Assistant	1-Jul	1	44		44	44	88	Social Housing Administration <hr/>
	Subtotal			1.000	44	-	44	44	
Social Service - Long Term Care	Fairview Lodge - Personal Support Worker	1-Jul	1	37		37	37	74	Nursing and Personal Care - offset by the conversion of Part Time Registered Nurse (RN) hours <hr/> Nursing and Personal Care <hr/> Nursing and Personal Care <hr/> Nursing and Personal Care <hr/> Nursing and Personal Care <hr/> Nursing and Personal Care <hr/> Resident Care Program Support <hr/> Nursing and Personal Care
	Hillsdale Estates - Personal Support Worker	1-Jul	1	37		37	37	74	
	Hillsdale Estates - Registered Practical Nurse	1-Jul	1	44		44	44	88	
	Hillsdale Estates - Nurse Practitioner	1-Jul	1	80		80	80	160	
	Hillsdale Terraces - Coordinator	1-Jul	1	56		56	56	112	
	Hillsdale Terraces - Personal Support Worker	1-Jul	1	37		37	37	74	
	Hillsdale Terraces - Recreation Programmer	1-Jul	1	37		37	37	74	
	Lakeview Manor - Personal Support Worker	1-Jul	2	74		74	74	148	
	Subtotal			13.000	896	-	896	896	

**REGIONAL MUNICIPALITY OF DURHAM
DEPARTMENTAL NEW POSITIONS
2020 PROPERTY TAX SUPPORTED BUSINESS PLANS & BUDGETS**



Position	Start Date	Full Time Equivalent	2020			2021		Notes	
			Gross Payroll (1) \$,'000's	Other Costs (2) \$,'000's	Total Cost (3) \$,'000's	Additional Cost (4) \$,'000's	Annualized Cost (5)=(1)+(4) \$,'000's		
Subtotal		9.000	402	-	402	402	804		
CORPORATE SERVICES									
Provincial Offences Act	Prosecutor	1-Jan	1	125		125	-	125	Prosecution - Automatic Speed Enforcement / Red-Light Cameras <hr/> Prosecution - Automatic Speed Enforcement / Red-Light Cameras <hr/> Prosecution <hr/> Prosecution
	Prosecutor Assistant	1-Jan	1	95		95	-	95	
	Prosecutor	1-Jul	1	63		63	62	125	
	Prosecutor Assistant	1-Jul	1	47		47	48	95	
	Subtotal		4.000	330	-	330	110	440	
Human Resources	E-Learning Specialist	1-Jul	1	61	2	63	61	122	Human Resource Services <hr/> Human Resource Services <hr/> Human Resource Services <hr/> Diversity and Inclusion
	Labour Relations Advisor	1-Jan	1	146	2	148	-	146	
	Disability Management Analyst	1-Jan	1	111	2	113	-	111	
	Diversity Program Manager	1-Jul	1	61	2	63	61	122	
	Subtotal		4.000	379	8	387	122	501	
Information Technology	Senior Technology Analyst	1-Jul	1	63	9	72	63	126	Security <hr/>
	Subtotal		1.000	63	9	72	63	126	
Legislative Services	Information Management Technician	1-Jul	1	48	2	50	48	96	Records and Information Management <hr/>
	Subtotal		1.000	48	2	50	48	96	

**REGIONAL MUNICIPALITY OF DURHAM
DEPARTMENTAL NEW POSITIONS
2020 PROPERTY TAX SUPPORTED BUSINESS PLANS & BUDGETS**



Position	Start Date	Full Time Equivalent	2020			2021		Notes	
			Gross Payroll (1) \$,\$000's	Other Costs (2) \$,\$000's	Total Cost (3) \$,\$000's	Additional Cost (4) \$,\$000's	Annualized Cost (5)=(1)+(4) \$,\$000's		
FINANCE & ADMINISTRATION									
Chief Administrative Officer	Videographer	1-Jul	1	51	19	70	51	102	Corporate Communications Strategic Initiatives (converted from part-time)
	Policy Advisor	1-Jan	2	291		291	-	291	
	Subtotal		3.000	342	19	361	51	393	
Finance	Investment Portfolio Manager	1-Jul	1	96	7	103	96	192	Business Planning, Budgets and Risk Management
	Senior Financial Analyst 2	1-Jul	1	63	7	70	63	126	Business Planning, Budgets and Risk Management
	Procurement Analyst	1-Jul	1	59	7	66	59	118	Financial Planning and Purchasing and Supply and Services
	Clerk 1	1-Jul	1	35	7	42	35	70	Financial Planning and Purchasing and Supply and Services
	Senior Accounting Clerk	1-Jul	1	44	7	51	44	88	Financial Services
Subtotal		5.000	297	35	332	297	594		
Non-Departmental	Director	1-Jul	1	105		105	105	210	Transit Oriented Development
	Administrative Assistant	1-Jul	1	47		47	46	93	Transit Oriented Development
	Subtotal		2.000	152	-	152	151	303	

**REGIONAL MUNICIPALITY OF DURHAM
DEPARTMENTAL NEW POSITIONS
2020 PROPERTY TAX SUPPORTED BUSINESS PLANS & BUDGETS**



				2020			2021		Notes
Position	Start Date	Full Time Equivalent		Gross Payroll (1)	Other Costs (2)	Total Cost (3)	Additional Cost (4)	Annualized Cost (5)=(1)+(4)	
				\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	
TRANSIT									
Durham Region Transit	Safety & Training Coordinator	1-Jul	1	56	7	63	56	112	Administration <hr/> Operations <hr/> Maintenance - Equipment <hr/> Maintenance - Equipment
	Conventional Operator	1-Jul	7	335		335	335	670	
	Mechanic	1-Jul	2	117		117	117	234	
	Service Person	1-Jul	2	88		88	88	176	
	Subtotal			12.000	596	7	603	596	
Total Property Tax Supported Regional Departments (including Police)			69.399	4,405	80	4,485	3,639	8,044	

2020 Capital Budget and 2021-2029 Forecast

Property Tax Supported Services
Tangible Capital Asset Summary



	2019	2020	Forecast					Forecast Total
	Approved (\$000's)	Recommended (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Major Capital								
Durham Regional Police Service	515	8,715	81,500	1,500	1,500	4,815	141,015	230,330
Durham Region Transit	11,280	14,942	15,942	29,761	104,140	23,545	174,134	347,522
Works - General Tax	94,505	88,300	107,750	149,378	140,656	127,905	738,866	1,264,555
Works - Solid Waste Management	1,803	163,560	16,385	6,158	1,860	1,320	217,502	243,225
Public Health	-	4,048	-	-	-	-	-	-
Health - Paramedic Services	3,500	1,783	3,300	-	-	5,700	-	9,000
Social Services - Part 1	-	-	1,250	-	8,300	-	20,000	29,550
Social Services - LTC & Services for Seniors	-	-	-	-	-	-	82,485	82,485
Planning & Economic Development	-	-	-	-	-	-	-	-
Corporate Services	-	1,073	-	-	-	-	-	-
Administration	-	-	-	-	-	-	-	-
Headquarters	340	7,004	2,700	2,700	2,570	-	10,000	17,970
Major Capital Subtotal	111,943	289,425	228,827	189,497	259,026	163,285	1,384,002	2,224,637
Minor Capital - New								
Durham Regional Police Service	104	477	777	460	160	160	0	1,557
Durham Region Transit	39	111	82	79	79	79	395	714
Works - General Tax	370	1,039	825	358	157	57	483	1,880
Works - Solid Waste Management	-	151	571	1,150	1,720	450	1,000	4,891
Public Health	67	476	41	75	34	27	5	182
Health - Paramedic Services	459	520	-	242	-	242	484	968
Social Services - Part 1	162	21	-	22	83	214	-	319
Social Services - LTC & Services for Seniors	158	795	-	92	-	533	-	625
Planning & Economic Development	30	-	-	-	-	-	-	-
Corporate Services	216	191	3,865	572	10	1	5	4,453
Administration	2,823	2,571	5	-	-	-	180	185
Headquarters	51	145	-	-	566	-	-	566
Minor Capital - New Subtotal	4,479	6,497	6,166	3,050	2,809	1,763	2,552	16,340
Minor Capital - Replacement								
Durham Regional Police Service	3,415	3,966	2,456	2,530	2,271	2,145	15,329	24,731
Durham Region Transit	214	196	70	71	72	73	380	666
Works - General Tax	9,230	8,113	12,303	11,249	10,976	10,854	54,704	100,086
Works - Solid Waste Management	1,147	170	868	1,134	464	564	1,728	4,758
Public Health	412	513	35	26	8	40	80	189
Health - Paramedic Services	1,679	1,747	2,466	2,025	4,310	1,910	14,857	25,568
Social Services - Part 1	331	291	212	148	199	117	1,222	1,898
Social Services - LTC & Services for Seniors	1,407	1,483	1,605	4,858	2,425	559	13,726	23,173
Planning & Economic Development	47	51	54	75	52	65	300	546
Corporate Services	1,363	1,085	267	311	2,499	1,024	3,152	7,253
Administration	635	1,754	1,648	1,608	678	918	3,542	8,394
Headquarters	311	1,671	1,353	980	378	790	2,327	5,828
Minor Capital - Replace Subtotal	20,191	21,040	23,337	25,015	24,332	19,059	111,347	203,090
Total Capital	136,613	316,962	258,330	217,562	286,167	184,107	1,497,901	2,444,067

2020 Capital Budget and 2021-2029 Forecast

Durham Regional Police Service



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Major Capital								
Clarington Police Complex Phase 2-Regional Support Centre and Centre for Investigative Excellence			80,000					80,000
Police Education and Innovation Centre Transition Space		8,200						
Operations Training Centre - Phase 2							31,020	31,020
Central West Division Parking Garage West Division						3,315	29,830	33,145
North Division Expansion							4,100	4,100
Central East Division							58,565	58,565
Facility Repairs and Renovations	515	515	1,500	1,500	1,500	1,500	7,500	13,500
Major Capital Subtotal	515	8,715	81,500	1,500	1,500	4,815	141,015	230,330
Minor Capital - New								
Information Technology	17	477	317					317
Machinery & Equipment	87		460	460	160	160		1,240
Minor Capital - New Subtotal	104	477	777	460	160	160		1,557
Minor Capital - Replacement								
Building & Structures								
Information Technology	1,115	1,457	482	642	374	247	4,305	6,050
Furniture & Fixtures	120	122					15	15
Machinery & Equipment	688	775					1,471	1,471
Vehicles	1,492	1,612	1,974	1,888	1,897	1,898	9,538	17,195
Minor Capital - Replacement Subtotal	3,415	3,966	2,456	2,530	2,271	2,145	15,329	24,731
Total Capital	4,034	13,158	84,733	4,490	3,931	7,120	156,344	256,618

2020 Capital Budget and 2021-2029 Forecast

Durham Region Transit



	2019 Approved		2020 Recommended		Forecast											
	#	(\$000's)	#	(\$000's)	2021		2022		2023		2024		2025-2029		Forecast Total	
					#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)
Major Capital																
Growth Related																
Vehicles	13	8,371	1	40	7	5,262	8	4,770	9	5,401	10	6,032	57	40,708	91	62,173
Vehicle Outfitting		784		-	21	369	24	391	27	440	30	490	171	3,028	273	4,718
New Indoor Bus Storage/Service Facility		-		3,750		250		-		80,000		-		37,300	-	117,550
New Facility in Seaton Phase 1		-		-		-		-		-		-		25,000	-	25,000
Maintenance Garage: Crossbeams for Articulated Buses		-		18		-		-		-		-		-	-	-
Subtotal	13	9,155		3,808		5,881		5,161		85,841		6,522		106,036		209,441
Replacement																
Vehicle Replacement and Refurbishment		560	11	9,280	7	4,841	18	10,229	21	11,536	22	11,969	117	62,022	185	100,597
Replacement Vehicle Outfitting		229	6	500	6	78	14	211	16	208	16	208	84	1,226	136	1,931
Facilities Rehabilitation		203		148		962		-		11		25		-		998
Subtotal		992		9,928		5,881		10,440		11,755		12,202		63,248		103,526
Other																
Passenger Amenities		-		-		1,620		5,660		5,360		360		2,050		15,050
System Improvement Capital		1,133		1,206		2,560		8,500		1,184		4,461		2,800		19,505
Subtotal		1,133		1,206		4,180		14,160		6,544		4,821		4,850		34,555
Major Capital Subtotal		11,280		14,942		15,942		29,761		104,140		23,545		174,134		347,522
Minor Capital - New																
Information Technology		14		28		30		27		27		27		135		246
Furniture & Fixtures		17		21		37		37		37		37		185		333
Machinery & Equipment		8		62		15		15		15		15		75		135
New Capital Subtotal		39		111		82		79		79		79		395		714
Minor Capital - Replacement																
Building & Structures		54		-		-		-		-		-		-		-
Information Technology		62		44		23		24		25		26		145		243
Furniture & Fixtures		4		2		2		2		2		2		10		18
Machinery & Equipment		94		150		45		45		45		45		225		405
Vehicles		-		-		-		-		-		-		-		-
Minor Capital - Replacement Subtotal		214		196		70		71		72		73		380		666
Total Capital		11,533		15,249		16,094		29,911		104,291		23,697		174,909		348,902

Note: Does not include ICIP projects which are subject to Senior Government and Regional Council Approval

2020 Capital Budget and 2021-2029 Forecast

Works - General Tax



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Major Capital								
Roads Program	94,505	88,300	107,750	142,860	132,015	126,705	731,510	1,240,840
Depots				6,518	8,641	1,200	7,356	23,715
Major Capital Subtotal	94,505	88,300	107,750	149,378	140,656	127,905	738,866	1,264,555
Minor Capital - New								
Building & Structures			355					355
Land & Improvements		105						
Information Technology	14	71	23	269	12	1	14	319
Furniture & Fixtures		30	53	14	23	14	81	185
Machinery & Equipment	73	541	264	25	55	25	205	574
Vehicles	283	292	130	50	67	17	183	447
Minor Capital - New Subtotal	370	1,039	825	358	157	57	483	1,880
Minor Capital - Replacement								
Building & Structures	851	160	1,119	327				1,446
Information Technology	60	234	358	167	206	101	924	1,756
Furniture & Fixtures	1		25	4	4	2	11	46
Machinery & Equipment	11	746	60	10	10	10	64	154
Vehicles	8,307	6,973	10,741	10,741	10,756	10,741	53,705	96,684
Minor Capital - Replacement Subtotal	9,230	8,113	12,303	11,249	10,976	10,854	54,704	100,086
Total Capital	104,105	97,452	120,878	160,985	151,789	138,816	794,053	1,366,521

2020 Capital Budget and 2021-2029 Forecast

Works - Solid Waste Management



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Major Capital								
Closed Landfills								
Oshawa landfill								
Remediation - Erosion and Leachate Control				1,345	420	220	1,000	2,985
Rehabilitation - Site Repurposing (Greenspace)							3,350	3,350
Blackstock landfill (Port Perry)								
Rehabilitation of Mined Landfill - Landscaping	253							
Scugog landfill								
Remediation - Purchase Contaminant Attenuation Zone			60	500				560
Rehabilitation - Site Repurposing (Greenspace)					940			940
Scott landfill (Uxbridge)								
Landfill Reclamation (Mining)		60	4,165					4,165
Subtotal	253	60	4,225	1,845	1,360	220	4,350	12,000
New Clarington MHSW Facility - Construction/Call Centre Staff Relocation	160							
Long-term Organics Management Plan		163,500						
Durham/York Energy Centre								
Expansion EA Process and Consulting	60						210,000	210,000
Consultant Investigation - Additional Waste Heat Utilization / Project Construction			100	900				1,000
Subtotal	220	163,500	100	900			210,000	211,000
Modifications and/or New Waste Management Facilities (WMFs)								
Future Optimizations or New Sites			2,600	3,153	500	1,100	3,152	10,505
New Seaton Facility			8,500					8,500
Subtotal			11,100	3,153	500	1,100	3,152	19,005
Upgrades of Equipment at Material Recovery Facility (MRF)	1,130		660	260				920
Long Term Waste Management Master Plan	200		300					300
Major Capital Subtotal	1,803	163,560	16,385	6,158	1,860	1,320	217,502	243,225

	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Minor Capital - New								
Building & Structures		50		540	20	250		810
Land & Improvements			321	300	1,500			2,121
Information Technology		1		10				10
Furniture & Fixtures			50					50
Machinery & Equipment		100	200	300	200	200	1,000	1,900
Vehicles								
Minor Capital - New Subtotal		151	571	1,150	1,720	450	1,000	4,891
Minor Capital - Replacement								
Building & Structures			120	635			50	805
Land & Improvements			74	345	108	287	619	1,433
Information Technology	22	62	16	46	75	15	219	371
Furniture & Fixtures		1	1	1	1	1	5	9
Machinery & Equipment	900	107	657	107	280	261	835	2,140
Vehicles	225							
Minor Capital - Replacement Subtotal	1,147	170	868	1,134	464	564	1,728	4,758
Total Capital	2,950	163,881	17,824	8,442	4,044	2,334	220,230	252,874

- The \$1.4 million Blackstock landfill mining pilot was 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 forecast assumes a DBOM service delivery. 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. 120,000 tonnes of post-diversion garbage residue disposed in 2019 (excess to contingency landfill). In 2019, \$60,000 was 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.
 - A consultant study is proposed in 2021 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 was recommended. (funded from operating)
- The currently estimated cost of optimization forecast for 2021 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 \$2.1 million to effectively separate marketable materials and reduce residual contamination. Staff will pursue any available grant funding opportunities.
 - A new Solid Waste Master Plan was proposed to be developed through a consulting study to guide the Region through to 2040.
 - Final approval of the 2020 Long Term Organic Management Plan project and financing are subject to further reports to Council.

2020 Capital Budget and 2021-2029 Forecast

Public Health



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Major Capital								
Office Renovations/New Clinic space - Oral Health Clinic		2,048						
Space Optimization - 101 Consumers		2,000						
Major Capital Subtotal		4,048						
Minor Capital - New								
Information Technology	13	60	21	31	14	11	5	82
Furniture & Fixtures	54	210	20	44	20	16		100
Machinery & Equipment		206						
Minor Capital - New Subtotal	67	476	41	75	34	27	5	182
Minor Capital - Replacement								
Land & Improvements	20							
Information Technology	352	393	3	24	8			35
Furniture & Fixtures	40	40						
Machinery & Equipment		80	32	2		40	80	154
Minor Capital - Replacement Subtotal	412	513	35	26	8	40	80	189
Total Capital	479	5,037	76	101	42	67	85	371

2020 Capital Budget and 2021-2029 Forecast

Health - Paramedic Services



	2019 Approved		2020 Recommended		Forecast									
	#	(\$000's)	#	(\$000's)	2021 # (\$000's)	2022 # (\$000's)	2023 # (\$000's)	2024 # (\$000's)	2025-2029 # (\$000's)		Forecast Total # (\$000's)			
Major Capital														
Clarington Paramedic Response Station				1,783	3,300						3,300			
Seaton Paramedic Response Station		3,500												
Uxbridge Paramedic Response Station								5,700			5,700			
Major Capital Subtotal		3,500		1,783	3,300			5,700			9,000			
Minor Capital - New														
Land & Improvements				200										
Master Plan				200										
Information Technology														
Computers for Vehicles			2	13	2	13		2	13	4	26	8	52	
Machinery & Equipment														
Defibrillators			1	35	1	35		1	35	2	70	4	140	
Electric Vehicle Charging Stations			4	51										
Power Cots	3	75	1	25		1	25	1	25	2	50	4	100	
Power Load Systems	2	58	1	28										
Scoop Stretchers	2	3	1	1	1	2		1	2	2	4	4	8	
Stairchairs	2	3	1	4	1	4		1	4	2	8	4	16	
Vehicles														
Ambulances	2	320	1	163	1	163		1	163	2	326	4	652	
Minor Capital - New Subtotal		459		520		242		242		484		968		
Minor Capital - Replacement														
Information Technology														
Computers for Vehicles					40	260				80	520	120	780	
Station Computers	6	6	6	6	6	6	6	6	6	30	30	54	54	
Furniture & Fixtures		35		35		35		35			175		315	
Machinery & Equipment														
Bariatric Stretcher					1	35						1	35	
Defibrillators							54	2,240		54	2,240	108	4,480	
Main Stretchers										43	1,075	43	1,075	
Portable Suction Units	60	45								60	45	60	45	
Power Load Systems	5	144												
Scoop Stretchers					43	68	43	68		86	136	172	272	
Stairchairs					49	196				49	193	98	389	
Vehicles														
Ambulances	9	1,449	10	1,630	10	1,630	11	1,793	11	1,793	59	9,617	101	16,463
Bariatric Special Purpose Vehicle							1	210		1	210	2	420	
Command Truck			1	76										
Emergency Response/Command Vehicle					1	76	1	76	1	76	6	456	10	760
ESU/Special Events Trailer					1	60		60		1	60	3	180	
Logistics delivery Truck					1	100		100		1	100	3	300	
Minor Capital - Replacement Subtotal		1,679		1,747	2,466	2,025	4,310	1,910		14,857		25,568		
Total Capital		5,638		4,050	5,766	2,267	4,310	7,852		15,341		35,536		

Financing will be sourced from a combination of property taxes, provincial subsidy, development charges and contribution from reserves.

2020 Capital Budget and 2021-2029 Forecast

Social Services - Part 1



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	Forecast Total (\$000's)
Major Capital								
Social Assistance								
Land acquisition and build for new OW site							20,000	20,000
New Social Services Seaton Location (OW Delivery)					6,400			6,400
Children's Services								
Capital Construction - Sunderland ELCC			1,250					1,250
Family Services								
Seaton Program Delivery Site					1,900			1,900
Major Capital Subtotal			1,250		8,300		20,000	29,550
Minor Capital - New								
Social Assistance								
Information Technology							34	34
Furniture & Fixtures	15						180	180
Children's Services								
Information Technology	97			5				5
Furniture & Fixtures	9			17				17
Family Services								
Information Technology	9	14			13			13
Furniture & Fixtures	25				70			70
Housing								
Information Technology	2	2						
Furniture & Fixtures	5	5						
Minor Capital - New Subtotal	162	21		22	83	214		319

	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Minor Capital - Replacement								
Emergency Management & Program Support								
Information Technology	5	10		5	5	3	23	36
Social Assistance								
Information Technology	92	92		29	89	19	226	363
Children's Services								
Building & Structures		34	145				341	486
Land & Improvements							57	57
Information Technology	11	49	43	62	46	24	257	432
Furniture & Fixtures	34	17					15	15
Machinery & Equipment	59					22	22	44
Family Services								
Information Technology	110	62	14	18	37	39	170	278
Housing								
Information Technology	20	27	10	34	22	10	111	187
Minor Capital - Replacement Subtotal	331	291	212	148	199	117	1,222	1,893
Total Capital	493	312	1,462	170	8,582	331	21,222	31,767

2020 Capital Budget and 2021-2029 Forecast

Social Services - LTC & Services for Seniors



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast						
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	Forecast Total (\$000's)	
Major Capital									
New Long Term Care Home								82,485	82,485
Major Capital Subtotal								82,485	82,485
Minor Capital - New									
Fairview									
Building & Structures				72					72
Information Technology	36	9							
Furniture & Fixtures		14							
Machinery & Equipment		189							
Hillsdale Estates									
Building & Structures							40		40
Information Technology	62	11							
Machinery & Equipment		239							
Hillsdale Terraces									
Building & Structures							360		360
Information Technology	37	9							
Machinery & Equipment		166							
Lakeview									
Building & Structures							133		133
Information Technology	23	9							
Machinery & Equipment		149		20					20
Minor Capital - New Subtotal	158	795		92			533		625

	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Minor Capital - Replacement								
Administration								
Information Technology	6	6	6	6	6	6	30	54
Fairview								
Building & Structures		14						
Information Technology	19	65	75	48	42	42	222	429
Furniture & Fixtures	56	50	45	45	45	45	245	425
Machinery & Equipment	193	48	106	50	45	50	416	667
Hillsdale Estates								
Building & Structures	270	670	150	1,437			1,595	3,182
Land & Improvements			18	1,275				1,293
Information Technology	39	64	96	40	40	40	200	416
Furniture & Fixtures	161	138	95	95	115	20	215	540
Machinery & Equipment	97	36	121	40	1,822	20	3,336	5,339
Hillsdale Terraces								
Building & Structures	147		134	1,178	32	32	3,365	4,741
Information Technology	28	58	211	23	27	23	119	403
Furniture & Fixtures	17	46	39	39	25	25	125	253
Machinery & Equipment	64	47	220	414	144	100	1,186	2,064
Lakeview								
Building & Structures			22	22	10	50	905	1,009
Land & Improvements							580	580
Information Technology	38	37	53	30	30	30	150	293
Furniture & Fixtures	192	159	30	30	30	30	150	270
Machinery & Equipment	80	45	184	86	12	46	887	1,215
Minor Capital - Replacement Subtotal	1,407	1,483	1,605	4,858	2,425	559	13,726	23,173
Total Capital	1,565	2,278	1,605	4,950	2,425	1,092	96,211	106,283

2020 Capital Budget and 2021-2029 Forecast

Planning & Economic Development



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Minor Capital - New								
Planning								
Furniture & Fixtures	30							
Minor Capital - New Subtotal	30							
Minor Capital - Replacement								
Planning								
Information Technology	40	41	40	65	40	55	250	450
Economic Development								
Information Technology	7	10	14	10	12	10	50	96
Minor Capital - Replacement Subtotal	47	51	54	75	52	65	300	546
Total Capital	77	51	54	75	52	65	300	546

2020 Capital Budget and 2021-2029 Forecast

Corporate Services



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Major Capital								
RHQ Space Optimization Project		1,073						
Major Capital Subtotal		1,073						
Minor Capital - New								
Legal Services								
Information Technology	1			3				3
Furniture & Fixtures	5			6				6
Subtotal	6			9				9
Human Resources								
Information Technology	19	137	7	3				10
Furniture & Fixtures			18					18
Subtotal	19	137	25	3				28
Information Technology								
Information Technology		3	104	4	1	1	5	115
Furniture & Fixtures		6	24	6				30
Machinery & Equipment			2,250					2,250
Vehicles			250					250
Subtotal		9	2,628	10	1	1	5	2,645
Legislative Services								
Building & Structures	75							
Information Technology	1	7	527	500	3			1,030
Furniture & Fixtures	5		60		6			66
Machinery & Equipment		3						
Subtotal	81	10	587	500	9			1,096
Provincial Offenses								
Building & Structures	110		125	50				175
Information Technology		11						
Furniture & Fixtures		24						
Machinery & Equipment			500					500
Subtotal	110	35	625	50				675
Minor Capital - New Subtotal	216	191	3,865	572	10	1	5	4,453

2020 Capital Budget and 2021-2029 Forecast

Corporate Services



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					Forecast Total (\$000's)
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	
Minor Capital - Replacement								
Legal Services								
Information Technology	17	13						
Furniture & Fixtures	5		14	21	13	14	82	144
Subtotal	22	13	14	21	13	14	82	144
Human Resources								
Information Technology	42	47	37	46	48	34	209	374
Machinery & Equipment	10	10	20	25	25	10	97	177
Subtotal	52	57	57	71	73	44	306	551
Information Technology								
Information Technology	1,185	730		150	300	175	1,335	1,960
Furniture & Fixtures	9	15						
Machinery & Equipment			50	50	2,050	750	1,210	4,110
Subtotal	1,194	745	50	200	2,350	925	2,545	6,070
Legislative Services								
Information Technology	19	255	120	11	14	23	108	276
Furniture & Fixtures	25							
Subtotal	44	255	120	11	14	23	108	276
Provincial Offenses								
Information Technology	51	15	26	8	49	18	111	212
Subtotal	51	15	26	8	49	18	111	212
Minor Capital - Replacement Subtotal	1,363	1,085	267	311	2,499	1,024	3,152	7,253
Total Capital	1,579	2,349	4,132	883	2,509	1,025	3,157	11,706

2020 Capital Budget and 2021-2029 Forecast

9-1-1 Emergency, CAO, Finance & Administration



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast						
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	Forecast Total (\$000's)	
Minor Capital - New									
CAO Office									
Building & Structures	50								
Information Technology	34	31	2						2
Furniture & Fixtures	35	5							
Subtotal	119	36	2						2
9-1-1 Emergency									
Information Technology	411	525						180	180
Subtotal	411	525						180	180
Finance									
Information Technology		50	3						3
Furniture & Fixtures	53								
Subtotal	53	50	3						3
Non-Departmental									
Information Technology	2,240	1,960							
Subtotal	2,240	1,960							
Minor Capital - New Subtotal	2,823	2,571	5					180	185
Minor Capital - Replacement									
CAO Office									
Information Technology	30	28			3			6	9
Furniture & Fixtures	10	6							
Subtotal	40	34			3			6	9
Chair									
Information Technology	2		2	2	2	2	2	2	10
Furniture & Fixtures	6	6	6	6	6	6	6	6	30
Subtotal	8	6	8	8	8	8	8	8	40
9-1-1 Emergency									
Information Technology		727						264	264
Subtotal		727						264	264
Finance									
Information Technology	87	387	110	110	125	110	565		1,020

2020 Capital Budget and 2021-2029 Forecast

9-1-1 Emergency, CAO, Finance & Administration



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast					
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	Forecast Total (\$000's)
Machinery & Equipment		60				300	70	370
Vehicles		40		40	42		129	211
Subtotal	87	487	150	110	167	410	764	1,601
Non-Departmental								
Information Technology	500	500	1,490	1,490	500	500	2,500	6,480
Subtotal	500	500	1,490	1,490	500	500	2,500	6,480
Minor Capital - Replacement Subtotal	635	1,754	1,648	1,608	678	918	3,542	8,394
Total Capital	3,458	4,325	1,653	1,608	678	918	3,722	8,579

2020 Capital Budget and 2021-2029 Forecast

Headquarters



	2019 Approved (\$000's)	2020 Recommended (\$000's)	Forecast						
			2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2024 (\$000's)	2025-2029 (\$000's)	Forecast Total (\$000's)	
Major Capital									
Addition of 2 Levels to Parking Garage								10,000	10,000
RHQ Space Optimization Project	340	7,004	2,700	2,700	2,570				7,970
Major Capital Subtotal	340	7,004	2,700	2,700	2,570			10,000	17,970
Minor Capital - New									
Building & Structures		115							
Machinery & Equipment	51	30			566				566
Minor Capital - New Subtotal	51	145			566				566
Minor Capital - Replacement									
Building & Structures	100	301	415	482	113	240	415		1,665
Land & Improvements	60	364	928	438	55	370	1,425		3,216
Information Technology	50	711							
Furniture & Fixtures		25	10						10
Machinery & Equipment	101	270		60	210	180	487		937
Minor Capital - Replacement Subtotal	311	1,671	1,353	980	378	790	2,327		5,828
Total Capital	702	8,820	4,053	3,680	3,514	790	12,327		24,364

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2020 Business Plan

Works - General Tax

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.
- ◆ Advance the goals of Durham Vision Zero by implementing strategic countermeasures, including the launch of red light camera and automated speed enforcement programs, enhanced pedestrian crossing treatments, and targeted modifications to intersection designs and operations.
- ◆ Management of the transportation system and related assets in order to preserve system capacity and integrity from a strategic and asset management perspective.



2020 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.



2020 Business Plan

Works - General Tax

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

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

Key Deliverables

Responsibility - Co-Lead

- ◆ Update the Transportation Master Plan to include active transportation, including the Regional cycling network.
- ◆ Develop strategic measures and infrastructure to support integrated mobility throughout the Region.

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

Key Deliverables

Responsibility - Co-Lead

- ◆ Develop strategies to implement the objectives outlined in the Transportation Master Plan and Transit Service Strategy.
- ◆ Develop strategic measures and infrastructure to support integrated mobility throughout the Region.

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

Key Deliverables

Responsibility - Co-Lead

- ◆ Plan, forecast and manage provision, operation, maintenance and capital costs for existing and new infrastructure.
- ◆ Rationalize road jurisdiction and management in partnership with local municipalities.

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

Key Deliverables

Responsibility - Co-Lead

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



2020 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



2020 Business Plan

Works - General Tax

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Winter Control	12,788	10,138	9,784	1,365	11,149
2 Roadside Maintenance	4,864	4,617	4,487	220	4,707
3 Storm Sewers	201	181	147	51	198
4 Traffic - Signals and Systems	2,147	1,998	1,854	154	2,008
5 Traffic - Signs, Markings and Roadside Protection	2,476	1,879	1,844	359	2,203
6 Traffic - Engineering and Central Control Systems	3,139	3,329	3,328	975	4,303
7 Engineering and Staff Support	4,195	4,523	4,683	(280)	4,403
8 Facilities Management	3,147	3,283	3,296	446	3,742
9 Regional Forest	-	-	-	-	-
10 Depot Operations	4,233	4,107	3,941	535	4,476
11 Fleet Operations	-	-	-	-	-
12 Fleet Clearing	-	-	-	-	-
13 Payroll Clearing	-	-	-	-	-
14 Administration	448	429	434	1	435
15 Headquarters Shared Cost	619	619	544	90	634
Operating Subtotal	38,257	35,103	34,342	3,916	38,258

PROGRAM SUMMARY



2020 Business Plan

Works - General Tax

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
16 Tangible Capital Assets:					
1R Facilities Management - New	-	-	-	521	521
2R - Replacement	851	851	206	173	379
3R Fleet and Equipment - New	370	370	-	518	518
4R - Replacement	8,379	8,379	7,484	250	7,734
5R Construction of Municipal Services	6,200	6,200	6,200	-	6,200
Tangible Capital Assets Subtotal	15,800	15,800	13,890	1,462	15,352
Tangible Capital Assets Revenue & Recoveries:					
6R Facilities Management - Recovery from Reserve/ Reserve Fund	(851)	(851)	-	-	-
7R Fleet and Equipment - Recovery from Reserve/ Reserve Fund	(8,307)	(8,307)	(7,467)	-	(7,467)
8R Recovery from Garage Operations	-	-	-	-	-
9R Federal Grant	-	-	-	(10)	(10)
Tangible Capital Assets Revenue & Recoveries Subtotal	(9,158)	(9,158)	(7,467)	(10)	(7,477)
Net Tangible Capital Assets	6,642	6,642	6,423	1,452	7,875
Net Program Expenses	44,899	41,745	40,765	5,368	46,133
Summary of Increase (Decrease)			(\$980)	-2.35%	\$4,388 10.51%

PROGRAM SUMMARY



2020 Business Plan

Works - General Tax

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	899	Economic increases
Salaries & Benefits	295	Annualization (5.292 positions)
Salaries & Benefits	145	2020 Position upgrades (5.810 positions)
Operating Expenses	17	Utility increases
Operating Expenses	(86)	Inflationary adjustments
Various	(970)	Line-by-Line Review
Fees & Service Charges	5	Inflationary adjustments
Minor Assets & Equipment	(3)	Remove one-time items (various)
Major Repairs & Renovations	(38)	Remove one-time items (various)
Tangible Capital Assets - New/Replacement	(1,911)	Remove one-time items (various)
Recovery from Reserve / Reserve Fund	1,691	Remove one-time items (various)
Net Increased Recoveries	(1,024)	From Capital Fund, Water and Sewer Fund and program activities
	(980)	

EXPLANATION OF PROGRAM CHANGES



2020 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 from 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 	844
<ul style="list-style-type: none"> ◆ Increase in standby contract costs based on impacts of new service contracts beginning in November of 2018 	341
<ul style="list-style-type: none"> ◆ Increase in ploughing by lower-tier municipalities (\$29k) based on historical and forecasted actuals and increase in spring cleaning billing from lower-tier municipalities (\$29k) based on volume of machine sweeping required 	58
<ul style="list-style-type: none"> ◆ Adjustments to reflect actual costs and forecasted requirements in other winter control activities, including; drainage (\$24k), winter road patrol (\$21k), spring cleaning (\$17k), snow fencing (\$13k), and miscellaneous other activities (\$47k) 	122
	1,365

Roadside Maintenance

<ul style="list-style-type: none"> ◆ Adjustments to reflect actual costs and forecasted requirements for activities, including; asphalt surface repair (\$21k), cutting brush and trees (\$98k), catchbasin cleaning and maintenance (-\$20k), shoulder grading (\$20k), spray patching (\$13k), culvert replacements (\$8k), ditching (\$15k), bridge maintenance (\$20k), litter pickup (\$1k), and various other roadside maintenance activities (\$44k) 	220
	220

Storm Sewers

<ul style="list-style-type: none"> ◆ Adjustments to reflect actual costs and forecasted requirements for activities, including; storm sewer maintenance holes (\$28k), cleaning by hydrojet (\$4k), CCTV storm sewer inspection (\$7k), emergency cleaning (\$6k), and various other storm sewer activities (\$6k) 	51
	51

Traffic Operations

Signals and Systems

<ul style="list-style-type: none"> ◆ Adjustments to reflect actual costs and forecasted requirements for activities, including; signal trouble calls (\$75k), regular signal maintenance (\$30k), signal maintenance locates (\$35k), crew overhead (\$28k), monitor testing (-\$27k) and various other traffic signals and systems activities (\$13k) 	154
	154

Signs, Markings and Roadside Protection

<ul style="list-style-type: none"> ◆ Adjustments to reflect actual costs and forecasted requirements for activities, including; pavement lane line markings due to growth (\$126k), sign replacements and relocations (\$110k), plastic line markings as part of Vision Zero initiatives (\$62k), steel beam rail maintenance (\$47k) and various other signs, markings & roadside protection activities (\$14k) 	359
	359

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Works - General Tax

\$ 000's

Engineering and Central Control Systems

♦ Increases related to the implementation of Vision Zero initiatives, including red light cameras (\$690k), automated speed enforcement (\$585k), partially offset by a decrease in the initial preparatory and planning activities (-\$210k)	1,065
♦ Adjustments to reflect actual costs and forecasted requirements for various other engineering and central control systems activities	(90)
	975

Engineering and Staff Support

♦ Proposed new positions representing 2.716 FTEs, to start July 1st, 2020:	
♦ Two (2) SWAT Labourers in Construction Management Services to aid with watermain disinfection, sampling and pressure testing for all subdivisions and regional capital construction. These positions will be shared with Water Supply and Sanitary Sewerage (Annualized impact is \$69.2k) (0.716 FTE)	35
♦ One (1) Works Technician 5 in Transportation Design to undertake senior level road design work, reducing reliance on external consulting, and to provide support for the Project Manager (Annualized impact is \$124.7k) (1.000 FTE)	62
♦ One (1) Project Manager in Transportation Design to provide technical oversight and leadership on internal and external roads projects (Annualized impact is \$159.6k) (1.000 FTE)	80
♦ Position upgrades in Construction to reflect changing work requirements	13
♦ Position upgrades in Transportation Infrastructure to reflect changing work requirements	113
♦ Decrease in temporary staffing related to conversions of temporary positions to permanent full-time positions, as listed above	(113)
♦ Increase in recoveries from capital projects and other funds due to proposed new positions and upgrades listed above	(132)
♦ Transfer of one (1) vacant position from Real Estate to Facilities Management (-0.600 FTE)	(70)
♦ Transfer of one (1) Technical Assistant and one (1) Clerk 3 to Payroll Clearing to better reflect the work completed by these positions (-2.000 FTE)	(166)
♦ Increase in full-time gapping to account for unplanned vacancies	(165)
♦ Increase in temporary staffing in Real Estate to support land acquisition for Bus Rapid Transit projects (\$25k) and in Energy Management for an embedded energy manager (\$30k)	55
♦ Annual groundwater monitoring of 1383 & 1402 Taunton Road as part of the Class Environmental Assessment for Townline Road in the Municipality of Clarington	15
♦ Increase in technical material and supplies (\$15k) and printing (\$12k) to reflect actual costs and forecasted requirements	27
♦ Increase in revenues for road permits (-\$45k) and save on energy rebate for embedded energy manager (-\$10k)	(55)
♦ Adjustments to reflect actual costs and forecasted requirements in various accounts	21
	(280)

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Works - General Tax

\$ 000's

Facilities Management

<ul style="list-style-type: none"> ◆ Proposed new position representing 0.288 FTEs, to start July 1st, 2020: <ul style="list-style-type: none"> ◆ One (1) Senior Project Coordinator to provide support in the delivery of facility capital projects driven by growth and asset management requirements. This position is shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized impact is \$34k) (0.288 FTEs) ◆ Transfer of one (1) vacant position from Engineering and Staff Support - Real Estate (0.600 FTE) ◆ Increase to reflect re-distribution of resources across funds based on a review of activities undertaken by the Design, Construction and Asset Management section ◆ Upgrades of various existing positions to reflect changing workforce requirements ◆ Increase for temporary staff to support the Regional Headquarters optimization project ◆ Increase in grounds maintenance costs at various locations based on historical actuals ◆ Increase in snow removal costs at various locations based on base and historical actuals ◆ Increase in hoist maintenance and repair costs based on historical actuals ◆ Increase for major building renovations, including epoxy coating for the vehicle storage area at the Sunderland Depot (\$31k), removal of an underground oil storage tank (\$24k) and installation of a welding fume extractor (\$12k) at the Oshawa/Whitby Depot, man door repairs (\$4k) and automatic garage door openers (\$21k) at the Scugog Depot and carbon monoxide detectors at 101 Consumers Drive (\$15k) ◆ Increase in recoveries based on historical capital work and charge outs to various departments ◆ Adjustments to reflect actual costs and forecasted requirements in various accounts 	<p>17</p> <p>70</p> <p>152</p> <p>26</p> <p>78</p> <p>7</p> <p>32</p> <p>13</p> <p>107</p> <p>(84)</p> <p>28</p> <hr style="border: 1px solid black;"/> <p>446</p>
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Regional Forest

<ul style="list-style-type: none"> ◆ Forecasted increase in revenues generated by forest harvesting activities ◆ Increased in professional services required to operate forest operations based on 2020 work plan 	<p>(11)</p> <p>11</p> <hr style="border: 1px solid black;"/> <p>0</p>
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Depot Operations

<ul style="list-style-type: none"> ◆ Proposed new positions representing 0.340 FTEs, to start July 1st, 2020: <ul style="list-style-type: none"> ◆ One (1) Vehicle and Equipment Trainer to support the expanded role in providing training to vehicle and equipment operators in all Regional departments and divisions. This position is shared with Water Supply and Sanitary Sewerage (Annualized impact is \$42k) (0.340 FTEs) ◆ Increase in temporary staffing to address peak workload demands ◆ One-time increase for consulting related to Workforce Scheduling implementation ◆ Increase in general office supervisory activities as a result of increasing field supervision ◆ Increases in washout repairs (\$29k), road work related overhead (\$20k), and machine sweeping (\$10k) ◆ Increases in summer road patrol based on review of historical actuals and forecasted requirements ◆ Increase in telephone hardware (\$11k) and network upgrades (\$9k) related to the new Enterprise Maintenance Management System ◆ Increase in technical training for Depot Operations due to requirements for specialized training and licensing maintenance ◆ Adjustments to various other accounts in order to reflect actual costs and forecasted requirements 	<p>21</p> <p>55</p> <p>50</p> <p>90</p> <p>59</p> <p>32</p> <p>20</p> <p>192</p> <p>16</p> <hr style="border: 1px solid black;"/> <p>535</p>
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EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Works - General Tax

\$ 000's

Fleet Operations

◆	Adjustments to various personnel accounts to reflect actual costs and forecasted requirements	17
◆	Increase in recoveries associated with the above adjustments	(17)
		0

Fleet Clearing

◆	Adjustments based on actual costs and forecasted requirements in Parts, Oil, Lube, Filter and Tires (\$107k), Equipment Reserve Contribution (\$58k), Fuel (\$40k) and various other accounts (\$14k)	219
◆	Increase in recoveries associated with the above adjustments	(219)
		-

Payroll Clearing

◆	Proposed new positions representing 4.000 FTEs, to start July 1st, 2020 in support of Vision Zero:	
◆	One (1) GIS Specialist to assist in assessing collisions and preparing metrics to enable staff to easily report on collision trends (Annualized impact is \$79.8k) (1.000 FTE)	40
◆	One (1) Project Engineer to provide necessary professional engineering and project management services through the planning, approval and managing of traffic control signal and intersection design projects (Annualized impact is \$145.7k) (1.000 FTE)	73
◆	One (1) Project Engineer to oversee the Region's Strategic Road Safety Action Plan and Durham Vision Zero (Annualized impact is \$145.7k) (1.000 FTE)	73
◆	One (1) Works Technician 2 to complete countermeasures such as installing ladder crosswalk markings, crosswalks, stop bars, chevron signs, etc. at high risk locations (Annualized impact is \$102.2k) (1.000 FTE)	51
◆	Proposed new position representing 4.000 FTE, to start July 1st, 2020:	
◆	One (1) Works Technician 5 for the implementation of the Enterprise Maintenance Management System to manage detailed data requirement and preventative maintenance programming (Annualized impact is \$124.7k) (1.000 FTE)	62
◆	One (1) Technical Assistant identified through the Enterprise Maintenance Management System implementation organizational impact study. This role will determine the scope of work orders and assign to appropriate crews for action (Annualized impact is \$87.1k) (1.000 FTE)	44
◆	One (1) Technical Assistant identified through the Enterprise Maintenance Management System implementation organizational impact study. This role will utilize GIS to identify need for locates based on calls from ON1 Call (Annualized impact is \$87.1k) (1.000 FTE)	44
◆	One (1) Works Technician 2 to support the Data/Asset Management group. This position will assist in coordinating/quality control of contractors, organizing the Annual Count Program Contracts, help to expand the Count Program to include cycling and pedestrian counts, and growing and maintaining the Region's speed radar devices (Annualized impact is \$102.2k) (1.000 FTE)	52

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Works - General Tax

\$ 000's

Payroll Clearing (continued)

♦ Transfer of one (1) Technical Assistant from Engineering and Staff Support - Traffic Operations to better reflect the activity based actions undertaken by this position (1.000 FTE)	86
♦ Transfer of one (1) Clerk 3 from Engineering and Staff Support - Traffic Operations to better reflect the activity based actions undertaken by this position (1.000 FTE)	80
♦ Regrading of existing vacant Project Manager position to Supervisor of Traffic Engineering based on changing workforce requirements	(15)
♦ Increase in full-time gapping for anticipated vacancies due to adjustments in staffing levels throughout the year	(170)
♦ Adjustments to temporary staffing and overtime based on review of historical actuals and to align payroll costs with associated activities in General Tax, Water Supply, and Sanitary Sewerage activities	325
♦ 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	(745)
	0

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	90
	90

Tangible Capital Assets

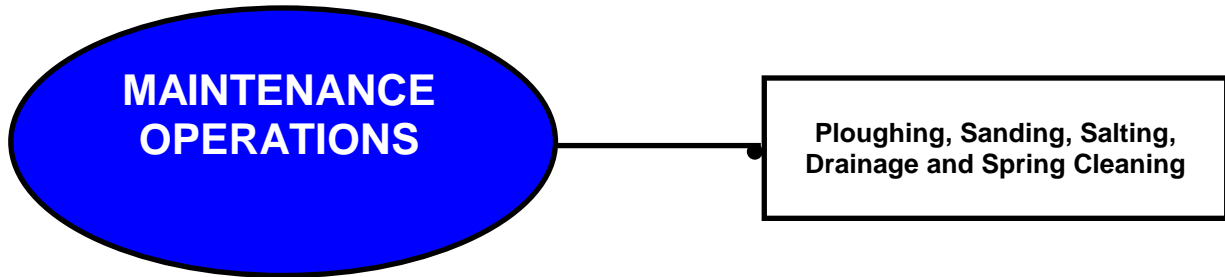
♦ Program changes include the acquisition of new assets and the replacement of assets related to depot operations, facilities management, fleet, equipment and construction projects, including the construction of municipal services. Refer to capital schedules for detailed information	1,462
♦ Federal grant towards purchase and installation of two electrical vehicle charging stations at the Traffic Depot	(10)
	1,452

Total Program Changes	5,368
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2020 Program Detail

Works - General Tax



Purpose:

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

Description of Program Activities:

- ◆ A significant portion of the Region's road network is located in the rural area in northern Durham which is subject to more frequent winter storm events than the southern areas of Durham. The number of events in 2019 by each area depot are:
Ajax/Pickering - 65, Oshawa/Whitby - 62, Orono - 76, Brock/Sunderland/Uxbridge - 82 and Scugog - 84
- ◆ The operating costs for winter maintenance are influenced by:
 - The frequency and severity of winter storm events and freeze-thaw cycles
 - The extent of the road network located in urban areas
 - The municipality's service threshold for response to a winter storm event
- ◆ Road patrol vehicles are equipped with infrared road temperature sensors, a plow and a sander/salter unit to provide a rapid response to developing road conditions
- ◆ Incorporation of new methods in winter control as identified through the Region of Durham Salt Management Plan including the use of liquids (salt brine) for pre-wetting (wetting granular salt) and anti-icing (spraying brine only). The pre-wet salt application enables salt to work more efficiently. Pre-wetting and anti-icing is performed at all five (5) Regional depots
- ◆ Anti-icing operations include hills, curves, bridges, sheltered areas and intersections prone to frost and "black ice"
- ◆ The Regional road system is composed entirely of arterial roads. Arterial roads face enhanced impacts of higher volumes of traffic and therefore demand and receive a higher level of service than non-arterial roads. On a small portion of the Regional road network winter maintenance services are provided by the local municipalities (Town of Ajax, Town of Whitby and the Municipality of Clarington) and these costs are included in the operating costs per lane kilometre
- ◆ Allowance for 600 truck loads of snow to be removed from the Regional roads where there is insufficient room for snow storage
- ◆ 13,400 m of snow fence will be erected and removed to control snow drifting across Regional roads



2020 Program Detail

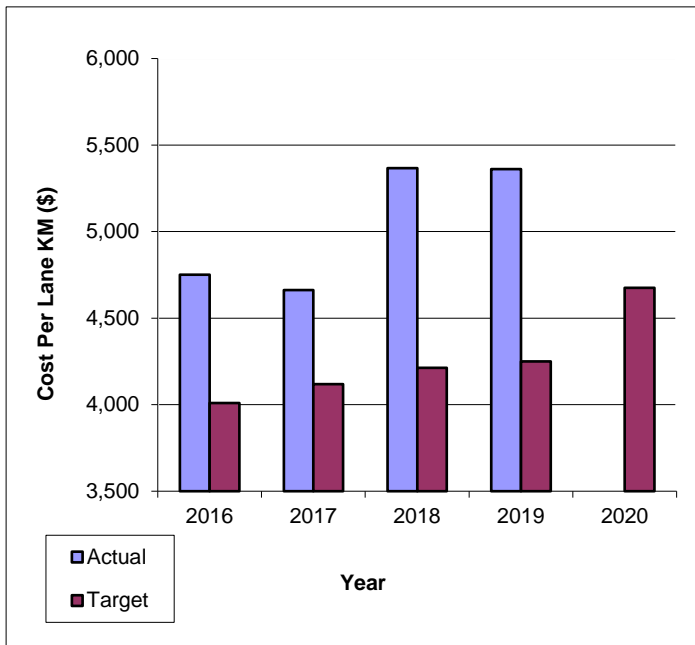
Works - General Tax

Description of Program Resources:

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

Performance Measurements:

Efficiency



Winter Operating Cost Per Lane KM

The estimated 2019 cost for Winter Operations at \$5,362/km are consistent with the 2018 cost of \$5,366/km. Costs for Winter Operations are influenced by the number and duration of winter events that affected Durham Region.

* Restated - Prior year data has been restated to reflect current methodology for calculating the metric

**PROGRAM 1
WINTER CONTROL**



2020 Program Detail

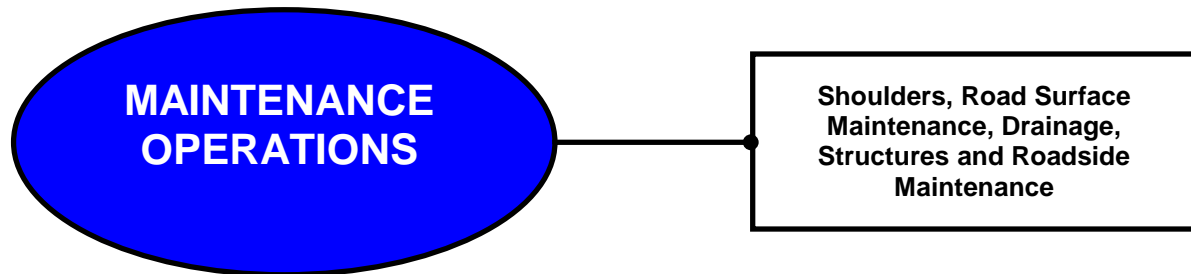
Works - General Tax

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Ploughing	6,170	5,326	5,181	844	6,025
Ploughing - Municipal Billing	152	92	92	29	121
Snow Removal	142	84	82	6	88
Snow Removal-Ditch-Municipal Billing	5	28	15	-	15
Standby - Contract	1,741	1,304	1,304	341	1,645
Call Out Contract	2,486	1,666	1,549	-	1,549
Snow Fencing Erection	229	219	209	13	222
Winter Road Supervision	211	213	192	-	192
Winter Road Patrol	561	573	550	21	571
Drainage	362	141	127	24	151
Spring Cleaning	389	278	273	17	290
Off Duty Time	102	83	82	15	97
Spring Cleaning - Municipal Billing	109	35	35	29	64
Winter Maintenance Other	129	96	93	26	119
Net Program Expenses	12,788	10,138	9,784	1,365	11,149



2020 Program Detail

Works - General Tax



Purpose:

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

Description of Program Activities:

- ◆ The program includes activities related to the maintenance of the 2,385 lane kilometres of paved road surface, and 222 bridges and culverts greater than 3 metres
- ◆ Patching activities cover filling potholes, ruts and depressions utilizing approximately 4,000 tonnes of cold and hot mix asphalt
- ◆ Treatment of shoulders with liquid calcium chloride to control dust as required
- ◆ Priming of shoulders with liquid asphalt to control dust and erosion problems as required
- ◆ Maintenance of roadside visibility and safety, including tree removal and trimming and vegetation control
- ◆ Ditches are cleaned and re-graded as required
- ◆ Entrance culverts are cleaned to remove gravel and vegetation as required/requested, on a cost recovery basis
- ◆ Cleaning of catch basins
- ◆ Mowing of rural roadside grass one swath wide in two mowings per cutting season
- ◆ Mowing of 95 ha of urban boulevards 12 times per cutting season

Description of Program Resources:

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

Performance Measurements:

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



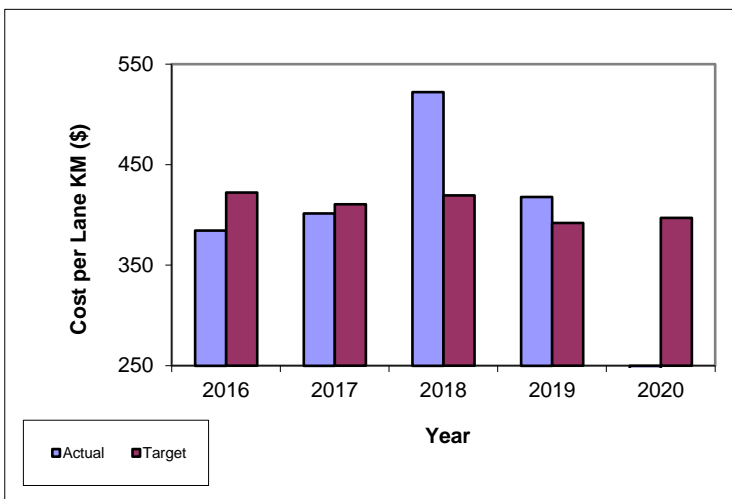
2020 Program Detail

Works - General Tax

Performance Measurements: (continued)

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

Efficiency

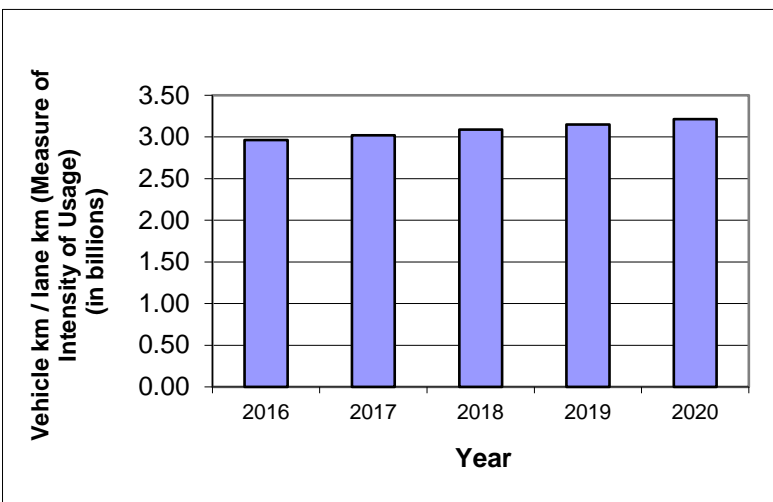


Maintenance Operations Asphalt Roller Patch Cost per Lane Km

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

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

Community Impact



Growth in Road Network Use

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

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

**PROGRAM 2
ROADSIDE MAINTENANCE**



2020 Program Detail

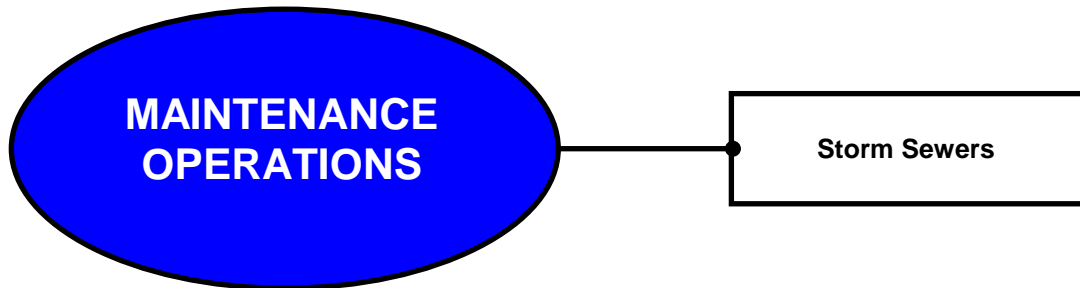
Works - General Tax

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Asphalt Surface Repair Patch					
Roll	996	935	926	21	947
Spray Patching - Primed					
Shoulders	199	168	168	13	181
Shoulder Grading	947	952	944	20	964
Shoulders Dust Control	25	20	17	4	21
Ditching	679	699	674	15	689
Bridge Maintenance	117	96	97	20	117
Replace Culverts	178	142	142	8	150
Catchbasins Mechanical					
Cleaning	81	78	78	2	80
Catchbasin Other	123	122	116	(22)	94
Curb & Gutter Replacement	4	6	3	1	4
Machine Mowing - Rural	205	214	211	9	220
Machine Mowing - Urban	220	255	236	22	258
Vegetation Control	55	25	23	4	27
Cutting Brush & Trees	608	466	466	98	564
Litter Pickup	360	368	333	1	334
Landscaping Other	67	71	53	4	57
Net Program Expenses	4,864	4,617	4,487	220	4,707



2020 Program Detail

Works - General Tax



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

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

Performance Measurements:

- ◆ Maintenance of 293 km of Regional storm sewers (does not include cross culverts) which include 4,597 maintenance holes and 399 outfalls
- ◆ Cleaning of storm sewers by hydrojet flushing or by dragging with bucket machines when accumulations of sediment reach a depth of 1/6 of the pipe diameter in 1,060 mm pipe or smaller, or 180 mm in depth in pipe larger than 1,060 mm

**PROGRAM 3
STORM SEWERS**



2020 Program Detail

Works - General Tax

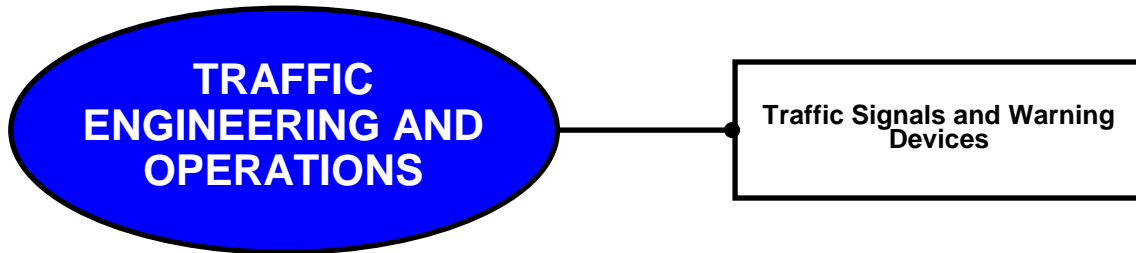
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Storm Sewer Inspection- Visual	30	31	31	1	32
Inspect CCTV	1	1	1	7	8
Other General	17	7	7	5	12
Storm Sewer Cleaning Hydrojet	1	2	2	4	6
Storm Sewer Cleaning Other	40	27	27	6	33
Storm Sewer Maintenance					
Hole Other	107	106	72	28	100
Storm Sewer Outfall Repair	5	7	7	-	7
Net Program Expenses	201	181	147	51	198

PROGRAM 4 TRAFFIC - SIGNALS AND SYSTEMS



2020 Program Detail

Works - General Tax



Purpose:

- ◆ Maintenance of traffic control signals and associated devices. A diverse range of activities provide for the effective operation and maintenance of Regional, municipal and provincial traffic signal infrastructure (624 signalized intersections) to ensure the safe and efficient movement of motorists, cyclists and pedestrians
- ◆ Evaluation of new technologies, materials and methods. Testing of new equipment, materials and related process improvements
- ◆ Installation and maintenance of traffic control devices and beacons, central traffic control system devices, closed circuit television (CCTV) and associated communication and intelligent transportation systems (ITS) technology to ensure right-of-way control and operational efficiencies in accordance with prescribed regulations and standards
- ◆ Provides utility locates to ensure that underground electrical services are identified prior to excavation
- ◆ Certification and training of operations staff to ensure compliance with regulations and technology knowledge

Description of Program Activities:

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

PROGRAM 4 TRAFFIC - SIGNALS AND SYSTEMS



2020 Program Detail

Works - General Tax

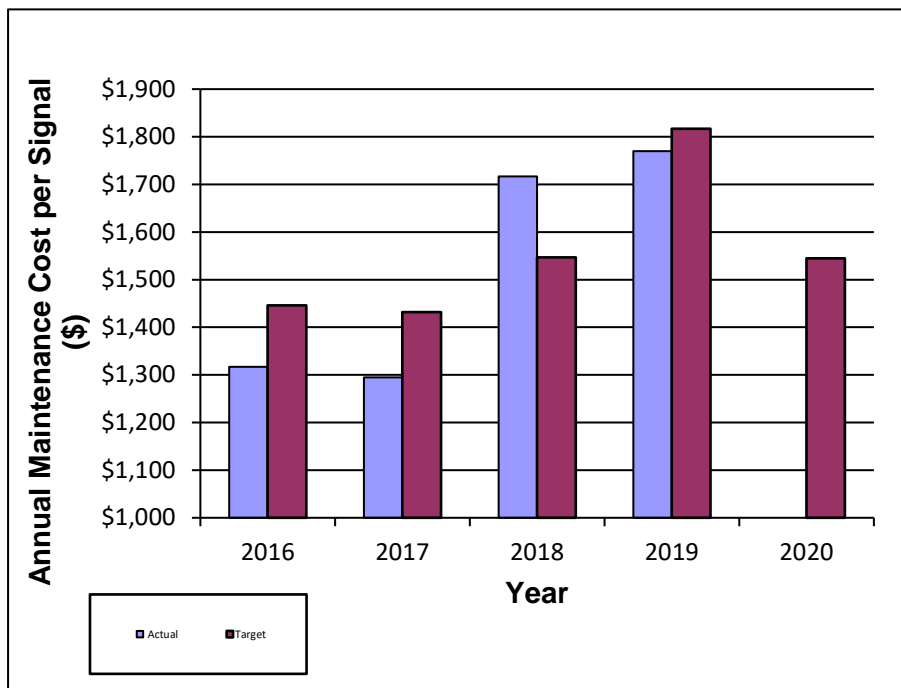
Description of Program Resources:

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

Performance Measurements:

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

Efficiency



Annual Maintenance Cost per Signal

Unit cost will fluctuate subject to weather conditions and equipment performance

* Restated - Prior year data has been restated to reflect current methodology for calculating the metric

**PROGRAM 4
TRAFFIC - SIGNALS AND SYSTEMS**



2020 Program Detail

Works - General Tax

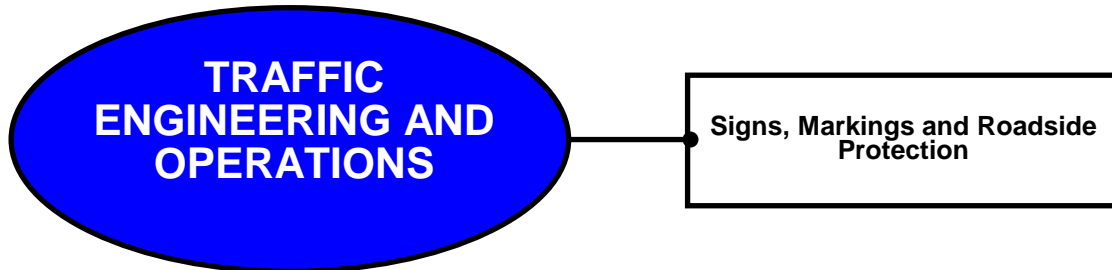
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Signal Maintenance Regular	724	743	635	30	665
Signal Vehicle Loop Repairs	82	67	64	3	67
Signal Maintenance Monitor Testing	134	135	135	(27)	108
Signal Controller Inspection	75	103	63	10	73
Signal Trouble Calls	370	300	300	75	375
Signal Maintenance Locates	365	291	275	35	310
Signals-Systems Supervision	65	71	71	-	71
Signals-Systems Purchased Service	272	257	279	-	279
Signals-Systems Crew Overhead	60	31	32	28	60
Net Program Expenses	2,147	1,998	1,854	154	2,008

PROGRAM 5 TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION



2020 Program Detail

Works - General Tax



Purpose:

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

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

Description of Program Activities:

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

PROGRAM 5

TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION



2020 Program Detail

Works - General Tax

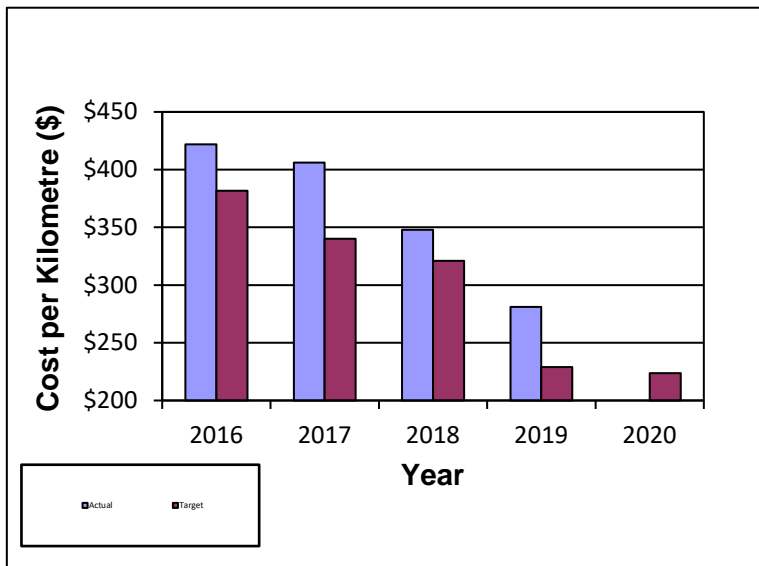
Description of Program Resources:

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

Performance Measurements:

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

Efficiency



Line Marking Cost Per Kilometre

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

* Restated - Prior year data has been restated to reflect current methodology for calculating the metric

PROGRAM 5
TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION



2020 Program Detail

Works - General Tax

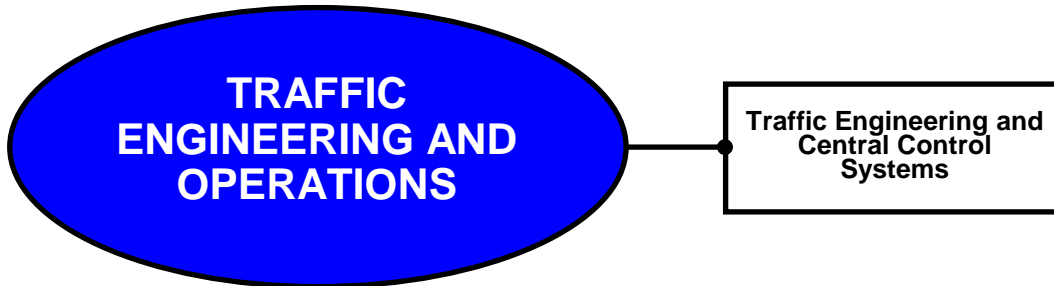
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Pavement Lane Line Marking	1,166	916	891	126	1,017
Special Markings - Plastic	360	213	213	62	275
Sign Replacement- Maintenance	603	485	475	110	585
Roadside Protection Maintenance	230	163	163	47	210
Lines & Signs Supervision	60	61	61	-	61
Lines & Signs Crew Overhead	57	41	41	14	55
Net Program Expenses	2,476	1,879	1,844	359	2,203

PROGRAM 6 TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS



2020 Program Detail

Works - General Tax



Purpose:

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

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

PROGRAM 6 TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS



2020 Program Detail

Works - General Tax

Description of Program Activities:

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

Description of Program Resources:

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

PROGRAM 6
TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS



2020 Program Detail

Works - General Tax

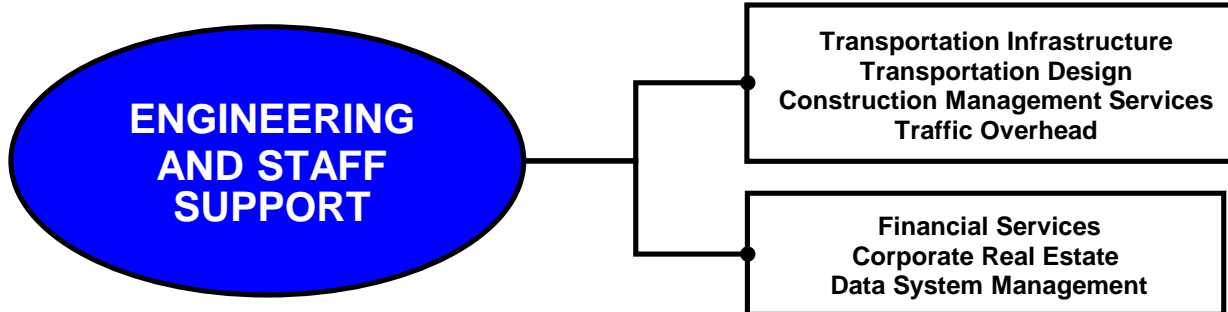
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
ATMS Maintenance	1,594	1,709	1,709	(70)	1,639
Traffic Data Management	383	417	417	(20)	397
Traffic Engineering & Studies	852	892	892	-	892
Vision Zero Safety Initiatives	250	250	250	(210)	40
Automated Speed Enforcement	-	-	-	585	585
Red Light Camera	-	-	-	690	690
Railway Purchase Service	60	61	60	-	60
Net Program Expenses	3,139	3,329	3,328	975	4,303

PROGRAM 7 ENGINEERING AND STAFF SUPPORT



2020 Program Detail

Works - General Tax



Purpose:

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

Transportation Infrastructure

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

Transportation Design

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

Construction Management Services

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

Traffic Overhead

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

Financial Services

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

Corporate Real Estate

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

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

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



2020 Program Detail

Works - General Tax

Description of Program Activities:

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

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

Transportation Infrastructure

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

Transportation Design

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

Construction Management Services

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



2020 Program Detail

Works - General Tax

Description of Program Activities: (continued)

Traffic Overhead

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

Financial Services

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

Corporate Real Estate

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

PROGRAM 7 ENGINEERING AND STAFF SUPPORT



2020 Program Detail

Works - General Tax

Description of Program Activities: (continued)

Data System Management (GIS Group)

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

Description of Program Resources:

- ◆ 2020 Full Time Employees 77.680
2019 Full Time Employees 77.564

Two (2) SWAT Labourers in Construction Management Services to aid with watermain disinfection, sampling and pressure testing for all subdivisions and regional capital construction. This position will be shared with Water Supply and Sanitary Sewerage (0.716 FTE)

One (1) Works Technician 5 in Transportation Design for senior level road design work, reducing reliance on external consulting, and to provide support for the Project Manager (1.000 FTE)

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

Transfer of one (1) vacant position from Real Estate to Facilities Management (-0.600 FTE)

Transfer of one (1) Technical Assistant from Traffic Operations to Payroll Clearing to better reflect the activity based actions undertaken by this position (-1.000 FTE)

Transfer of one (1) Clerk 3 from Traffic Operations to Payroll Clearing to better reflect the activity based actions undertaken by this position (-1.000 FTE)

PROGRAM 7 ENGINEERING AND STAFF SUPPORT



2020 Program Detail

Works - General Tax

Performance Measurements:

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

**PROGRAM 7
ENGINEERING AND STAFF SUPPORT**



2020 Program Detail

Works - General Tax

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	8,690	9,873	10,283	(155)	10,128
Payroll Maintenance Management - Recovery	(4,951)	(5,864)	(5,993)	(132)	(6,125)
Net Personnel Expenses	3,739	4,009	4,290	(287)	4,003
Personnel Related	371	364	349	9	358
Communications	125	116	112	17	129
Supplies	100	87	87	16	103
Computer Maintenance & Operations	30	61	61	2	63
Materials & Services	20	15	14	(1)	13
Buildings & Grounds Operations	37	33	-	-	-
Equipment Maintenance & Repairs	12	7	6	13	19
Vehicle Operations	48	49	18	5	23
Professional Services	96	128	100	1	101
Minor Assets & Equipment	-	-	-	3	3
Operating Expenses Subtotal	4,578	4,869	5,037	(222)	4,815
Inter-Departmental Transfers & Recoveries					
Recovery - Works	(44)	(41)	(41)	-	(41)
Recovery - Regional Environmental Lab	(9)	(36)	(36)	-	(36)
Inter-Departmental Transfers & Recoveries Subtotal	(53)	(77)	(77)	-	(77)
Gross Operating Expenses	4,525	4,792	4,960	(222)	4,738
Tangible Capital Assets					
New	26	26	-	80	80
Replacement	64	64	16	230	246
Total Tangible Capital Assets	90	90	16	310	326
Total Expenses	4,615	4,882	4,976	88	5,064

**PROGRAM 7
ENGINEERING AND STAFF SUPPORT**



2020 Program Detail

Works - General Tax

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Fees & Service Charges	(15)	(14)	(14)	-	(14)
Sale of Publications	(10)	(14)	(15)	2	(13)
Sundry Revenue	(305)	(241)	(248)	(60)	(308)
Total Revenues	(330)	(269)	(277)	(58)	(335)
Net Program Expenses	4,285	4,613	4,699	30	4,729

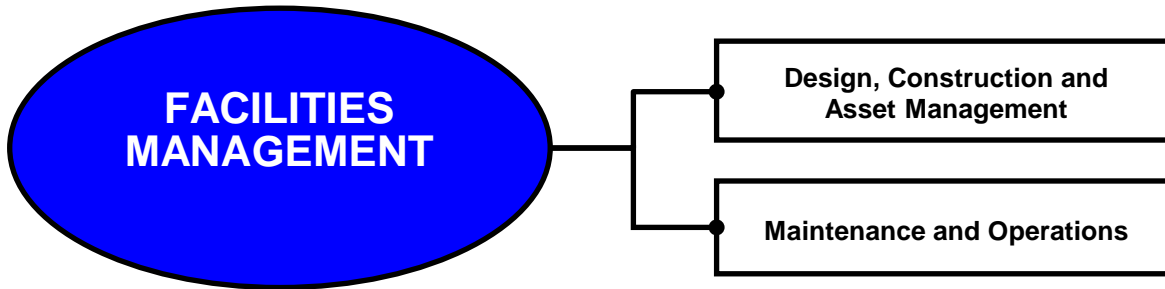
* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,729
Less: Tangible Capital Assets	(326)
Net Operating Program Expenses Per Program Summary	4,403



2020 Program Detail

Works - General Tax



Purpose:

Provide overall lifecycle management for Regional facilities including:

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

Description of Program Activities:

The Region has 219 facilities with an estimated total area of 435,228 square metres (4.7 million square feet), which generate a significant number of repair and maintenance requests over the course of a year. Major Regional facilities with complex heating, ventilation and air conditioning systems and a large number of occupants create a unique and challenging environment for facility related work

Design, Construction and Asset Management

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



2020 Program Detail

Works - General Tax

Description of Program Activities (continued):

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

Maintenance and Operations

- ◆ Water Supply and Water Pollution Control Plants and Pumping Stations, Traffic, Maintenance and Transit Depots, Solid Waste/Recycling locations, Childcare Centres, Paramedic Stations and leased facilities require support, each with special facility maintenance and property needs based on the clientele and use
- ◆ All Regional facilities require service contracts to complement the daily operation of the facility so client programs may be delivered effectively, such as boiler/heating/air systems, elevators, backflow prevention, fire and life safety, ground maintenance and custodial/environmental services
- ◆ Services provided: Planned preventative maintenance; Contract administration; Occupant support; 24/7 Emergency response; Custodial services
- ◆ In addition to the Region's 219 facilities, the Facilities Management division also looks after the security of the Regional Administration Headquarters building, including access control, security patrol and guard services, and CCTV installation, operation and maintenance
- ◆ Services provided: Security access control; Parking management; Response to Emergency Alarm System; Key control administration; Photo I.D. cards; 24/7 response to Security Systems Alarms

Description of Program Resources:

- ◆ 2020 Full Time Employees 24.024
- ◆ 2019 Full Time Employees 22.375

One (1) Senior Project Coordinator to provide support in the delivery of facility related capital projects driven by growth and asset management requirements. This position is shared with Water Supply, Sanitary Sewerage, and Solid Waste Management (0.288 FTE).

Transfer of one (1) vacant position from Engineering and Staff Support - Real Estate (0.600 FTE)

Increase to reflect re-distribution of resources across funds based on a review of activities undertaken by the Design, Construction and Asset Management section (0.761 FTE).

Performance Measurements:

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

**PROGRAM 8
FACILITIES MANAGEMENT**



2020 Program Detail

Works - General Tax

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	2,116	2,439	2,489	337	2,826
Payroll Maintenance Management - Recovery	(605)	(577)	(610)	(84)	(694)
Net Payroll Expenses	1,511	1,862	1,879	253	2,132
Personnel Related	63	61	58	8	66
Communications	24	20	19	3	22
Supplies	47	28	25	2	27
Utilities	275	280	275	1	276
Computer Maintenance & Operations	16	14	14	1	15
Materials & Services	38	27	26	1	27
Buildings & Grounds Operations	724	606	600	50	650
Equipment Maintenance & Repairs	89	45	61	20	81
Vehicle Operations	75	75	75	-	75
Professional Services	19	13	13	10	23
Contracted Services	121	113	124	-	124
Insurance	88	88	88	1	89
Property Taxes	21	15	15	-	15
Major Repairs & Renovations	20	20	-	107	107
Operating Expenses Subtotal	3,131	3,267	3,272	457	3,729
Inter-Departmental Transfers & Recoveries					
Works-Charges	186	173	183	4	187
Recovery - Social Housing	(116)	(116)	(118)	-	(118)
Inter-Departmental Transfers & Recoveries Subtotal	70	57	65	4	69
Gross Operating Expenses	3,201	3,324	3,337	461	3,798

**PROGRAM 8
FACILITIES MANAGEMENT**



2020 Program Detail

Works - General Tax

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Tangible Capital Assets					
New	-	-	-	521	521
Replacement	851	851	206	173	379
Federal Grant	-	-	-	(10)	(10)
Recovery from Reserves / Reserve Funds	(851)	(851)	-	-	-
Total Tangible Capital Assets	-	-	206	684	890
Total Expenses	3,201	3,324	3,543	1,145	4,688
Revenues					
Rents	(54)	(41)	(41)	(15)	(56)
Total Revenues	(54)	(41)	(41)	(15)	(56)
Net Program Expenses	3,147	3,283	3,502	1,130	4,632

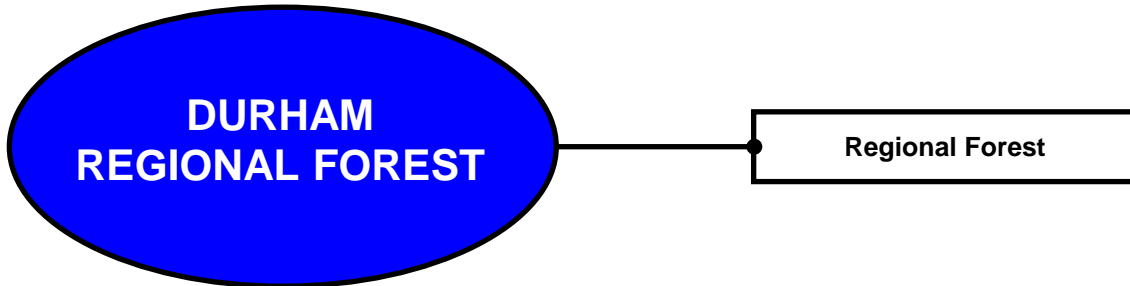
* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,632
Less: Tangible Capital Assets	(900)
Add: Revenue from Federal Grant	10
Net Operating Program Expenses Per Program Summary	3,742



2020 Program Detail

Works - General Tax



Purpose:

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

Description of Program Activities:

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

**PROGRAM 9
REGIONAL FOREST**



2020 Program Detail

Works - General Tax

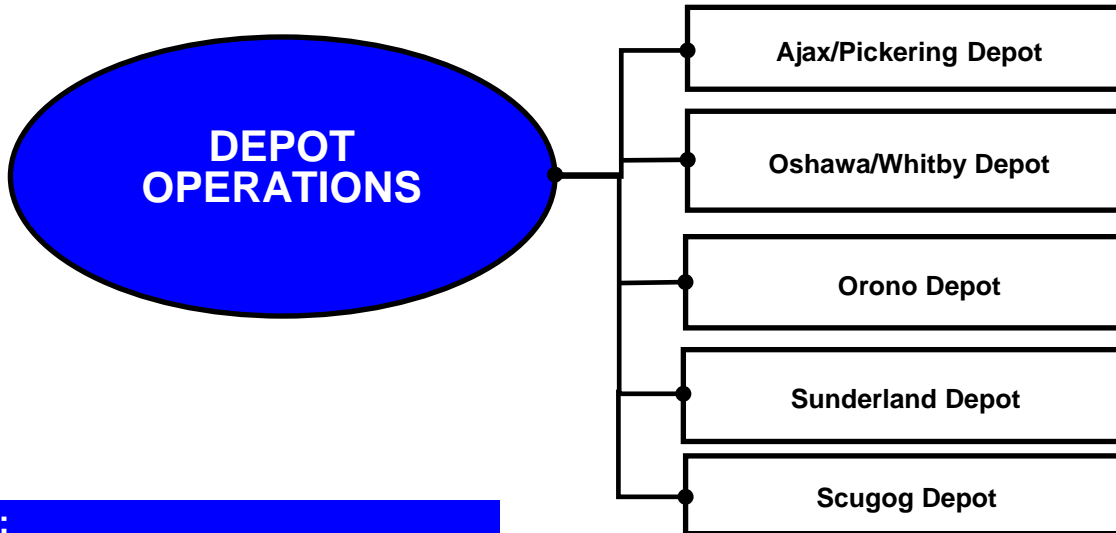
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Utilities	1	1	1	-	1
Buildings & Grounds Operations	3	1	1	-	1
Professional Services	2	184	184	11	195
Financial Insurance	7	7	7	-	7
Operating Expenses Subtotal	13	193	193	11	204
Inter-Departmental Transfers & Recoveries					
Works-Facilities Management Charge	-	1	2	-	2
Inter-Departmental Transfers & Recoveries Subtotal	-	1	2	-	2
Total Expenses	13	194	195	11	206
Revenues					
Sundry Revenue	(13)	(184)	(185)	(11)	(196)
Regional Forest Reserve	-	(10)	(10)	-	(10)
Total Revenues	(13)	(194)	(195)	(11)	(206)
Net Program Expenses	-	-	-	-	-

PROGRAM 10 DEPOT OPERATIONS



2020 Program Detail

Works - General Tax



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- ◆ 2020 Full Time Employees 14.716
- 2019 Full Time Employees 14.376

One (1) Vehicle and Equipment Trainer to support the expanded role in providing training to vehicle and equipment operators in all Regional departments and divisions. This position is shared with Water Supply and Sanitary Sewerage (0.340 FTEs)

**PROGRAM 10
DEPOT OPERATIONS**



2020 Program Detail

Works - General Tax

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,740	1,835	1,846	75	1,921
Payroll Maintenance					
Management - Charge	1,589	1,534	1,469	187	1,656
Net Personnel Expenses	3,329	3,369	3,315	262	3,577
Personnel Related	458	424	414	197	611
Communications	163	153	152	16	168
Supplies	172	166	160	4	164
Computer Maintenance & Operations	40	40	40	9	49
Materials & Services	50	58	52	10	62
Buildings & Grounds Operations	60	60	60	7	67
Equipment Maintenance & Repairs	2	2	3	-	3
Vehicle Operations	323	271	213	3	216
Professional Services	-	-	-	50	50
Minor Assets & Equipment	1	3	-	-	-
Major Repairs & Renovations	18	17	-	-	-
Operating Expenses Subtotal	4,616	4,563	4,409	558	4,967
Transfers from Related Entities					
NextGen Charges	24	24	23	3	26
Transfers from Related Entities Subtotal	24	24	23	3	26
Inter-Departmental Transfers & Recoveries					
Recovery - Works	(232)	(202)	(213)	6	(207)
Inter-Departmental Transfers & Recoveries Subtotal	(232)	(202)	(213)	6	(207)
Gross Operating Expenses	4,408	4,385	4,219	567	4,786

**PROGRAM 10
DEPOT OPERATIONS**



2020 Program Detail

Works - General Tax

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Tangible Capital Assets					
New	344	344	-	439	439
Replacement	8	8	-	20	20
Total Tangible Capital Assets	352	352	-	459	459
Total Expenses	4,760	4,737	4,219	1,026	5,245
Revenues					
Fees & Service Charges	(155)	(260)	(260)	(19)	(279)
Sundry Revenue	(20)	(18)	(18)	(13)	(31)
Total Revenues	(175)	(278)	(278)	(32)	(310)
Net Program Expenses	4,585	4,459	3,941	994	4,935

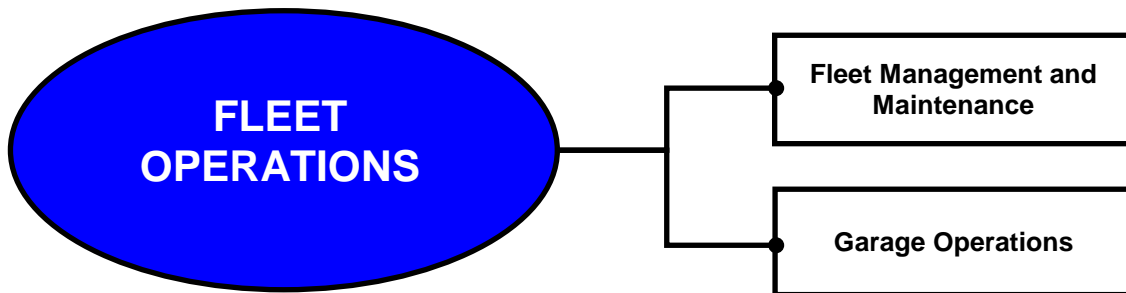
* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,935
Less: Tangible Capital Assets	(459)
Net Operating Program Expenses Per Program Summary	<u>4,476</u>



2020 Program Detail

Works - General Tax



Purpose:

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

Description of Program Activities:

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

Service level targets for this program include:

- ◆ Number of assets managed: 835

Regional Vehicles/Equipment:

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



2020 Program Detail

Works - General Tax

Description of Program Activities: (continued)

Region of Durham Paramedic Services:

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

Description of Program Resources:

- ◆ 2020 Full Time Employees 21.000
- 2019 Full Time Employees 21.000

**PROGRAM 11
FLEET OPERATIONS**



2020 Program Detail

Works - General Tax

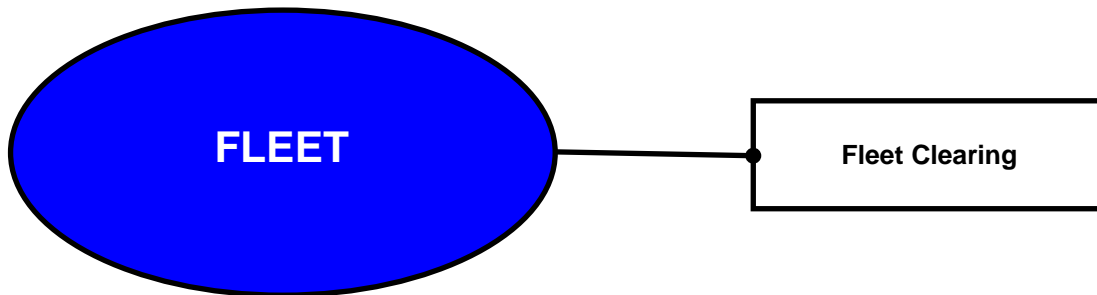
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	2,614	2,581	2,613	11	2,624
Payroll Maintenance Management - Recovery	(3,598)	(3,312)	(3,352)	-	(3,352)
Net Personnel Expenses	(984)	(731)	(739)	11	(728)
Personnel Related	27	32	19	6	25
Supplies	116	125	116	-	116
Computer Maintenance & Operations	8	10	10	-	10
Equipment Maintenance & Repairs	1	1	1	-	1
Vehicle Operations	279	10	10	-	10
Operating Expenses Subtotal	(553)	(553)	(583)	17	(566)
Inter-Departmental Transfers & Recoveries					
Works - Charge	553	553	583	(17)	566
Inter-Departmental Transfers & Recoveries Subtotal	553	553	583	(17)	566
Gross Operating Expenses	-	-	-	-	-
Tangible Capital Assets					
Replacement	8,307	8,307	7,467	-	7,467
Recovery from Reserve Fund	(8,307)	(8,307)	(7,467)	-	(7,467)
Total Expenses	-	-	-	-	-
Net Program Expenses	-	-	-	-	-

**PROGRAM 12
FLEET CLEARING**



2020 Program Detail

**Works - General
Tax**



Purpose:

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

**PROGRAM 12
FLEET CLEARING**



2020 Business Plan

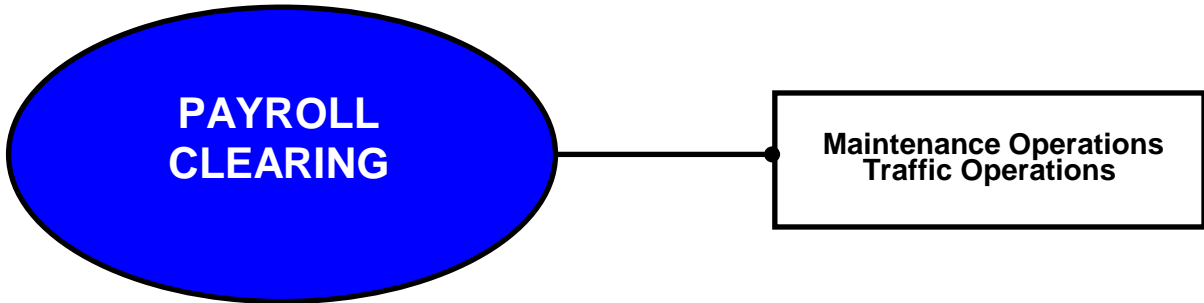
Works - General Tax

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Charge Out Rate (Mechanics)	3,312	3,312	3,352	-	3,352
Sublet Fees, Minor					
Maintenance and Repairs	1,515	1,529	1,529	-	1,529
Equipment Reserve Contribution	3,972	3,972	3,972	58	4,030
Other Expenses					
Parts, Oil, Lube, Filter & Tires	1,610	1,548	1,548	107	1,655
Fuel	1,600	1,578	1,578	40	1,618
Equipment Rentals	19	10	10	10	20
Insurance	186	186	186	4	190
Licensing Fees	175	175	175	-	175
Gross Cost	12,389	12,310	12,350	219	12,569
Recoveries from Operating					
Activities	(12,389)	(12,310)	(12,350)	(219)	(12,569)
Gross Cost	(12,389)	(12,310)	(12,350)	(219)	(12,569)
Net Program Costs	-	-	-	-	-



2020 Program Detail

Works - General Tax



Purpose:

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

Description of Program Resources:

◆ 2020 Full Time Employees	239.000
Allocated to activity based operations in Water Supply, Sanitary Sewerage and General Tax	-239.000
2020 Net Payroll Clearing Complement	0.000
◆ 2019 Full Time Employees	229.000
Allocated to activity based operations in Water Supply, Sanitary Sewerage and General Tax	-229.000
2019 Net Payroll Clearing Complement	0.000

One (1) GIS Specialist to assist in assessing collisions and preparing metrics to enable staff to easily report on collision trends (1.000 FTE)

One (1) Project Engineer to provide necessary professional engineering and project management services through the planning, approval and managing of traffic control signal and intersection design projects (1.000 FTE)

One (1) Project Engineer to oversee the Region's Strategic Road Safety Action Plan and Durham Vision Zero (1.000 FTE)

One (1) Works Technician 2 to complete countermeasures such as installing ladder crosswalk markings, crosswalks, stop bars, chevron signs, etc. at high risk locations (1.000 FTE)



2020 Program Detail

Works - General Tax

Description of Program Resources: (continued)

One (1) Works Technician 5 to related to the implementation of the Enterprise Maintenance Management System to manage detailed data requirement and preventative maintenance programming (1.000 FTE)

One (1) Technical Assistant identified through the Enterprise Maintenance Management System implementation organizational impact study. This role will determine the scope of work orders and assign to appropriate crews for action (1.000 FTE)

One (1) Technical Assistant identified through the Enterprise Maintenance Management System implementation organizational impact study. This role will utilize GIS to identify need for locates based on calls from ON1 Call (1.000 FTE)

One (1) Works Technician 2 to support the Data/Asset Management group. This position will assist in coordinating/quality control of contractors, organizing the Annual Count Program Contracts, help to expand the Count Program to include cycling and pedestrian counts, and growing and maintaining the Region's speed radar devices (1.000 FTE)

Transfer of one (1) Technical Assistant from Engineering and Staff Support - Traffic Operations to better reflect the activity based actions undertaken by this position (1.000 FTE)

Transfer of one (1) Clerk 3 from Engineering and Staff Support - Traffic Operations to better reflect the activity based actions undertaken by this position (1.000 FTE)

**PROGRAM 13
PAYROLL CLEARING**



2020 Program Detail

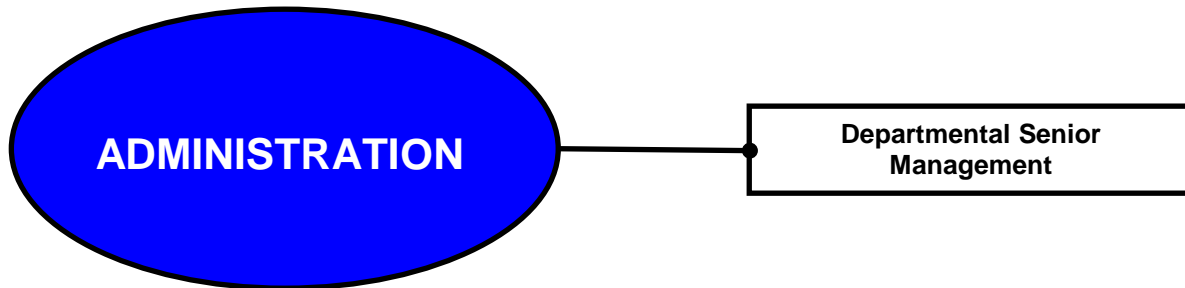
Works - General Tax

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	27,424	27,301	28,032	745	28,777
Payroll Maintenance Management - Recovery	(27,424)	(27,301)	(28,032)	(745)	(28,777)
Net Program Expenses	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>



2020 Program Detail

Works - General Tax



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- ◆ 2020 Full Time Employees 2.350
- ◆ 2019 Full Time Employees 2.350

**PROGRAM 14
ADMINISTRATION**



2020 Program Detail

Works - General Tax

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	432	421	426	1	427
Personnel Related	16	8	8	-	8
Net Program Expenses	448	429	434	1	435

**PROGRAM 15
HEADQUARTERS SHARED COST**



2020 Program Detail

Works - General Tax

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382

**PROGRAM 15
HEADQUARTERS SHARED COST**



2020 Program Detail

Works - General Tax

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
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	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	619	619	544	90	634

PROGRAM 16
TANGIBLE CAPITAL ASSETS PROGRAM SUMMARY



2020 Business Plan

Works - General Tax

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
16 Tangible Capital Assets:	\$	\$	\$	\$	\$
1R Facilities Management - New	-	-	-	521	521
2R - Replacement	851	851	206	173	379
3R Fleet and Equipment - New	370	370	-	518	518
4R - Replacement	8,452	8,379	7,484	250	7,734
5R Construction of Municipal Services	6,200	6,200	6,200	-	6,200
Tangible Capital Assets Subtotal	15,873	15,800	13,890	1,462	15,352

Tangible Capital Assets Revenue & Recoveries:

6R Facilities Management - Recovery from Reserve/ Reserve Fund	(851)	(851)	-	-	-
7R Fleet and Equipment - Recovery from Reserve/ Reserve Fund	(8,307)	(8,307)	(7,467)	-	(7,467)
8R Recovery from Garage Operations	-	-	-	-	-
9R Federal Grant	-	-	-	(10)	(10)
Tangible Capital Assets Revenue & Recoveries Subtotal	(9,158)	(9,158)	(7,467)	(10)	(7,477)

Net Tangible Capital Assets

Program Expenses	6,715	6,642	6,423	1,452	7,875
-------------------------	--------------	--------------	--------------	--------------	--------------

Summary of Increase (Decrease)

→	(\$219)	→
→	-3.30%	→
→	\$1,233	→
→	18.56%	→

TANGIBLE CAPITAL ASSETS - NEW



2020 Business Plan

Works - General Tax

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax	
07. Engineering and Staff Support	Construction	1/2 Ton Pick-up Truck	3	1	\$ 50,000	\$50,000	\$16,667	\$0	\$16,667	
		Laptop Computer	208	1	\$ 2,006	\$2,006	\$668	\$0	\$668	
			209	1	\$ 2,006	\$2,006	\$668	\$0	\$668	
		Office Furniture - Project Manager	233	1	\$ 2,000	\$2,000	\$666	\$0	\$666	
	Traffic Engineering & Operations	Power Desktop		268	1	\$ 2,300	\$2,300	\$2,300	\$0	\$2,300
				270	2	\$ 2,300	\$4,600	\$4,600	\$0	\$4,600
				272	4	\$ 2,300	\$9,200	\$9,200	\$0	\$9,200
				273	1	\$ 2,300	\$2,300	\$2,300	\$0	\$2,300
		Workstation Furniture		269	1	\$ 4,000	\$4,000	\$4,000	\$0	\$4,000
				271	2	\$ 4,000	\$8,000	\$8,000	\$0	\$8,000
				274	4	\$ 4,000	\$16,000	\$16,000	\$0	\$16,000
	Transportation-Design	Power Desktop Computer	278	2	\$ 2,487	\$4,974	\$4,974	\$0	\$4,974	
		Workstation Furniture	404	2	\$ 500	\$1,000	\$1,000	\$0	\$1,000	
	Transportation-Infrastructure	Power Desktop Computer	361	2	\$ 1,951	\$3,902	\$3,902	\$0	\$3,902	
		Workstation Computer Equipment		362	2	\$ 1,173	\$2,346	\$2,346	\$0	\$2,346
			365	2	\$ 1,173	\$2,346	\$2,346	\$0	\$2,346	
08. Facilities Management	101 Consumers - Traffic	EV Charging Stations	412	2	\$ 14,525	\$29,050	\$29,050	(\$10,000)	\$19,050	
	Facilities - Design, Construction & Asset Management	Power Laptop	395	1	\$ 4,770	\$4,770	\$1,590	\$0	\$1,590	
		Standard Laptop		381	1	\$ 2,006	\$2,006	\$668	\$0	\$668
				382	1	\$ 2,006	\$2,006	\$668	\$0	\$668
	Facilities - Maintenance & Operations	Compact Truck/SUV	53	1	\$ 47,000	\$47,000	\$15,666	\$0	\$15,666	
		Standard Laptop	52	1	\$ 2,006	\$2,006	\$668	\$0	\$668	
	Orono Depot	Install new access gate	195	1	\$ 100,000	\$100,000	\$33,334	\$0	\$33,334	
	Oshawa/Whitby Depot	Emergency Standby Generator	198	1	\$ 456,000	\$456,000	\$152,000	\$0	\$152,000	
		Installation of additional security cameras and upgrades to exterior lighting	201	1	\$ 250,000	\$250,000	\$83,334	\$0	\$83,334	

TANGIBLE CAPITAL ASSETS - NEW



2020 Business Plan

Works - General Tax

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
08. Facilities Management	Scugog Depot	Wide Area Network Connection Construction	20	1	\$ 101,500	\$101,500	\$33,834	\$0	\$33,834
	Seaton	Seaton Facility Site Master Plan - Additional Funds	379	1	\$ 55,000	\$55,000	\$18,334	\$0	\$18,334
	Sunderland Depot	Install Perimeter Fencing	196	1	\$ 160,000	\$160,000	\$53,334	\$0	\$53,334
	Sunderland Depot - Expansion	Generator	60	1	\$ 295,000	\$295,000	\$98,334	\$0	\$98,334
10. Depot Operations	Ajax Depot	Heavy Duty Excavator	193	1	\$ 411,000	\$411,000	\$137,000	\$0	\$137,000
	Oshawa/Whitby Depot	3000lb ROC Skid Steer with Asphalt Planer and Trailer	4	1	\$ 125,000	\$125,000	\$41,667	\$0	\$41,667
	Scugog Depot	Tandem Combination Dump Truck/Snow Plow	348	1	\$ 390,000	\$390,000	\$130,000	\$0	\$130,000
	Sunderland Depot	Tandem Combination Dump Truck/Snow Plow	349	1	\$ 390,000	\$390,000	\$130,000	\$0	\$130,000
Grand Total						\$2,937,318	\$1,039,117	(\$10,000)	\$1,029,117

Tangible Capital Asset Program Summary

1R Facilities Management - New	520,814
3R Fleet and Equipment - New	518,303
	<u>1,039,117</u>



2020 Business Plan

Works - General Tax

TANGIBLE CAPITAL ASSETS - REPLACEMENT

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
07. Engineering and Staff Support	Construction	Survey GPS Instrument	347	1	\$ 50,000	\$50,000	\$16,666	\$0	\$16,666
	Financial Services	Computers & Monitors Refresh	55	1	\$ 685,214	\$685,214	\$205,731	\$0	\$205,731
	Traffic Engineering & Operations	Spill Berm	367	2	\$ 12,000	\$24,000	\$24,000	\$0	\$24,000
08. Facilities Management	Orono Depot	Replace Ford Smith 32,000 lb. Hoist	313	1	\$ 520,000	\$520,000	\$173,334	\$0	\$173,334
		Replacement of veeder root & Fuel System hardware and Software	394	1	\$ 125,000	\$125,000	\$41,666	\$0	\$41,666
	Oshawa/Whitby Depot	Furnace Replacement - Additional Funding	197	1	\$ 147,000	\$147,000	\$49,000	\$0	\$49,000
		Replacement of Floor Grates including Floor Drains	314	1	\$ 180,000	\$180,000	\$60,000	\$0	\$60,000
	Scugog Depot	Structural Repairs to Mezzanine - Additional Funds	57	1	\$ 80,000	\$80,000	\$26,666	\$0	\$26,666
	Sunderland Depot	VOIP Phone System	223	1	\$ 85,000	\$85,000	\$28,334	\$0	\$28,334
10. Depot Operations	Oshawa/Whitby Depot	Forklift	188	1	\$ 60,000	\$60,000	\$20,000	\$0	\$20,000
11. Fleet Operations	101 Consumers	Class 28 - Cube Van	109	1	\$ 650,000	\$650,000	\$650,000	(\$650,000)	\$0
		Class 72 - Large Paint Truck	128	1	\$ 740,000	\$740,000	\$740,000	(\$740,000)	\$0
		Class 89 - Loop Cut Saw	135	1	\$ 30,000	\$30,000	\$30,000	(\$30,000)	\$0
		Class 92 - Chainsaw	140	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
			141	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
		Class 92 - Concrete Saw	157	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
	Ajax Depot	Class 09 - 6 Ton Tandem	90	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0
			92	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0
		Class 56 - Special Pump	117	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
		Class 61 - Liquid Spray Tank	119	1	\$ 60,000	\$60,000	\$60,000	(\$60,000)	\$0
		Class 63 - Tamper (32-007)	126	1	\$ 16,000	\$16,000	\$16,000	(\$16,000)	\$0
		Class 84 - Tapping Machine	132	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
		Class 92 - Chainsaw	145	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
			146	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
		Class 92 - Concrete Saw	155	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			161	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			165	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			166	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
Class 92 - Pole Chainsaw	169	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0		
Class 92 - Pole Chainsaw	151	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0		



TANGIBLE CAPITAL ASSETS - REPLACEMENT

2020 Business Plan

Works - General Tax

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax	
11. Fleet Operations	Ajax Depot	Class 92 - Weedeater/Combo	177	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
			179	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
			182	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
			Class 99 - Breaker	185	1	\$ 35,000	\$35,000	\$35,000	(\$35,000)	\$0
	Ajax WSP	Class 06 - SUV	86	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
			87	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
			97	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
			103	1	\$ 55,000	\$55,000	\$55,000	(\$55,000)	\$0	
	Bowmanville WSP	Class 13 - 1/2 Ton Pick Up	98	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
	Corbett Creek WPCP	Class 04 - 3/4 Ton Pick up	81	1	\$ 62,000	\$62,000	\$62,000	(\$62,000)	\$0	
			96	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
			104	1	\$ 55,000	\$55,000	\$55,000	(\$55,000)	\$0	
			105	1	\$ 55,000	\$55,000	\$55,000	(\$55,000)	\$0	
	Facilities Maintenance	Class 14 - 1/2 Ton Van	102	1	\$ 55,000	\$55,000	\$55,000	(\$55,000)	\$0	
			106	1	\$ 112,000	\$112,000	\$112,000	(\$112,000)	\$0	
			107	1	\$ 112,000	\$112,000	\$112,000	(\$112,000)	\$0	
	Fleet	Class 02 - Econo Van	77	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
	Material Testing Lab	Class 02 - Econo Van	78	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
			101	1	\$ 55,000	\$55,000	\$55,000	(\$55,000)	\$0	
			101	1	\$ 55,000	\$55,000	\$55,000	(\$55,000)	\$0	
	Orono Depot	Class 09 - 6 Ton Tandem	88	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0	
			89	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0	
		Class 13 - 1/2 Ton Pick Up	99	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
			100	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
			110	1	\$ 112,000	\$112,000	\$112,000	(\$112,000)	\$0	
		Class 46 - 3 Ton Crew Cab	112	1	\$ 595,000	\$595,000	\$595,000	(\$595,000)	\$0	
		Class 52 - Gradall	115	1	\$ 5,500	\$5,500	\$5,500	(\$5,500)	\$0	
		Class 61 - Liquid Spray Tank	118	1	\$ 60,000	\$60,000	\$60,000	(\$60,000)	\$0	
		Class 63 - Tamper	121	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0	
			122	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0	
			138	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0	
		Class 92 - Chainsaw	139	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0	
			158	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0	
159			1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0		
Class 92 - Concrete Saw		171	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0		
	171	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0			
	150	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0			
Class 92 - Pole Chainsaw	150	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0			



2020 Business Plan

Works - General Tax

TANGIBLE CAPITAL ASSETS - REPLACEMENT

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
11. Fleet Operations	Orono Depot	Class 92 - Weedeater/Combo	174	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
			175	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
			176	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
	Oshawa Depot	Class 09 - 6 Ton Tandem	91	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0
			93	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0
		Class 10 - 1 Ton Crew Cab	94	1	\$ 120,000	\$120,000	\$120,000	(\$120,000)	\$0
		Class 12 - 3 Ton Service	95	1	\$ 265,000	\$265,000	\$265,000	(\$265,000)	\$0
		Class 46 - 3 Ton Crew Cab	111	1	\$ 125,000	\$125,000	\$125,000	(\$125,000)	\$0
		Class 55 - Water Pump	116	1	\$ 5,500	\$5,500	\$5,500	(\$5,500)	\$0
		Class 61 - Liquid Spray Tank	120	1	\$ 60,000	\$60,000	\$60,000	(\$60,000)	\$0
		Class 63 - Tamper (32-005)	124	1	\$ 16,000	\$16,000	\$16,000	(\$16,000)	\$0
		Class 66 - Air Compressor	127	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
		Class 77 - Utility Trailer	130	1	\$ 40,000	\$40,000	\$40,000	(\$40,000)	\$0
		Class 78 - Tilt Bed Trailer	131	1	\$ 40,000	\$40,000	\$40,000	(\$40,000)	\$0
		Class 87 - Coring Drill	134	1	\$ 7,500	\$7,500	\$7,500	(\$7,500)	\$0
		Class 92 - Chainsaw	137	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
			147	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
		Class 92 - Concrete Saw	156	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			160	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			162	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			163	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			167	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			168	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			170	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			172	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
		173	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0	
		Class 92 - Pole Chainsaw	152	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
		Class 92 - Power Broom	148	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
		Class 92 - Weedeater/Combo	178	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
	180		1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
	181		1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
	Class 99 - Breaker	183	1	\$ 35,000	\$35,000	\$35,000	(\$35,000)	\$0	
	Emergency Fleet Equipment Replacement	186	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0	
	Regional Headquarters	Class 02 - Econo Van	79	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0
			85	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0
	Scugog Depot	Class 05 - 1 Ton Service	83	1	\$ 60,000	\$60,000	\$60,000	(\$60,000)	\$0
			108	1	\$ 35,000	\$35,000	\$35,000	(\$35,000)	\$0



TANGIBLE CAPITAL ASSETS - REPLACEMENT

2020 Business Plan

Works - General Tax

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
11. Fleet Operations	Scugog Depot	Class 55 - Water Pump	114	1	\$ 5,500	\$5,500	\$5,500	(\$5,500)	\$0
		Class 63 - Tamper	123	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
		Class 63 - Tamper (32-006)	125	1	\$ 16,000	\$16,000	\$16,000	(\$16,000)	\$0
		Class 76 - Tandem Trailer	129	1	\$ 25,000	\$25,000	\$25,000	(\$25,000)	\$0
		Class 85 - Portable Generator	133	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
		Class 92 - Chainsaw	143	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
			144	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
		Class 92 - Concrete Saw	153	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
			164	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
	Class 99 - Breaker	184	1	\$ 35,000	\$35,000	\$35,000	(\$35,000)	\$0	
	Sunderland Depot	Class 52 - Gradall	113	1	\$ 595,000	\$595,000	\$595,000	(\$595,000)	\$0
		Class 92 - Chainsaw	136	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
			142	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
		Class 92 - Concrete Saw	154	1	\$ 2,000	\$2,000	\$2,000	(\$2,000)	\$0
		Class 92 - Pole Chainsaw	149	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
	Sunderland Depot	Class 04 - 3/4 Ton Pick up	82	1	\$ 62,000	\$62,000	\$62,000	(\$62,000)	\$0
	Uxbridge WSP	Class 05 - 1 Ton Service	84	1	\$ 60,000	\$60,000	\$60,000	(\$60,000)	\$0
Waste	Class 04 - 3/4 Ton Pick up	80	1	\$ 62,000	\$62,000	\$62,000	(\$62,000)	\$0	
Grand Total						\$9,423,314	\$8,112,497	(\$7,467,100)	\$645,397

Tangible Capital Asset Program Summary

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

379,000
 7,733,497
8,112,497

**PROGRAM 5R
TCA - CONSTRUCTION**



2020 Program Detail

Works - General Tax

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
<u>Construction Expenditures</u>					
Road Rehabilitation	28,430	28,430	28,565	-	28,565
Road Rehabilitation - Federal Gas Tax	7,500	7,500	10,100	-	10,100
Replacement/Rehabilitation of Structures	7,585	7,585	8,535	-	8,535
Road Construction (Growth Related)	42,050	42,050	29,860	-	29,860
Road Safety Program	700	700	1,950	-	1,950
Traffic Control & Other	8,240	8,240	9,290	-	9,290
Total Construction Expenditures	94,505	94,505	88,300	-	88,300
<u>Funding Sources</u>					
Regional Road Reserve (Growth Related)	(12,600)	(12,600)	(9,814)	-	(9,814)
Roads Rehabilitation Reserve	(26,050)	(26,050)	(27,250)	-	(27,250)
Bridge Rehabilitation Reserve	(5,525)	(5,525)	(8,025)	-	(8,025)
Durham Vision Zero Reserve Fund	-	-	(1,150)	-	(1,150)
Total Special Tax Funding	(44,175)	(44,175)	(46,239)	-	(46,239)
<u>Development Charge Financing</u>					
Residential	(30,000)	(30,000)	(23,119)	-	(23,119)
Commercial	(3,428)	(3,428)	(2,642)	-	(2,642)
Industrial	(1,652)	(1,652)	-	-	-
Total Development Charge Financing	(35,080)	(35,080)	(25,761)	-	(25,761)
<u>Other Funding</u>					
Funding from Others	(1,550)	(1,550)	-	-	-
Federal Gas Tax	(7,500)	(7,500)	(10,100)	-	(10,100)
Total Other Funding	(9,050)	(9,050)	(10,100)	-	(10,100)
Total Funding Sources	(88,305)	(88,305)	(82,100)	-	(82,100)
Net Construction Costs	6,200	6,200	6,200	-	6,200

DRAFT 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	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
106	Road Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D	350,000	0	350,000	350,000	0	0	0	0
107	Road Resurfacing / Rehabilitation Program	N/A	C	965,000	0	965,000	965,000	0	0	0	0
109	Bridge and Pavement Management Program	O.1		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
111	Signal Modernization Program	N/A	C	1,220,000	0	1,220,000	1,220,000	0	0	0	0
112	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	600,000	0	600,000	600,000	0	0	0	0
113	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	1,060,000	0	1,060,000	1,060,000	0	0	0	0
114	Road Safety Program	N/A	C	800,000	0	800,000	800,000	0	0	0	0
114A	Durham Vision Zero Program	N/A	C	1,150,000	1,150,000	0	0	0	0	0	0
116	Uninterruptible Power Supply (UPS) Installation Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
117	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
119	Roadside Landscaping Projects	O.3	C	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
120	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
122	Contingencies - Non-Development Related	N/A		50,000	0	50,000	50,000	0	0	0	0
124	Structure Investigation Program	N/A	D	100,000	0	100,000	100,000	0	0	0	0
125	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
126	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
127	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
Total Normal Roads Program				8,355,000	1,150,000	6,200,000	6,200,000	201,000	20,100	80,400	703,500
B Special Rehabilitation Levy											
7	Conc. Rd. 7 (Reg. Rd. 11 to 0.4 km N. of Ashworth Rd.)	N/A	D,P,U,C	1,050,000	0	1,050,000	1,050,000	0	0	0	0
8	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	N/A	U,C	5,500,000	0	5,500,000	5,500,000	0	0	0	0
9	Simcoe St. (north of Gibb St. - Elm St. to John St.)	N/A	C	500,000	0	500,000	500,000	0	0	0	0
10	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	10,000,000	0	0	0	0	0	0
13	Grandview St. N. (Hwy 407 to Columbus Rd. E.) and Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	N/A	C	3,540,000	0	3,540,000	3,540,000	0	0	0	0
14	Columbus Rd. E. (Townline Rd. N. to Enfield Rd.)	N/A	U,C	300,000	0	300,000	300,000	0	0	0	0
19	Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
20	Taunton Rd. (Liberty St. to 0.8 km E. of Liberty St.)	N/A	C	800,000	0	800,000	800,000	0	0	0	0
22	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Bowmanville Ave.)	N/A	P,U	300,000	0	300,000	300,000	0	0	0	0
27	Reach St. (E. of Old Simcoe St. to Bigelow St.)	N/A	D	150,000	0	150,000	150,000	0	0	0	0
28	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
29	Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)	N/A	D,P,U,C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
30	3rd Concession (Lake Ridge Rd. to 1.5 km west of Highway 7/12)	N/A	C	450,000	0	450,000	450,000	0	0	0	0
53	Lake Ridge Rd. (0.1 km N. of Reg. Rd. 5 to 0.8 km S. of Chalk Lake Rd.)	N/A	D	150,000	0	150,000	150,000	0	0	0	0
54	Lake Ridge Rd. (0.8 km S. of Chalk Lake Rd. to 1.6 km N. of Chalk Lake Rd.)	N/A	C	3,700,000	0	3,700,000	3,700,000	0	0	0	0
67	York Durham Line (Wagg Rd. to Aurora Rd.)	N/A	D,C	1,650,000	0	1,650,000	1,650,000	0	0	0	0
75	Enfield Rd. (N. of Taunton Rd. to Hwy 407)	N/A	C	900,000	0	900,000	900,000	0	0	0	0
88	Farewell St. (Harbour Rd. to Bloor St.)	N/A	D,C	450,000	0	450,000	450,000	0	0	0	0
92	Bowmanville Ave. (Taunton Rd. to Hwy 407)	N/A	D	200,000	0	200,000	200,000	0	0	0	0
97	Olive Ave. (Simcoe St. to Drew St.)	N/A	C	500,000	0	500,000	500,000	0	0	0	0
99	Wentworth St. (Simcoe St. to Farewell St.)	N/A	D,U	150,000	0	150,000	150,000	0	0	0	0
108	Road Resurfacing/Rehabilitation Other Locations	N/A	C	4,210,000	1,300,000	2,910,000	2,910,000	0	0	0	0
Total Special Road Rehabilitation Levy				37,350,000	11,300,000	26,050,000	26,050,000	0	0	0	0

DRAFT 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											
128	Reg. Rd. 2, Oshawa Creek Bridge Rehabilitation	N/A	C	4,825,000	0	4,825,000	4,825,000	0	0	0	0
129	Reg. Rd. 2, CPR Over Simcoe St. Bridge Rehabilitation	N/A	C	500,000	0	500,000	500,000	0	0	0	0
158	Reg. Rd. 23, White's Creek Bridge Rehabilitation	N/A	C	50,000	0	50,000	50,000	0	0	0	0
181	Reg. Rd. 58, Adelaide Ave. Culvert Rehabilitation	N/A	C	150,000	0	150,000	150,000	0	0	0	0
184	Reg. Hwy 47, Uxbridge Brook Culvert Replacement	N/A	C	2,500,000	2,500,000	0	0	0	0	0	0
Total Bridge Rehabilitation/Replacement Funding				8,025,000	2,500,000	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	C	1,000,000	0	80,000	80,000	184,000	18,400	73,600	644,000
5	Brock Rd. / 7th Concession Rd. Intersection	1.2	D	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
6	Brock Rd. / Goodwood Rd. Intersection	1.3	D,P	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
18	Taunton Rd. / Anderson St. Intersection	1.9	D,U	120,000	0	12,000	12,000	21,600	2,160	8,640	75,600
21	Taunton Rd. / Courtice Rd. Intersection	1.10	P	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
23	Taunton Rd. / Bowmanville Ave. Intersection	1.12	P,U	500,000	0	50,000	50,000	90,000	9,000	36,000	315,000
40	Bayly St. / Sandy Beach Rd. Intersection	1.21	D	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
43	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	EA,D	600,000	0	36,000	36,000	112,800	11,280	45,120	394,800
45	Victoria St. / Brock St. Intersection	1.23	D	220,000	0	22,000	22,000	39,600	3,960	15,840	138,600
46	Victoria St. (South Blair St. to W. of Thickson Rd.)	22.4	C	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
47	Victoria St. (E. of Thickson Rd. to W. of Stevenson Rd.)	22.5	P	500,000	0	130,000	130,000	74,000	7,400	29,600	259,000
49	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	EA	200,000	0	4,000	4,000	39,200	3,920	15,680	137,200
51	Lake Ridge Rd. (Bayly St. to Kingston Rd. - Dundas St.)	23.1	D,P,U	1,300,000	0	351,000	351,000	189,800	18,980	75,920	664,300
52	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
55	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
57	Thickson Rd. / Burns St. Intersection	1.26	D,U	70,000	0	7,000	7,000	12,600	1,260	5,040	44,100
58	Thickson Rd. / Rossland Rd. Intersection	1.27	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
63	Rossland Rd. / Garden St. Intersection	1.31	D,P,U	1,200,000	0	120,000	120,000	216,000	21,600	86,400	756,000
64	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
69	Westney Rd. (Bayly St. to Hwy 401)	31.1	EA,D	900,000	0	72,000	72,000	165,600	16,560	66,240	579,600
70	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	EA,D	700,000	0	63,000	63,000	127,400	12,740	50,960	445,900
71	Westney Rd. (N. of Rossland Rd. to Taunton Rd.)	31.4	U,C	12,900,000	0	387,000	387,000	2,502,600	250,260	1,001,040	8,759,100
73	Harmony Rd. (N. of Coldstream Dr. to S. of Conlin Rd.)	33.4	C	300,000	0	24,000	24,000	55,200	5,520	22,080	193,200
81	Whites Rd. (S. of Third Concession Rd. to Taunton Rd.)	38.4	D	400,000	0	4,000	4,000	79,200	7,920	31,680	277,200
85	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
87	Townline Rd. (Beatrice Rd. to Taunton Rd.)	55.3	D,P,C	300,000	0	39,000	39,000	52,200	5,220	20,880	182,700
90	Bowmanville Ave. (S. of Reg. Hwy 2 to N. of Stevens Rd.)	57.1	P,U	500,000	0	85,000	85,000	83,000	8,300	33,200	290,500
96	Gibb St. (E. of Stevenson Rd. to Simcoe St.)	59.1	C	500,000	0	145,000	145,000	71,000	7,100	28,400	248,500
98	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
101	Regional Highway 2 / Lambs Rd. Intersection	1.48	D	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
102	Baldwin St. (N. of Taunton Rd. to N. of Garden St.)	112.2	EA	500,000	0	45,000	45,000	91,000	9,100	36,400	318,500
110	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
115	Intelligent Transportation System (ITS) Projects	0.6	C	710,000	0	71,000	71,000	127,800	12,780	51,120	447,300

DRAFT 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				
118	Property Acquisition	O.2	P	400,000	0	40,000	40,000	72,000	7,200	28,800	252,000
121	Contingencies Development Related	O.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
123	Regional Share of Services for Residential Subdivision Development	O.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
Total Special Roads Levy				34,570,000	0	2,548,000	2,548,000	6,404,400	640,440	2,561,760	22,415,400
Grand Total Attribution				88,300,000	14,950,000	40,323,000	40,323,000	6,605,400	660,540	2,642,160	23,118,900
Available Development Charges								0	0	2,642,160	23,118,900
Development Charge Shortfall to be Financed from the Regional Road Reserve								7,265,940	-6,605,400	0	0
Grand Total Financing				88,300,000	14,950,000	40,323,000	47,588,940	0	0	2,642,160	23,118,900

NOTES:

1) Other Sources of Revenue Include:

Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$10,100,000
Durham Vision Zero Reserve Fund	\$1,150,000
Road Rehabilitation Levy Reserve	\$1,200,000
Bridge Rehabilitation Levy Reserve	\$2,500,000
TOTAL	\$14,950,000

2) Regional Road Reserve (Growth Related)

Benefit to Existing	\$2,548,000
Developmental Charge Short Fall (Industrial and Institutional)	\$7,265,940
TOTAL	\$9,813,940

DRAFT 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											
105	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
106	Road Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D	350,000	0	350,000	350,000	0	0	0	0
107	Road Resurfacing / Rehabilitation Program	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
109	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
111	Signal Modernization Program	N/A	C	1,305,000	0	1,305,000	1,305,000	0	0	0	0
112	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
113	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
114	Road Safety Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
114A	Durham Vision Zero Program	N/A	C	1,300,000	1,300,000	0	0	0	0	0	0
116	Uninterruptible Power Supply (UPS) Installation Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
117	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
119	Roadside Landscaping Projects	O.3	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
120	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
122	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
124	Structure Investigation Program	N/A	D	100,000	0	100,000	100,000	0	0	0	0
125	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
126	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
127	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
Total Normal Roads Program				9,515,000	1,300,000	7,210,000	7,210,000	201,000	20,100	80,400	703,500
B Special Rehabilitation Levy											
14	Columbus Rd. E. (Townline Rd. N. to Enfield Rd.)	N/A	C	3,600,000	0	3,600,000	3,600,000	0	0	0	0
22	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Bowmanville Ave.)	N/A	P,U,C	3,300,000	0	3,300,000	3,300,000	0	0	0	0
26	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
28	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
29	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
30	Reg. Rd. 13, (Lake Ridge Rd. to 1.5 km west of Highway 7/12)	N/A	C	10,700,000	0	10,700,000	10,700,000	0	0	0	0
37	Main St. (Winter St. to Station St.)	N/A	D	100,000	0	100,000	100,000	0	0	0	0
38	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
53	Lake Ridge Rd. (0.1 km N. of Reg. Rd. 5 to 0.8 km S. of Chalk Lake Rd.)	N/A	C	4,250,000	0	4,250,000	4,250,000	0	0	0	0
88	Farewell St. (Harbour Rd. to Bloor St.)	N/A	C	3,500,000	0	3,500,000	3,500,000	0	0	0	0
92	Bowmanville Ave. (Taunton Rd. to Hwy 407)	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
99	Wentworth St. (Simcoe St. to Farewell St.)	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
108	Road Resurfacing/Rehabilitation Other Locations	N/A	C	8,000,000	0	8,000,000	8,000,000	0	0	0	0
Total Special Road Rehabilitation Levy				42,150,000	0	42,150,000	42,150,000	0	0	0	0

DRAFT 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				
C Structure Rehabilitation/Replacement Funding											
130	Reg. Rd. 2, Seagrave Bridge Rehabilitation	N/A	D	150,000	0	150,000	150,000	0	0	0	0
137	Reg. Rd. 4, Soper Creek Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
143	Reg. Rd. 8, Nonquon Bridge Replacement	N/A	D	200,000	0	200,000	200,000	0	0	0	0
147	Reg. Rd. 15, Beaverton River Bridge Rehabilitation	N/A	C	4,200,000	0	4,200,000	4,200,000	0	0	0	0
149	Reg. Rd. 16, Ritson Rd. Over CPR Bridge Rehabilitation	N/A	C	4,200,000	0	4,200,000	4,200,000	0	0	0	0
156	Reg. Rd. 22, Bloor St. E. Over Harmony Creek Bridge Rehabilitation	N/A	D	50,000	0	50,000	50,000	0	0	0	0
157	Reg. Rd. 23, Beaverton Bridge Rehabilitation	N/A	C	3,300,000	0	3,300,000	3,300,000	0	0	0	0
174	Reg. Rd. 57, Robins Bridge Rehabilitation	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
175	Reg. Rd. 57, Bowmanville Ave. South Culvert Rehabilitation	N/A	C	350,000	0	350,000	350,000	0	0	0	0
176	Reg. Rd. 57, Bowmanville Ave. North Culvert Rehabilitation	N/A	C	225,000	0	225,000	225,000	0	0	0	0
177	Reg. Rd. 57, Burketon CPR Bridge Replacement	N/A	U	50,000	0	50,000	50,000	0	0	0	0
Total Bridge Rehabilitation/Replacement Funding				14,350,000	0	14,350,000	14,350,000	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	9,500,000	0	760,000	760,000	1,748,000	174,800	699,200	6,118,000
2	Brock Rd. / Taunton Rd. Intersection	1.1	C	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
5	Brock Rd. / 7th Concession Rd. Intersection	1.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
6	Brock Rd. / Goodwood Rd. Intersection	1.3	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
18	Taunton Rd. / Anderson St. Intersection	1.9	C	1,500,000	0	150,000	150,000	270,000	27,000	108,000	945,000
21	Taunton Rd. / Courtice Rd. Intersection	1.10	U	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
23	Taunton Rd. / Bowmanville Ave. Intersection	1.12	C	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
24	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
31	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
32	Liberty St. / (Concession Rd. 3, Freeland Ave - Bons Ave. Intersection)	1.16 & 1.17	D	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
33	Ritson Rd. / Beatrice St. Intersection	1.19	D	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
34	Ritson Rd (N. of Taunton Rd. to Conlin Rd.)	16.1	D,P	550,000	0	225,500	225,500	64,900	6,490	25,960	227,150
40	Bayly St. / Sandy Beach Rd. Intersection	1.21	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
43	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
45	Victoria St. / Brock St. Intersection	1.23	P	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
49	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	D	800,000	0	16,000	16,000	156,800	15,680	62,720	548,800
57	Thickson Rd. / Burns St. Intersection	1.26	C	1,000,000	0	100,000	100,000	180,000	18,000	72,000	630,000
58	Thickson Rd. / Rosland Rd. Intersection	1.27	U	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
59	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
62	Rosland Rd. / Cochrane St. Intersection	1.29	U	50,000	0	5,000	5,000	9,000	900	3,600	31,500
66	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
68	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.34, 1.35, 1.36	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
70	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	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	EA,D	500,000	0	290,000	290,000	42,000	4,200	16,800	147,000
82	Salem Rd. / Rosland Rd. Intersection	1.28	D	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
83	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	EA,D	1,000,000	0	130,000	130,000	174,000	17,400	69,600	609,000
84	Stevenson Rd. / Phillip Murray Ave. Intersection	1.42	D	70,000	0	7,000	7,000	12,600	1,260	5,040	44,100

DRAFT 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				
87	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
90	Bowmanville Ave. (S. of Reg. Hwy 2 to N. of Stevens Rd.)	57.1	C	8,150,000	0	1,385,500	1,385,500	1,352,900	135,290	541,160	4,735,150
90	Bowmanville Ave. / Stevens Rd.	1.45	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
93	Bowmanville Ave. / Concession 7 Intersection	1.46	D	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
94	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
95	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	D	500,000	0	0	0	100,000	10,000	40,000	350,000
96	Gibb St. (E. of Stevenson Rd. to Simcoe St.)	59.1	U	1,100,000	0	319,000	319,000	156,200	15,620	62,480	546,700
98	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
101	Regional Highway 2 / Lambs Rd. Intersection	1.48	P	50,000	0	5,000	5,000	9,000	900	3,600	31,500
102	Baldwin St. (N. of Taunton Rd. to N. of Garden St.)	112.2	D	500,000	0	45,000	45,000	91,000	9,100	36,400	318,500
104	Regional Highway 47 / Concession 6 Intersection	1.49	P	50,000	0	5,000	5,000	9,000	900	3,600	31,500
110	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
115	Intelligent Transportation System (ITS) Projects	0.6	C	515,000	0	51,500	51,500	92,700	9,270	37,080	324,450
118	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
121	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
123	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				41,735,000	0	4,457,500	4,457,500	7,455,500	745,550	2,982,200	26,094,250
Grand Total Financing				107,750,000	1,300,000	68,167,500	68,167,500	7,656,500	765,650	3,062,600	26,797,750

NOTES:

1) Other Sources of Revenue Include:

Durham Vision Zero Reserve Fund \$1,300,000

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

Regional Roads Levy Reserves (Growth Related) \$5,013,000
 Road Rehabilitation Levy Reserves \$2,135,000
 Bridge Rehabilitation/Replacement Levy Reserves \$4,500,000
 Federal Gas Tax Funding \$19,500,000
TOTAL \$31,148,000

DRAFT 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											
105	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
106	Road Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D	350,000	0	350,000	350,000	0	0	0	0
107	Road Resurfacing / Rehabilitation Program	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
109	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
111	Signal Modernization Program	N/A	C	1,220,000	0	1,220,000	1,220,000	0	0	0	0
112	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
113	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
114	Road Safety Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
114A	Durham Vision Zero Program	N/A	C	725,000	725,000	0	0	0	0	0	0
116	Uninterruptible Power Supply (UPS) Installation Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
117	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
119	Roadside Landscaping Projects	O.3	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
120	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
122	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
124	Structure Investigation Program	N/A	D	100,000	0	100,000	100,000	0	0	0	0
125	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
126	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
127	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
Total Normal Roads Program				8,855,000	725,000	7,125,000	7,125,000	201,000	20,100	80,400	703,500
B Special Rehabilitation Levy											
22	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Bowmanville Ave.)	N/A	C	3,100,000	0	3,100,000	3,100,000	0	0	0	0
27	Reach St. (E. of Old Simcoe St. to Bigelow St.)	N/A	C	500,000	0	500,000	500,000	0	0	0	0
32	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
37	Main St. (Winter St. to Station St.)	N/A	P	100,000	0	100,000	100,000	0	0	0	0
38	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
108	Road Resurfacing/Rehabilitation Other Locations	N/A	C	37,250,000	0	37,250,000	37,250,000	0	0	0	0
Total Special Road Rehabilitation Levy				42,650,000	0	42,650,000	42,650,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
134	Reg. Rd. 4, W.A. Twelvetreets Bridge Rehabilitation	N/A	C	2,100,000	0	2,100,000	2,100,000	0	0	0	0
135	Reg. Rd. 4, Taunton Rd. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
140	Reg. Rd. 6, Saintfield Rd. Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
141	Reg. Rd. 8, Siloam Bridge Rehabilitation	N/A	C	1,100,000	0	1,100,000	1,100,000	0	0	0	0
144	Reg. Rd. 11, Smith Bridge Rehabilitation	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
146	Reg. Rd. 13, Laurie Bridge Rehabilitation	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
151	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
152	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
153	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
178	Reg. Rd. 58, Manning Rd Culvert Rehabilitation	N/A	D	50,000	0	50,000	50,000	0	0	0	0
182	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
183	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				12,950,000	0	12,950,000	12,950,000	0	0	0	0

DRAFT 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				
D Special Levy for Growth Related Projects											
5	Brock Rd. / 7th Concession Rd. Intersection	1.2	U	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
11	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
12	Winchester Rd. (Baldwin St. to Anderson St.)	3.1	C	7,300,000	0	584,000	584,000	1,343,200	134,320	537,280	4,701,200
21	Taunton Rd. / Courtice Rd. Intersection	1.10	C	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
23	Taunton Rd. / Bowmanville Ave. Intersection	1.12	C	8,700,000	0	870,000	870,000	1,566,000	156,600	626,400	5,481,000
24	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
31	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
32	Liberty St. / (Concession Rd. 3, Freeland Ave - Bons Ave. Intersection)	1.16 & 1.17	C	3,600,000	0	360,000	360,000	648,000	64,800	259,200	2,268,000
33	Ritson Rd. / Beatrice St. Intersection	1.19	P	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
40	Bayly St. / Sandy Beach Rd. Intersection	1.21	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
43	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
45	Victoria St. / Brock St. Intersection	1.23	U	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
47	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
49	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	P,U	1,000,000	0	20,000	20,000	196,000	19,600	78,400	686,000
50	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
51	Lake Ridge Rd. (Bayly St. to Kingston Rd. - Dundas St.)	23.1	C	8,000,000	0	2,160,000	2,160,000	1,168,000	116,800	467,200	4,088,000
52	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
62	Rossland Rd. / Cochrane St. Intersection	1.29	C	750,000	0	75,000	75,000	135,000	13,500	54,000	472,500
63	Rossland Rd. / Garden St. Intersection	1.31	C	3,000,000	0	300,000	300,000	540,000	54,000	216,000	1,890,000
66	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
68	Westney Rd. / (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.34, 1.35, 1.36	U	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
70	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
76	Hopkins St Overpass	36.0	D	500,000	0	0	0	100,000	10,000	40,000	350,000
78	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
80	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
82	Salem Rd. / Rossland Rd. Intersection	1.28	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
83	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
84	Stevenson Rd. / Phillip Murray Ave. Intersection	1.42	U	50,000	0	5,000	5,000	9,000	900	3,600	31,500
89	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
91	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
93	Bowmanville Ave. / Concession 7 Intersection	1.46	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
96	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
98	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
101	Regional Highway 2 / Lams Rd. Intersection	1.48	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
102	Baldwin St. (N. of Taunton Rd. to N. of Garden St.)	112.2	P	500,000	0	45,000	45,000	91,000	9,100	36,400	318,500
103	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
104	Regional Highway 47 / Concession 6 Intersection	1.49	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
110	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
115	Intelligent Transportation System (ITS) Projects	0.6	C	655,000	0	65,500	65,500	117,900	11,790	47,160	412,650

DRAFT 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				
118	Property Acquisition	O.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
121	Contingencies Development Related	O.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
123	Regional Share of Services for Residential Subdivision Development	O.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
Total Special Roads Levy				78,405,000	0	13,339,500	13,339,500	13,013,100	1,301,310	5,205,240	45,545,850
Grand Total Financing				142,860,000	725,000	76,064,500	76,064,500	13,214,100	1,321,410	5,285,640	46,249,350

NOTES:

1) Other Sources of Revenue Include:

Durham Vision Zero Reserve Fund \$725,000

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

Regional Roads Levy Reserves (Growth Related)	\$18,130,000
Road Rehabilitation Levy Reserves	\$3,365,000
Federal Gas Tax Funding	\$19,500,000
TOTAL	\$40,995,000

DRAFT 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											
105	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
106	Road Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D	350,000	0	350,000	350,000	0	0	0	0
107	Road Resurfacing / Rehabilitation Program	N/A	C	2,600,000	0	2,600,000	2,600,000	0	0	0	0
109	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
111	Signal Modernization Program	N/A	C	1,240,000	0	1,240,000	1,240,000	0	0	0	0
112	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
113	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
114	Road Safety Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
114A	Durham Vision Zero Program	N/A	C	675,000	675,000	0	0	0	0	0	0
116	Uninterruptible Power Supply (UPS) Installation Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
117	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
119	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
120	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
122	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
124	Structure Investigation Program	N/A	D	100,000	0	100,000	100,000	0	0	0	0
125	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
126	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
127	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
Total Normal Roads Program				8,825,000	675,000	7,235,000	7,235,000	183,000	18,300	73,200	640,500
B Special Rehabilitation Levy											
22	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Bowmanville Ave.)	N/A	C	3,300,000	0	3,300,000	3,300,000	0	0	0	0
37	Main St. (Winter St. to Station St.)	N/A	U	300,000	0	300,000	300,000	0	0	0	0
38	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
68	Westney Rd. (Finley Ave. to Harwood Ave.)	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
108	Road Resurfacing/Rehabilitation Other Locations	N/A	C	35,750,000	0	35,750,000	35,750,000	0	0	0	0
Total Special Road Rehabilitation Levy				42,050,000	0	42,050,000	42,050,000	0	0	0	0

DRAFT 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				
C Structure Rehabilitation/Replacement Funding											
132	Reg. Rd. 3, Winchester Rd. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
133	Reg. Rd. 3, Enniskillen Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
136	Reg. Rd. 4, Hampton Bridge Rehabilitation/Replacement	N/A	C	1,700,000	0	1,700,000	1,700,000	0	0	0	0
143	Reg. Rd. 8, Nonquon Bridge Replacement	N/A	C	2,750,000	0	2,750,000	2,750,000	0	0	0	0
150	Reg. Rd. 16, Ritson Rd. Over CNR Bridge Rehabilitation.	N/A	C	4,000,000	2,000,000	2,000,000	2,000,000	0	0	0	0
155	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
156	Reg. Rd. 22, Bloor St. E. Over Harmony Creek Bridge Rehabilitation	N/A	C	350,000	0	350,000	350,000	0	0	0	0
161	Reg. Rd. 28, Rossland Rd. Over Oshawa Creek Bridge Rehabilitation	N/A	C	3,900,000	0	3,900,000	3,900,000	0	0	0	0
163	Reg. Rd. 31, Westney Rd. Over CPR Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
165	Reg. Rd. 33, Harmony Rd. S. Over CPR Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
173	Reg. Rd. 57, Bowmanville Creek Bridge Rehabilitation	N/A	D	50,000	0	50,000	50,000	0	0	0	0
177	Reg. Rd. 57, Burketon CPR Bridge Replacement	N/A	C	4,000,000	0	4,000,000	4,000,000	0	0	0	0
179	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				17,805,000	2,000,000	15,805,000	15,805,000	0	0	0	0
D Special Levy for Growth Related Projects											
5	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
6	Brock Rd. / Goodwood Rd. Intersection	1.3	C	4,000,000	0	400,000	400,000	720,000	72,000	288,000	2,520,000
11	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
21	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
24	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
25	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
33	Ritson Rd. / Beatrice St. Intersection	1.19	U	50,000	0	5,000	5,000	9,000	900	3,600	31,500
34	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
40	Bayly St. / Sandy Beach Rd. Intersection	1.21	C	700,000	0	70,000	70,000	126,000	12,600	50,400	441,000
42	Bayly St. / Church St. Intersection	1.22	U	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
45	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
49	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	C	13,000,000	0	260,000	260,000	2,548,000	254,800	1,019,200	8,918,000
50	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
52	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
56	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
58	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
59	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
64	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
66	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
68	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.34, 1.35, 1.36	C	2,300,000	0	230,000	230,000	414,000	41,400	165,600	1,449,000
69	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
72	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
76	Hopkins St Overpass	36.0	P	400,000	0	0	0	80,000	8,000	32,000	280,000
77	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
78	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
80	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
82	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
83	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
84	Stevenson Rd. / Phillip Murray Ave. Intersection	1.42	C	400,000	0	40,000	40,000	72,000	7,200	28,800	252,000

DRAFT 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				
85	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
86	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
91	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
93	Bowmanville Ave. / Concession 7 Intersection	1.46	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
95	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
98	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
101	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
102	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
103	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
104	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
110	Signal Installation Program	1.99	C	1,825,000	0	182,500	182,500	328,500	32,850	131,400	1,149,750
115	Intelligent Transportation System (ITS) Projects	0.6	C	510,000	0	51,000	51,000	91,800	9,180	36,720	321,300
118	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
121	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
123	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				63,335,000	0	5,110,500	5,110,500	11,644,900	1,164,490	4,657,960	40,757,150
Grand Total Financing				132,015,000	2,675,000	70,200,500	70,200,500	11,827,900	1,182,790	4,731,160	41,397,650

NOTES:

1) Other Sources of Revenue Include:
 Durham Vision Zero Reserve Fund \$675,000
 CNR \$2,000,000
TOTAL \$2,675,000

2) Alternative sources of financing available to relieve property tax pressures include:
 Regional Roads Levy Reserves (Growth Related) \$18,130,000
 Federal Gas Tax Funding \$19,500,000
TOTAL \$37,630,000

DRAFT 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											
105	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
106	Road Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D	350,000	0	350,000	350,000	0	0	0	0
107	Road Resurfacing / Rehabilitation Program	N/A	C	2,600,000	0	2,600,000	2,600,000	0	0	0	0
109	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
111	Signal Modernization Program	N/A	C	1,270,000	0	1,270,000	1,270,000	0	0	0	0
112	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
113	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
114	Road Safety Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
114A	Durham Vision Zero Program	N/A	C	650,000	650,000	0	0	0	0	0	0
116	Uninterruptible Power Supply (UPS) Installation Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
117	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
119	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
120	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
122	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
124	Structure Investigation Program	N/A	D	100,000	0	100,000	100,000	0	0	0	0
125	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
126	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
127	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
Total Normal Roads Program				8,830,000	650,000	7,265,000	7,265,000	183,000	18,300	73,200	640,500
B Special Rehabilitation Levy											
37	Main St. (Winter St. to Station St.)	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
38	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
42	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
108	Road Resurfacing/Rehabilitation Other Locations	N/A	C	39,400,000	0	39,400,000	39,400,000	0	0	0	0
Total Special Road Rehabilitation Levy				42,050,000	0	42,050,000	42,050,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
130	Reg. Rd. 2, Seagrave Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
131	Reg. Rd. 3, Bickle Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
132	Reg. Rd. 3, Winchester Rd. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
135	Reg. Rd. 4, Taunton Rd. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
137	Reg. Rd. 4, Soper Creek Bridge Rehabilitation	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
145	Reg. Rd. 11, Dobson Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
151	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
152	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
153	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
178	Reg. Rd. 58, Manning Rd Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
183	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				12,750,000	0	12,750,000	12,750,000	0	0	0	0

DRAFT 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
11	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
16	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
24	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
25	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
31	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
33	Ritson Rd. / Beatrice St. Intersection	1.19	C	700,000	0	70,000	70,000	126,000	12,600	50,400	441,000
41	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
42	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
50	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
56	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
65	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
69	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
70	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
72	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
76	Hopkins St Overpass	36.0	U	400,000	0	0	0	80,000	8,000	32,000	280,000
77	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
78	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
81	Whites Rd. (S. of Third Concession Rd. to Taunton Rd.)	38.4	C	700,000	0	7,000	7,000	138,600	13,860	55,440	485,100
86	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
91	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
93	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
94	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
95	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
100	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
102	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
103	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
110	Signal Installation Program	1.99	C	1,825,000	0	182,500	182,500	328,500	32,850	131,400	1,149,750
115	Intelligent Transportation System (ITS) Projects	0.6	C	700,000	0	70,000	70,000	126,000	12,600	50,400	441,000
118	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
121	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
123	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				63,075,000	0	6,266,500	6,266,500	11,361,700	1,136,170	4,544,680	39,765,950
Grand Total Financing				126,705,000	650,000	68,331,500	68,331,500	11,544,700	1,154,470	4,617,880	40,406,450

NOTES:

1) Other Sources of Revenue Include:

Durham Vision Zero Reserve Fund \$650,000

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

Federal Gas Tax Funding \$19,500,000

TOTAL \$19,500,000

DRAFT 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											
105	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
106	Road Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D	350,000	0	350,000	350,000	0	0	0	0
107	Road Resurfacing / Rehabilitation Program	N/A	C	2,700,000	0	2,700,000	2,700,000	0	0	0	0
109	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
111	Signal Modernization Program	N/A	C	1,295,000	0	1,295,000	1,295,000	0	0	0	0
112	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
113	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	200,000	0	200,000	200,000	0	0	0	0
114	Road Safety Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
114A	Durham Vision Zero Program	N/A	C	500,000	500,000	0	0	0	0	0	0
116	Uninterruptible Power Supply (UPS) Installation Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
117	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
119	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
120	Transportation Plans and Studies	O.5	D	500,000	0	0	0	100,000	10,000	40,000	350,000
122	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
124	Structure Investigation Program	N/A	D	100,000	0	100,000	100,000	0	0	0	0
125	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
126	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
127	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
Total Normal Roads Program				9,255,000	500,000	7,490,000	7,490,000	253,000	25,300	101,200	885,500
B Special Rehabilitation Levy											
38	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
108	Road Resurfacing/Rehabilitation Other Locations	N/A	C	41,850,000	0	41,850,000	41,850,000	0	0	0	0
Total Special Road Rehabilitation Levy				41,950,000	0	41,950,000	41,950,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
133	Reg. Rd. 3, Enniskillen Bridge Rehabilitation	N/A	C	2,400,000	0	2,400,000	2,400,000	0	0	0	0
138	Reg. Rd. 4, Wilmot Creek Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
148	Reg. Rd. 15, McRae Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
155	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
164	Reg. Rd. 31, Bayles Bridge Rehabilitation	N/A	D	175,000	0	175,000	175,000	0	0	0	0
169	Reg. Rd. 50, Morgan Bridge Rehabilitation	N/A	D	200,000	100,000	100,000	100,000	0	0	0	0
171	Reg. Rd. 53, Stevenson Rd. Over CPR Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
173	Reg. Rd. 57, Bowmanville Creek Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
179	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
Total Bridge Rehabilitation/Replacement Funding				10,625,000	100,000	10,525,000	10,525,000	0	0	0	0

DRAFT 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
11	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
15	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	D	500,000	0	75,000	75,000	85,000	8,500	34,000	297,500
16	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
25	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
34	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
41	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
43	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	C	2,000,000	0	120,000	120,000	376,000	37,600	150,400	1,316,000
50	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
56	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
59	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
64	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
65	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
72	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
77	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
78	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
83	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	C	9,000,000	0	1,170,000	1,170,000	1,566,000	156,600	626,400	5,481,000
85	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
95	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	U	250,000	0	0	0	50,000	5,000	20,000	175,000
98	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
100	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
103	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
110	Signal Installation Program	1.99	C	1,825,000	0	182,500	182,500	328,500	32,850	131,400	1,149,750
115	Intelligent Transportation System (ITS) Projects	0.6	C	695,000	0	69,500	69,500	125,100	12,510	50,040	437,850
118	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
121	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
123	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				83,570,000	0	11,107,000	11,107,000	14,492,600	1,449,260	5,797,040	50,724,100
Grand Total Financing				145,400,000	600,000	71,072,000	71,072,000	14,745,600	1,474,560	5,898,240	51,609,600

NOTES:

1) Other Sources of Revenue Include:
 Durham Vision Zero Reserve Fund \$500,000
 Simcoe County \$100,000
TOTAL \$600,000

2) Alternative sources of financing available to relieve property tax pressures include:
 Federal Gas Tax Funding \$19,500,000
\$19,500,000

DRAFT 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											
105	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
106	Road Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D	350,000	0	350,000	350,000	0	0	0	0
107	Road Resurfacing / Rehabilitation Program	N/A	C	2,800,000	0	2,800,000	2,800,000	0	0	0	0
109	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
111	Signal Modernization Program	N/A	C	1,325,000	0	1,325,000	1,325,000	0	0	0	0
112	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
113	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
114	Road Safety Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
116	Uninterruptible Power Supply (UPS) Installation Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
117	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
119	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
120	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
122	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
124	Structure Investigation Program	N/A	D	100,000	0	100,000	100,000	0	0	0	0
125	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
126	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
127	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
Total Normal Roads Program				8,435,000	0	7,520,000	7,520,000	183,000	18,300	73,200	640,500
B Special Rehabilitation Levy											
38	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
108	Road Resurfacing/Rehabilitation Other Locations	N/A	C	41,750,000	0	41,750,000	41,750,000	0	0	0	0
Total Special Road Rehabilitation Levy				41,850,000	0	41,850,000	41,850,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
131	Reg. Rd. 3, Bickle Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
145	Reg. Rd. 11, Dobson Bridge Rehabilitation	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
163	Reg. Rd. 31, Westney Rd. Over CPR Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
165	Reg. Rd. 33, Harmony Rd. S. Over CPR Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
166	Reg. Rd. 33, Hoskin Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
168	Reg. Rd. 46, Brock St. Over CNR Bridge Rehabilitation	N/A	C	1,750,000	0	1,750,000	1,750,000	0	0	0	0
170	Reg. Rd. 53, Stevenson Rd. Over CNR Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
180	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				10,650,000	0	10,650,000	10,650,000	0	0	0	0

DRAFT 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											
11	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
15	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
16	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
25	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
41	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
43	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	C	11,000,000	0	660,000	660,000	2,068,000	206,800	827,200	7,238,000
56	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
65	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
69	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
76	Hopkins St Overpass	36.0	C	13,800,000	0	0	0	2,760,000	276,000	1,104,000	9,660,000
77	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
78	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	C	16,000,000	0	6,400,000	6,400,000	1,920,000	192,000	768,000	6,720,000
80	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
86	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
91	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
100	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
110	Signal Installation Program	1.99	C	1,825,000	0	182,500	182,500	328,500	32,850	131,400	1,149,750
115	Intelligent Transportation System (ITS) Projects	0.6	C	505,000	0	50,500	50,500	90,900	9,090	36,360	318,150
118	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
121	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
123	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				97,130,000	0	26,267,000	26,267,000	14,172,600	1,417,260	5,669,040	49,604,100
Grand Total Financing				158,065,000	0	86,287,000	86,287,000	14,355,600	1,435,560	5,742,240	50,244,600

NOTES:

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

Federal Gas Tax Funding	<u>\$19,500,000</u>
	\$19,500,000

DRAFT 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											
105	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
106	Road Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D	350,000	0	350,000	350,000	0	0	0	0
107	Road Resurfacing / Rehabilitation Program	N/A	C	2,900,000	0	2,900,000	2,900,000	0	0	0	0
109	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
111	Signal Modernization Program	N/A	C	1,150,000	0	1,150,000	1,150,000	0	0	0	0
112	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
113	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
114	Road Safety Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
116	Uninterruptible Power Supply (UPS) Installation Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
117	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
119	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
120	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
122	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
124	Structure Investigation Program	N/A	D	100,000	0	100,000	100,000	0	0	0	0
125	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
126	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
127	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
Total Normal Roads Program				8,360,000	0	7,445,000	7,445,000	183,000	18,300	73,200	640,500
B Special Rehabilitation Levy											
38	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
108	Road Resurfacing/Rehabilitation Other Locations	N/A	C	35,750,000	0	35,750,000	35,750,000	0	0	0	0
Total Special Road Rehabilitation Levy				41,750,000	0	41,750,000	41,750,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
138	Reg. Rd. 4, Wilmot Creek Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
142	Reg. Rd. 8., Reach St. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
148	Reg. Rd. 15, McRae Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
154	Reg. Rd. 18, Kendal Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
162	Reg. Rd. 29, Liverpool Rd. Over CNR Bridge Rehabilitation	N/A	D	150,000	0	150,000	150,000	0	0	0	0
164	Reg. Rd. 31, Bayles Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
167	Reg. Rd. 35, Wilson Rd. N. Pedestrian Underpass Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
169	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
171	Reg. Rd. 53, Stevenson Rd. Over CPR Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
172	Reg. Rd. 54, Park Rd. Over CPR Bridge Rehabilitation	N/A	D	150,000	0	150,000	150,000	0	0	0	0
Total Bridge Rehabilitation/Replacement Funding				11,100,000	1,000,000	10,100,000	10,100,000	0	0	0	0

DRAFT 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
15	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	U	1,000,000	0	150,000	150,000	170,000	17,000	68,000	595,000
41	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
48	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
50	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
56	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	C	10,000,000	0	400,000	400,000	1,920,000	192,000	768,000	6,720,000
61	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
72	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
78	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	C	8,000,000	0	3,200,000	3,200,000	960,000	96,000	384,000	3,360,000
79	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
95	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
103	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
110	Signal Installation Program	1.99	C	1,825,000	0	182,500	182,500	328,500	32,850	131,400	1,149,750
115	Intelligent Transportation System (ITS) Projects	0.6	C	455,000	0	45,500	45,500	81,900	8,190	32,760	286,650
118	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
121	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
123	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				80,480,000	0	10,288,000	10,288,000	14,038,400	1,403,840	5,615,360	49,134,400
Grand Total Financing				141,690,000	1,000,000	69,583,000	69,583,000	14,221,400	1,422,140	5,688,560	49,774,900

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:

Federal Gas Tax Funding	<u>\$19,500,000</u>
TOTAL	\$21,500,000

DRAFT 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											
105	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
106	Road Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D	350,000	0	350,000	350,000	0	0	0	0
107	Road Resurfacing / Rehabilitation Program	N/A	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
109	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
111	Signal Modernization Program	N/A	C	1,180,000	0	1,180,000	1,180,000	0	0	0	0
112	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
113	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
114	Road Safety Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
116	Uninterruptible Power Supply (UPS) Installation Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
117	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
119	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
120	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
122	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
124	Structure Investigation Program	N/A	D	100,000	0	100,000	100,000	0	0	0	0
125	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
126	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
127	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
Total Normal Roads Program				8,490,000	0	7,575,000	7,575,000	183,000	18,300	73,200	640,500
B Special Rehabilitation Levy											
108	Road Resurfacing/Rehabilitation Other Locations	N/A	C	41,650,000	0	41,650,000	41,650,000	0	0	0	0
Total Special Road Rehabilitation Levy				41,650,000	0	41,650,000	41,650,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
142	Reg. Rd. 8., Reach St. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
166	Reg. Rd. 33, Hoskin Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
167	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
170	Reg. Rd. 53, Stevenson Rd. Over CNR Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
180	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

DRAFT 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				
D Special Levy for Growth Related Projects											
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
11	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
16	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
17	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
25	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
35	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
36	Region Rd. 17 (CPR to Concession Rd. 3)	17.1	EA	500,000	0	0	0	100,000	10,000	40,000	350,000
39	Bayly St. (Liverpool Rd. to Brock Rd.)	22	EA	500,000	0	30,000	30,000	94,000	9,400	37,600	329,000
44	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
48	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
56	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	C	8,000,000	0	320,000	320,000	1,536,000	153,600	614,400	5,376,000
60	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
61	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
65	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
74	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
77	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
79	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
100	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
110	Signal Installation Program	1.99	C	1,950,000	0	195,000	195,000	351,000	35,100	140,400	1,228,500
115	Intelligent Transportation System (ITS) Projects	0.6	C	550,000	0	55,000	55,000	99,000	9,900	39,600	346,500
118	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
121	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
123	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				81,450,000	0	8,237,500	8,237,500	14,642,500	1,464,250	5,857,000	51,248,750
Grand Total Financing				139,590,000	0	65,462,500	65,462,500	14,825,500	1,482,550	5,930,200	51,889,250

NOTES:

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

Federal Gas Tax Funding	\$19,500,000
TOTAL	<u>\$19,500,000</u>

DRAFT 2029 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											
105	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
106	Road Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D	350,000	0	350,000	350,000	0	0	0	0
107	Road Resurfacing / Rehabilitation Program	N/A	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
109	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
111	Signal Modernization Program	N/A	C	1,205,000	0	1,205,000	1,205,000	0	0	0	0
112	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
113	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	700,000	0	700,000	700,000	0	0	0	0
114	Road Safety Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
116	Uninterruptible Power Supply (UPS) Installation Program	N/A	C	500,000	0	500,000	500,000	0	0	0	0
117	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
119	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
120	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
122	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
124	Structure Investigation Program	N/A	D	100,000	0	100,000	100,000	0	0	0	0
125	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
126	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
127	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
Total Normal Roads Program				9,115,000	0	8,200,000	8,200,000	183,000	18,300	73,200	640,500
B Special Rehabilitation Levy											
108	Road Resurfacing/Rehabilitation Other Locations	N/A	C	41,650,000	0	41,650,000	41,650,000	0	0	0	0
Total Special Road Rehabilitation Levy				41,650,000	0	41,650,000	41,650,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
139	Reg. Rd. 5, Lot 20 Concession 8/9 Bridge Rehabilitation	N/A	D	50,000	0	50,000	50,000	0	0	0	0
154	Reg. Rd. 18, Kendal Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
159	Reg. Rd. 24, Church Street Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
160	Reg. Rd. 26, Thickson Rd. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
162	Reg. Rd. 29, Liverpool Rd. Over CNR Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
172	Reg. Rd. 54, Park Rd. Over CPR Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
Total Bridge Rehabilitation/Replacement Funding				6,825,000	0	6,825,000	6,825,000	0	0	0	0

DRAFT 2029 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	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	P	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	P	500,000	0	50,000	50,000	90,000	9,000	36,000	315,000
15	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
17	Taunton Rd. (Brock Rd. to Brock St./Hwy 12.)	4.3	D	1,000,000	0	120,000	120,000	176,000	17,600	70,400	616,000
35	Ritson Rd. (Conlin Rd. to Britannia Ave.)	16.2	P	100,000	0	41,000	41,000	11,800	1,180	4,720	41,300
36	Region Rd. 17 (CPR to Concession Rd. 3)	17.1	D	500,000	0	0	0	100,000	10,000	40,000	350,000
39	Bayly St. (Liverpool Rd. to Brock Rd.)	22	D	500,000	0	30,000	30,000	94,000	9,400	37,600	329,000
41	Bayly St. (Brock Rd. - Westney Rd.)	22.1	C	27,000,000	0	1,890,000	1,890,000	5,022,000	502,200	2,008,800	17,577,000
44	Bayly St. (Harwood Ave. to Salem Rd.)	22.25	D	500,000	0	35,000	35,000	93,000	9,300	37,200	325,500
48	Bloor St. (Ritson Rd. to Farewell St.)	22.7	P	500,000	0	220,000	220,000	56,000	5,600	22,400	196,000
60	Thickson Rd. (Winchester Rd. to Baldwin St.)	26.6	D	500,000	0	155,000	155,000	69,000	6,900	27,600	241,500
61	Altona Rd. (N. of Strouds Lane to Finch Ave.)	27.2	P	500,000	0	230,000	230,000	54,000	5,400	21,600	189,000
74	Harmony Rd. (Conlin Rd. to Britannia Ave.)	33.5	D	500,000	0	170,000	170,000	66,000	6,600	26,400	231,000
79	Whites Rd. (Bayly St. to Kingston Rd.)	38.1	P	500,000	0	20,000	20,000	96,000	9,600	38,400	336,000
110	Signal Installation Program	1.99	C	1,950,000	0	195,000	195,000	351,000	35,100	140,400	1,228,500
115	Intelligent Transportation System (ITS) Projects	0.6	C	425,000	0	42,500	42,500	76,500	7,650	30,600	267,750
118	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
121	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
123	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				89,175,000	0	8,098,500	8,098,500	16,215,300	1,621,530	6,486,120	56,753,550
Grand Total Financing				146,765,000	0	64,773,500	64,773,500	16,398,300	1,639,830	6,559,320	57,394,050


NOTES:

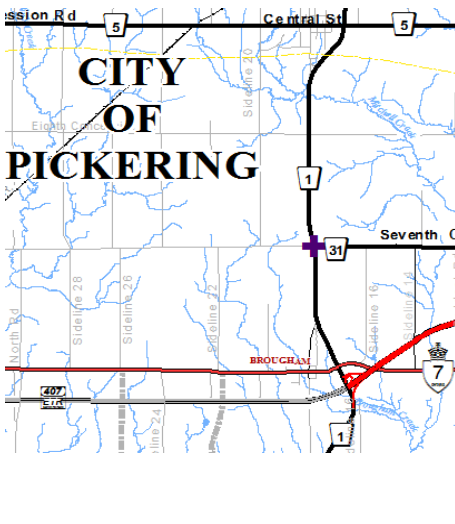
1) Alternative sources of financing available to relieve property tax pressures include:

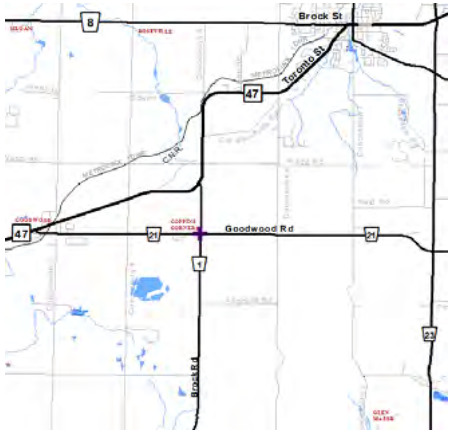
Federal Gas Tax Funding	\$19,500,000
TOTAL	<u>\$19,500,000</u>

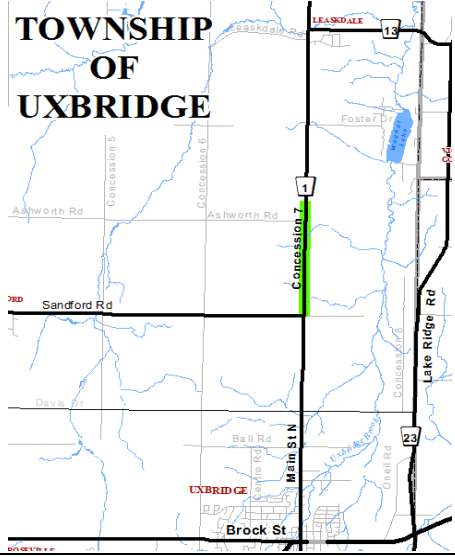
DRAFT 2020 CAPITAL BUDGET

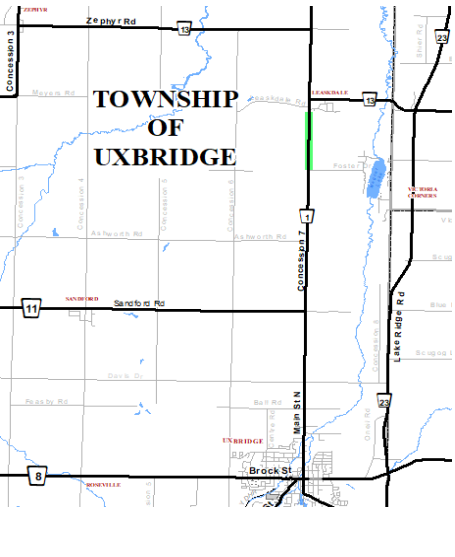
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION		BUDGET PROVISION AND COST ATTRIBUTION											
		BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
2021	2022			2023	2024	2025	2026	2027	2028	2029			
BUDGET ITEM NO. 2													
Program No. R0701 <u>Reg. Rd. 1</u> Brock Rd. from Taunton Rd. to Alexander Knox - 5th Concession Rd. Pickering 1.7 km													
RELATED PROJECTS													
Water supply - \$2,700,000 (Seaton Agreement) Sanitary Sewer - \$10,900,000 (Seaton Agreement) Taunton & Brock Intersection - \$1,215,000 (Seaton Agreement)													
													
EXPENDITURES:													
Total Prior Budget Allocations		3,853,229											3,853,229
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction			1,000,000	9,700,000									10,700,000
Contingency													0
Other													0
TOTAL EXPENDITURES		3,853,229	1,000,000	9,700,000	0	0	0	0	0	0	0	0	14,553,229
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES		2,287,383	644,000	6,244,000									9,175,383
NEW COMMERCIAL DEV. CHARGES*		430,628	73,600	713,600									1,217,828
NEW INSTITUTIONAL DEV. CHARGES*				178,400									178,400
NEW INDUSTRIAL DEV. CHARGES*				1,784,000									1,784,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE		1,135,218	282,400	780,000									2,197,618
OTHER													0
TOTAL ATTRIBUTION		3,853,229	1,000,000	9,700,000	0	0	0	0	0	0	0	0	14,553,229
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Widen road from 2 to 4 lanes including intersection modifications at Brock Rd. and Taunton Rd.													

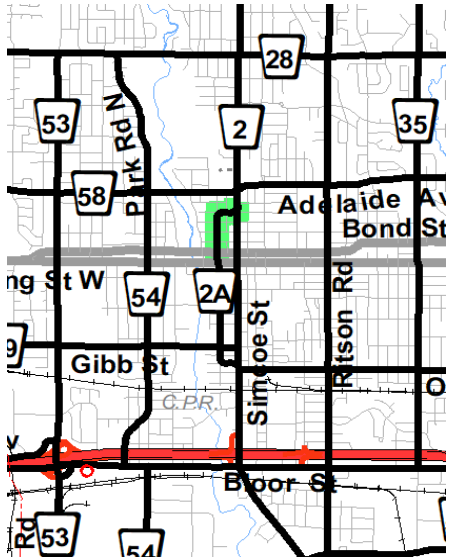
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 5												
Program No. R1902 Reg. Rd. 1 Brock Rd. / 7th Concession Rd. Intersection Pickering												
RELATED PROJECTS												
Associated Works:												
												
EXPENDITURES:												
Total Prior Budget Allocations	200,000											200,000
Environmental Assessment		150,000										0
Engineering/Design			100,000									150,000
Property Acquisition				150,000								100,000
Utility Relocation					2,300,000							150,000
Construction												2,300,000
Contingency												0
Other												0
TOTAL EXPENDITURES	200,000	150,000	100,000	150,000	2,300,000	0	0	0	0	0	0	2,900,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	126,000	94,500	63,000	94,500	1,449,000							1,827,000
NEW COMMERCIAL DEV. CHARGES*	14,400	10,800	7,200	10,800	165,600							208,800
NEW INSTITUTIONAL DEV. CHARGES*			1,800	2,700	41,400							45,900
NEW INDUSTRIAL DEV. CHARGES*			18,000	27,000	414,000							459,000
GENERAL LEVY												0
ROADS CAPITAL RESERVE	59,600	44,700	10,000	15,000	230,000							359,300
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	200,000	150,000	100,000	150,000	2,300,000	0	0	0	0	0	0	2,900,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Intersection modifications.												

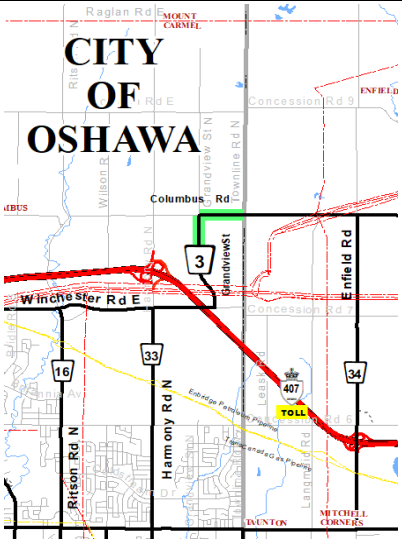
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 6												
Program No. R1701 Reg. Rd. 1 Brock Rd. / Goodwood Rd. Intersection Uxbridge												
RELATED PROJECTS												
Associated Works:												
												
EXPENDITURES:												
Total Prior Budget Allocations	300,000											300,000
Environmental Assessment												0
Engineering/Design		200,000										200,000
Property Acquisition		100,000										100,000
Utility Relocation			100,000									100,000
Construction					4,000,000							4,000,000
Contingency												0
Other												0
TOTAL EXPENDITURES	300,000	300,000	100,000	0	4,000,000	0	0	0	0	0	0	4,700,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	183,600	189,000	63,000		2,520,000							2,955,600
NEW COMMERCIAL DEV. CHARGES*	27,000	21,600	7,200		288,000							343,800
NEW INSTITUTIONAL DEV. CHARGES*			1,800		72,000							73,800
NEW INDUSTRIAL DEV. CHARGES*	48,600		18,000		720,000							786,600
GENERAL LEVY												0
ROADS CAPITAL RESERVE	40,800	89,400	10,000		400,000							540,200
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	300,000	300,000	100,000	0	4,000,000	0	0	0	0	0	0	4,700,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
NEED/EXPLANATION OF PROJECT												
Reconstruct to roundabout.												

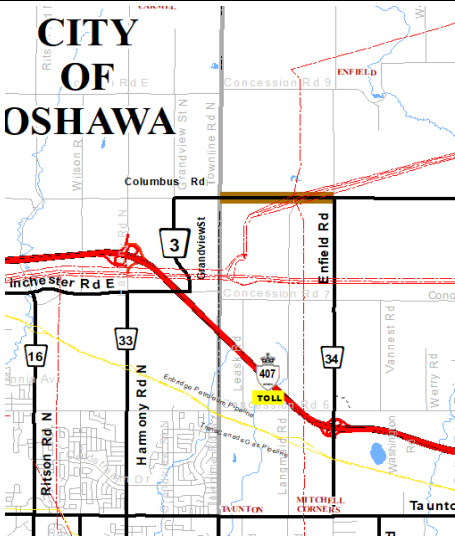
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
<p>BUDGET ITEM NO. 7</p> <p>Program No. R1501 Reg. Rd. 1 Conc. Rd. 7 from Reg. Rd. 11 to 0.4 km north of Ashworth Rd.</p> <p>Uxbridge 2.5 km</p>	<p>EXPENDITURES:</p>	<p>BUDGET PRIOR TO 2020</p>	<p>2020 CAPITAL BUDGET</p>	<p>Nine Year Forecast</p>									<p>TOTAL</p>
<p>RELATED PROJECTS</p> <p>Associated Works:</p>		<p>Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other</p>	<p>6,800,000</p>	<p>450,000 100,000 100,000 400,000</p>	2021	2022	2023	2024	2025	2026	2027	2028	
	<p>TOTAL EXPENDITURES</p>	<p>6,800,000</p>	<p>1,050,000</p>	0	0	0	0	0	0	0	0	0	<p>7,850,000</p>
	<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND FEDERAL GAS TAX OTHER</p>	<p>6,800,000</p>	<p>1,050,000</p>	0	0	0	0	0	0	0	0	0	<p>7,850,000</p>
	<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
NEED/EXPLANATION OF PROJECT													
<p>Road rehabilitation/reconstruction.</p>													

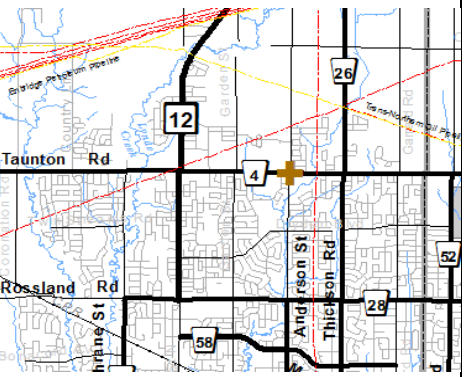
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 8													
Program No. R1702 Reg. Rd. 1 Conc. Rd. 7 from Foster Dr. to south limit of Leaskdale													
Uxbridge 1.4 km													
RELATED PROJECTS													
Associated Works:													
													
EXPENDITURES:													
Total Prior Budget Allocations	780,000												780,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation		200,000											200,000
Construction		5,300,000											5,300,000
Contingency													0
Other													0
TOTAL EXPENDITURES	780,000	5,500,000	0	0	0	0	0	0	0	0	0	0	6,280,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND	780,000	5,500,000											6,280,000
FEDERAL GAS TAX													0
OTHER													0
TOTAL ATTRIBUTION	780,000	5,500,000	0	0	0	0	0	0	0	0	0	0	6,280,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Road rehabilitation/reconstruction.													

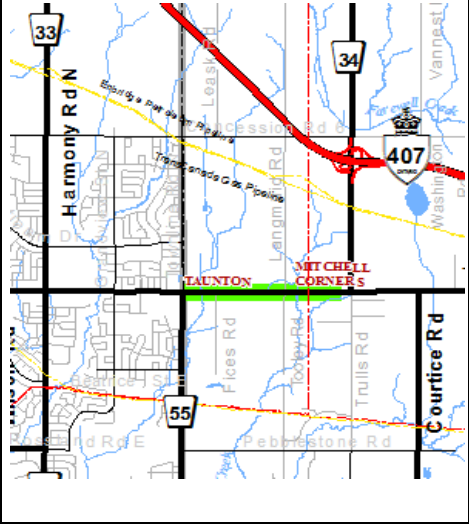
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
BUDGET ITEM NO. 9			2021	2022	2023	2024	2025	2026	2027	2028	2029	
<p>Program No. R2011 Reg. Rd. 2 Simcoe St. from north of Gibb St. - Elm St. to John St.</p> <p>Oshawa 0.4 km</p>												
<p>RELATED PROJECTS</p> <p>Associated Works:</p>												
<p>EXPENDITURES:</p> <p>Total Prior Budget Allocations</p> <p>Environmental Assessment</p> <p>Engineering/Design</p> <p>Property Acquisition</p> <p>Utility Relocation</p> <p>Construction</p> <p>Contingency</p> <p>Other</p>		500,000										500,000
TOTAL EXPENDITURES	0	500,000	0	0	0	0	0	0	0	0	0	500,000
<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS</p> <p>NEW RESIDENTIAL DEV. CHARGES</p> <p>NEW COMMERCIAL DEV. CHARGES*</p> <p>NEW INSTITUTIONAL DEV. CHARGES*</p> <p>NEW INDUSTRIAL DEV. CHARGES*</p> <p>GENERAL LEVY</p> <p>ROADS CAPITAL RESERVE</p> <p>ROADS REHAB RESERVE FUND</p> <p>OTHER</p>		500,000										500,000
TOTAL ATTRIBUTION	0	500,000	0	0	0	0	0	0	0	0	0	500,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
NEED/EXPLANATION OF PROJECT												
Road rehabilitation/reconstruction in conjunction with water/sewer project.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
<p>BUDGET ITEM NO. 10</p> <p>Program No. R1601 Reg. Rd. 2A & 2 Centre St. from King St. to Brock St. West and Simcoe St. from Brock St. West to south of Adelaide Ave.</p> <p>Oshawa 0.7 km</p>	<p>BUDGET PRIOR TO 2020</p>	<p>2020 CAPITAL BUDGET</p>	<p>Nine Year Forecast</p>									<p>TOTAL</p>
<p>EXPENDITURES:</p> <p>Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other</p> <p>TOTAL EXPENDITURES</p>			<p>1,000,000</p> <p>10,000,000</p> <p>1,000,000</p> <p>10,000,000</p>	<p>2021</p> <p>0</p>	<p>2022</p> <p>0</p>	<p>2023</p> <p>0</p>	<p>2024</p> <p>0</p>	<p>2025</p> <p>0</p>	<p>2026</p> <p>0</p>	<p>2027</p> <p>0</p>	<p>2028</p> <p>0</p>	
<p>RELATED PROJECTS</p> <p>Associated Works</p>	<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND FEDERAL GAS TAX OTHER</p> <p>TOTAL ATTRIBUTION</p>											
	<p>1,000,000</p> <p>10,000,000</p> <p>1,000,000</p> <p>10,000,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>1,000,000</p> <p>10,000,000</p> <p>0</p> <p>11,000,000</p>
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
<p>NEED/EXPLANATION OF PROJECT</p>												
<p>Road reconstruction.</p>												

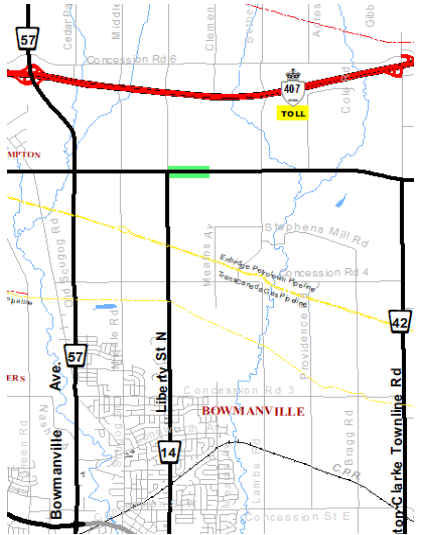
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
BUDGET ITEM NO. 13	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
EXPENDITURES:	2020	2020 CAPITAL BUDGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL
Program No. R1703 Reg. Rd. 3 Grandview St. N. from Hwy 407 to Columbus Rd. E. and Columbus Rd. E. from Grandview St. N. to Townline Rd. N. Oshawa 1.8 km	850,000											850,000
RELATED PROJECTS												
Associated Works:		3,540,000										3,540,000
	850,000	3,540,000	0	0	0	0	0	0	0	0	0	4,390,000
ATTRIBUTION: SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER	350,000	3,540,000	0	0	0	0	0	0	0	0	0	4,040,000
TOTAL ATTRIBUTION	850,000	3,540,000	0	0	0	0	0	0	0	0	0	4,390,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Road rehabilitation/reconstruction.												


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 14													
Program No. R1708 Reg. Rd. 3 Columbus Rd. E. from Townline Rd. N. to Enfield Rd.													
Clarington 2.0 km													
RELATED PROJECTS													
Associated Works:													
													
EXPENDITURES:													
Total Prior Budget Allocations	625,000												625,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation		250,000											250,000
Construction		50,000	3,600,000										3,650,000
Contingency													0
Other													0
TOTAL EXPENDITURES	625,000	300,000	3,600,000	0	0	0	0	0	0	0	0	0	4,525,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	150,000												150,000
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND	475,000	300,000	3,600,000										4,375,000
OTHER													0
TOTAL ATTRIBUTION	625,000	300,000	3,600,000	0	0	0	0	0	0	0	0	0	4,525,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Road rehabilitation/reconstruction.													


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 18												
Program No. R1801 Reg. Rd. 4 Taunton Rd. / Anderson St. Intersection Whitby												
RELATED PROJECTS												
Associated Works:												
												
EXPENDITURES:												
Total Prior Budget Allocations	250,000											250,000
Environmental Assessment												0
Engineering/Design		100,000										100,000
Property Acquisition												0
Utility Relocation		20,000										20,000
Construction			1,500,000									1,500,000
Contingency												0
Other												0
TOTAL EXPENDITURES	250,000	120,000	1,500,000	0	0	0	0	0	0	0	0	1,870,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	155,700	75,600	945,000									1,176,300
NEW COMMERCIAL DEV. CHARGES*	19,800	8,640	108,000									136,440
NEW INSTITUTIONAL DEV. CHARGES*			27,000									27,000
NEW INDUSTRIAL DEV. CHARGES*			270,000									270,000
GENERAL LEVY												0
ROADS CAPITAL RESERVE	74,500	35,760	150,000									260,260
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	250,000	120,000	1,500,000	0	0	0	0	0	0	0	0	1,870,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
NEED/EXPLANATION OF PROJECT												
Intersection modifications.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
<p>BUDGET ITEM NO. 19</p> <p>Program No. R1733 Reg. Rd. 4 Taunton Rd. from east of Townline Rd. to west of Enfield Rd.</p> <p>Clarington 1.7 km</p>	<p>EXPENDITURES:</p>	<p>BUDGET PRIOR TO 2020</p>	<p>2020 CAPITAL BUDGET</p>	<p>Nine Year Forecast</p>									<p>TOTAL</p>
<p>RELATED PROJECTS</p> <p>Associated Works:</p>		<p>Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other</p>	<p>3,473,000</p> <p>1,300,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	
	<p>TOTAL EXPENDITURES</p>	<p>3,473,000</p>	<p>1,300,000</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>4,773,000</p>
<p>NEED/EXPLANATION OF PROJECT</p>	<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS 0</p> <p>NEW RESIDENTIAL DEV. CHARGES 116,000</p> <p>NEW COMMERCIAL DEV. CHARGES* 17,000</p> <p>NEW INSTITUTIONAL DEV. CHARGES* 0</p> <p>NEW INDUSTRIAL DEV. CHARGES* 0</p> <p>GENERAL LEVY 0</p> <p>ROADS CAPITAL RESERVE 0</p> <p>ROADS REHAB RESERVE FUND 3,340,000</p> <p>OTHER 0</p>												
<p>Road rehabilitation from east of Townline Rd. to west of Enfield Rd.</p>	<p>TOTAL ATTRIBUTION</p>	<p>3,473,000</p>	<p>1,300,000</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>4,773,000</p>

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

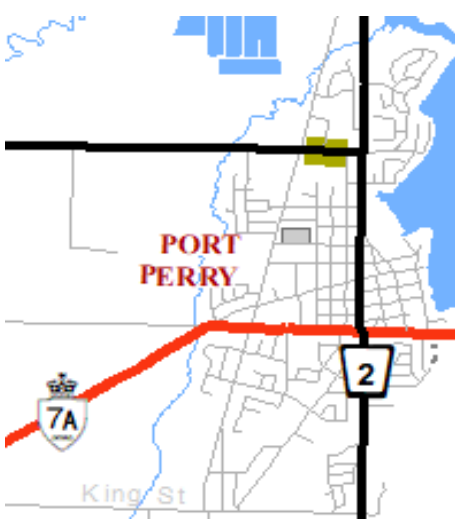
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
<p>BUDGET ITEM NO. 20</p> <p>Program No. R2020 Reg. Rd. 4 Taunton Rd. from Liberty St. to 0.8 km east of Liberty St.</p> <p>Clarington 0.8 km</p>	<p>EXPENDITURES:</p>	<p>BUDGET PRIOR TO 2020</p>	<p>2020 CAPITAL BUDGET</p>	<p>Nine Year Forecast</p>									<p>TOTAL</p>
<p>RELATED PROJECTS</p> <p>Associated Works:</p>							2021	2022	2023	2024	2025	2026	
	<p>Total Prior Budget Allocations</p> <p>Environmental Assessment</p> <p>Engineering/Design</p> <p>Property Acquisition</p> <p>Utility Relocation</p> <p>Construction</p> <p>Contingency</p> <p>Other</p>		800,000										0
	<p>TOTAL EXPENDITURES</p>	0	800,000	0	0	0	0	0	0	0	0	0	800,000
	<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS</p> <p>NEW RESIDENTIAL DEV. CHARGES</p> <p>NEW COMMERCIAL DEV. CHARGES*</p> <p>NEW INSTITUTIONAL DEV. CHARGES*</p> <p>NEW INDUSTRIAL DEV. CHARGES*</p> <p>GENERAL LEVY</p> <p>ROADS CAPITAL RESERVE</p> <p>ROADS REHAB RESERVE FUND</p> <p>OTHER</p>		800,000										0
	<p>TOTAL ATTRIBUTION</p>	0	800,000	0	0	0	0	0	0	0	0	0	800,000
	<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
<p>NEED/EXPLANATION OF PROJECT</p>													
<p>Road rehabilitation.</p>													


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 21 Program No. R1709 Reg. Rd. 4 Taunton Rd. / Courtice Rd. Intersection Clarington													
RELATED PROJECTS													
Associated Works:													
													
EXPENDITURES:													
Total Prior Budget Allocations	300,000												300,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition		200,000											200,000
Utility Relocation			300,000										300,000
Construction				200,000	3,000,000								3,200,000
Contingency													0
Other													0
TOTAL EXPENDITURES	300,000	200,000	300,000	200,000	3,000,000	0	0	0	0	0	0	0	4,000,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	183,600	126,000	189,000	126,000	1,890,000								2,514,600
NEW COMMERCIAL DEV. CHARGES*	27,000	14,400	21,600	14,400	216,000								293,400
NEW INSTITUTIONAL DEV. CHARGES*			5,400	3,600	54,000								63,000
NEW INDUSTRIAL DEV. CHARGES*	32,400		54,000	36,000	540,000								662,400
GENERAL LEVY													0
ROADS CAPITAL RESERVE	57,000	59,600	30,000	20,000	300,000								466,600
ROADS REHAB RESERVE FUND													0
OTHER													0
TOTAL ATTRIBUTION	300,000	200,000	300,000	200,000	3,000,000	0	0	0	0	0	0	0	4,000,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Intersection modifications.													


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET ITEM NO. 22	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
				2021	2022	2023	2024	2025	2026	2027	2028	2029	
<p>Program No. R1608 Reg. Rd. 4 Taunton Rd. from 0.4 km west of Solina Rd. to 0.2 km west of Bowmanville Ave. Clarington 4.6 km</p>													
RELATED PROJECTS													
Associated Works:													
													
EXPENDITURES:													
Total Prior Budget Allocations	770,000												770,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition		100,000	100,000										200,000
Utility Relocation		200,000	200,000										400,000
Construction			3,000,000	3,100,000	3,300,000								9,400,000
Contingency													0
Other													0
TOTAL EXPENDITURES	770,000	300,000	3,300,000	3,100,000	3,300,000	0	0	0	0	0	0	0	10,770,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	770,000												770,000
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND		300,000	3,300,000	3,100,000	3,300,000								10,000,000
OTHER													0
TOTAL ATTRIBUTION	770,000	300,000	3,300,000	3,100,000	3,300,000	0	0	0	0	0	0	0	10,770,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
NEED/EXPLANATION OF PROJECT													
<p>Road rehabilitation. 2021: West of Holt Rd. to Maple Grove Rd. 2022: West of Solina Rd. to Hwy 418 2023: Maple Grove Rd. to 0.2 km west of Bowmanville Ave. in conjunction with rehabilitation/replacing bridge 0.2 km west of Old Scugog Rd (Hampton Bridge).</p>													


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
BUDGET ITEM NO. 23 Program No. R1609 <u>Reg. Rd. 4</u> Taunton Rd. / Bowmanville Ave. Intersection Clarington	EXPENDITURES:	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
RELATED PROJECTS <u>Associated Works:</u>				2021	2022	2023	2024	2025	2026	2027	2028	2029	
	Total Prior Budget Allocations	1,330,000											1,330,000
	Environmental Assessment												0
	Engineering/Design												0
	Property Acquisition		200,000										200,000
	Utility Relocation		300,000										300,000
	Construction			300,000	8,700,000								9,000,000
	Contingency												0
	Other												0
	TOTAL EXPENDITURES	1,330,000	500,000	300,000	8,700,000	0	0	0	0	0	0	0	10,830,000
	ATTRIBUTION:												
	SUBSIDY/GRANTS												0
	NEW RESIDENTIAL DEV. CHARGES	814,000	315,000	189,000	5,481,000								6,799,000
	NEW COMMERCIAL DEV. CHARGES*	119,700	36,000	21,600	626,400								803,700
	NEW INSTITUTIONAL DEV. CHARGES*			5,400	156,600								162,000
	NEW INDUSTRIAL DEV. CHARGES*			54,000	1,566,000								1,620,000
	GENERAL LEVY	113,200											113,200
	ROADS CAPITAL RESERVE	283,100	149,000	30,000	870,000								1,332,100
	OTHER												0
	TOTAL ATTRIBUTION	1,330,000	500,000	300,000	8,700,000	0	0	0	0	0	0	0	10,830,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
NEED/EXPLANATION OF PROJECT													
<p>Reconstruct and modify intersection to roundabout and replace and widen bridge on west leg of intersection.</p>													

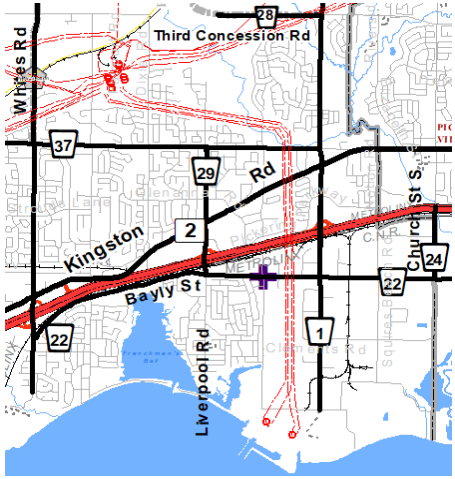



PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 27												
Program No. R2021 Reg. Rd. 8 Reach St. from east of Old Simcoe St. to Bigelow St.												
Scugog 0.3 km												
RELATED PROJECTS												
Associated Works:												
												
EXPENDITURES:												
Total Prior Budget Allocations												0
Environmental Assessment												0
Engineering/Design		150,000										150,000
Property Acquisition												0
Utility Relocation												0
Construction				500,000								500,000
Contingency												0
Other												0
TOTAL EXPENDITURES	0	150,000	0	500,000	0	0	0	0	0	0	0	650,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND		150,000		500,000								650,000
OTHER												0
TOTAL ATTRIBUTION	0	150,000	0	500,000	0	0	0	0	0	0	0	650,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
NEED/EXPLANATION OF PROJECT												
Road rehabilitation/reconstruction.												


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 28 Program No. R1910 Reg. Rd. 9 Ganaraska Rd. from 2.0 km east of Maynard Rd. to 0.4 km east of Newtonville Rd. (Reg. Rd. 18) Clarington 1.5 km												
RELATED PROJECTS												
Associated Works:												
												
EXPENDITURES:												
Total Prior Budget Allocations	100,000											100,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation		50,000										50,000
Construction			1,000,000									1,000,000
Contingency												0
Other												0
TOTAL EXPENDITURES	100,000	50,000	1,000,000	0	0	0	0	0	0	0	0	1,150,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND	100,000	50,000	1,000,000									1,150,000
FEDERAL GAS TAX												0
OTHER												0
TOTAL ATTRIBUTION	100,000	50,000	1,000,000	0	0	0	0	0	0	0	0	1,150,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Road rehabilitation/reconstruction.												


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 29													
Program No. R1503 Reg. Rd.13 Zephyr Rd. from Scott Conc. 3 (Reg. Rd. 39) to Conc. 4													
Uxbridge 2.0 km													
RELATED PROJECTS													
Associated Works:													
													
EXPENDITURES:													
Total Prior Budget Allocations	450,000												450,000
Environmental Assessment													0
Engineering/Design		200,000											200,000
Property Acquisition		100,000											100,000
Utility Relocation		200,000											200,000
Construction		1,000,000	2,000,000										3,000,000
Contingency													0
Other													0
TOTAL EXPENDITURES	450,000	1,500,000	2,000,000	0	0	0	0	0	0	0	0	0	3,950,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND	450,000	1,500,000	2,000,000										3,950,000
OTHER													0
TOTAL ATTRIBUTION	450,000	1,500,000	2,000,000	0	0	0	0	0	0	0	0	0	3,950,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Road rehabilitation/reconstruction. 2020: Culvert Construction 2021: Road Reconstruction													

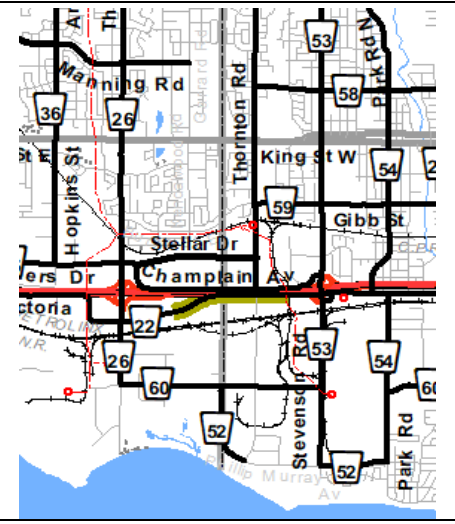
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 30													
Program No. R0901 Reg. Rd. 13 3rd Concession from Lake Ridge Rd. to 1.5 km west of Highway 7/12 Brock 3.9 km													
RELATED PROJECTS													
Associated Works:													
													
EXPENDITURES:													
Total Prior Budget Allocations	14,020,000												14,020,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		450,000	10,700,000										11,150,000
Contingency													0
Other													0
TOTAL EXPENDITURES	14,020,000	450,000	10,700,000	0	0	0	0	0	0	0	0	0	25,170,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	2,448,000												2,448,000
NEW COMMERCIAL DEV. CHARGES*	360,000												360,000
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*	648,000												648,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE	544,000												544,000
ROADS REHAB RESERVE FUND	10,020,000	450,000	10,700,000										21,170,000
OTHER													0
TOTAL ATTRIBUTION	14,020,000	450,000	10,700,000	0	0	0	0	0	0	0	0	0	25,170,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Road rehabilitation/reconstruction including modifications to the profile and modifications to the Lake Ridge Rd. intersection. 2020 road reconstruction from east of Lake Ridge Rd. to west of Sideroad 17 2021 road reconstruction from west of Sideroad 17 to 1.5km west of Hwy 7/12													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
BUDGET ITEM NO. 40			2021	2022	2023	2024	2025	2026	2027	2028	2029	
Program No. R2001 Reg. Rd. 22 Bayly St. / Sandy Beach Rd. Intersection Pickering												
RELATED PROJECTS												
Associated Works:												
												
EXPENDITURES:												
Total Prior Budget Allocations	0											0
Environmental Assessment												0
Engineering/Design		150,000										150,000
Property Acquisition			100,000									100,000
Utility Relocation				100,000								100,000
Construction					700,000							700,000
Contingency												0
Other												0
TOTAL EXPENDITURES	0		100,000	100,000	700,000	0	0	0	0	0	0	1,050,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES		94,500	63,000	63,000	441,000							661,500
NEW COMMERCIAL DEV. CHARGES*		10,800	7,200	7,200	50,400							75,600
NEW INSTITUTIONAL DEV. CHARGES*			1,800	1,800	12,600							16,200
NEW INDUSTRIAL DEV. CHARGES*			18,000	18,000	126,000							162,000
GENERAL LEVY												0
ROADS CAPITAL RESERVE		44,700	10,000	10,000	70,000							134,700
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	0	150,000	100,000	100,000	700,000	0	0	0	0	0	0	1,050,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Intersection modifications.												

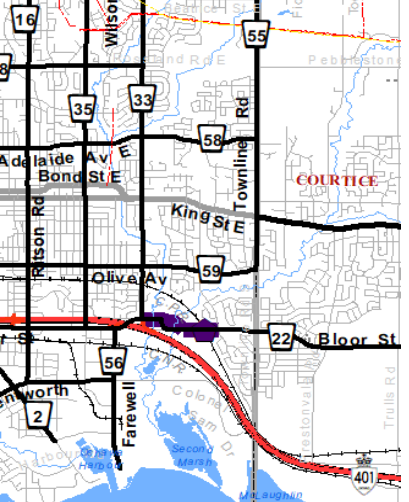
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 43 Program No. R1911 Reg. Rd. 22 Bayly St. from Westney Rd. to Harwood Ave. Ajax												
RELATED PROJECTS												
Associated Works:												
												
EXPENDITURES:												
Total Prior Budget Allocations	800,000											800,000
Environmental Assessment		300,000										300,000
Engineering/Design		300,000										300,000
Property Acquisition			400,000									400,000
Utility Relocation				250,000								250,000
Construction								2,000,000	11,000,000			13,000,000
Contingency												0
Other												0
TOTAL EXPENDITURES	800,000	600,000	400,000	250,000	0	0	2,000,000	11,000,000	0	0	0	15,050,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	526,400	394,800	263,200	164,500			1,316,000	7,238,000				9,902,900
NEW COMMERCIAL DEV. CHARGES*	60,160	45,120	30,080	18,800			150,400	827,200				1,131,760
NEW INSTITUTIONAL DEV. CHARGES*			7,520	4,700			37,600	206,800				256,620
NEW INDUSTRIAL DEV. CHARGES*			75,200	47,000			376,000	2,068,000				2,566,200
GENERAL LEVY												0
ROADS CAPITAL RESERVE	213,440	160,080	24,000	15,000			120,000	660,000				1,192,520
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	800,000	600,000	400,000	250,000	0	0	2,000,000	11,000,000	0	0	0	15,050,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Widen road from 5 to 7 lanes.												

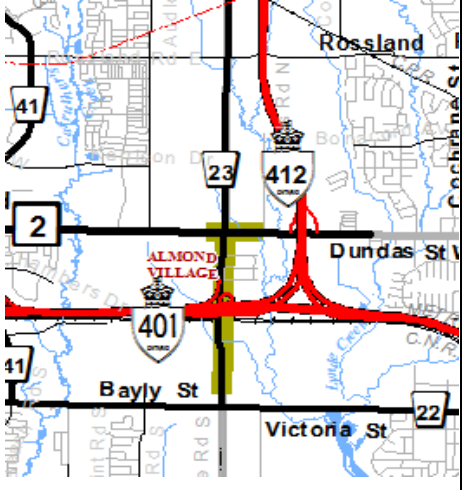
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 45												
Program No. R2002 Reg. Rd. 22 Victoria St. / Brock St. Intersection Whitby												
RELATED PROJECTS												
Associated Works:												
												
EXPENDITURES:												
Total Prior Budget Allocations	0											0
Environmental Assessment		220,000										0
Engineering/Design			300,000									220,000
Property Acquisition				300,000								300,000
Utility Relocation				200,000								200,000
Construction					3,600,000							3,600,000
Contingency												0
Other												0
TOTAL EXPENDITURES	0	220,000	300,000	200,000	3,600,000	0	0	0	0	0	0	4,320,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES		138,600	189,000	126,000	2,268,000							2,721,600
NEW COMMERCIAL DEV. CHARGES*		15,840	21,600	14,400	259,200							311,040
NEW INSTITUTIONAL DEV. CHARGES*			5,400	3,600	64,800							73,800
NEW INDUSTRIAL DEV. CHARGES*			54,000	36,000	648,000							738,000
GENERAL LEVY												0
ROADS CAPITAL RESERVE		65,560	30,000	20,000	360,000							475,560
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	0	220,000	300,000	200,000	3,600,000	0	0	0	0	0	0	4,320,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
NEED/EXPLANATION OF PROJECT												
Intersection modifications.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET ITEM NO. 46	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
				2021	2022	2023	2024	2025	2026	2027	2028	2029	
<p>BUDGET ITEM NO. 46</p> <p>Program No. R1102 Reg. Rd. 22 Victoria St. from South Blair St. to west of Thickson Rd.</p> <p>Whitby 1.6 km</p>													
RELATED PROJECTS													
Associated Works Feedermain - \$16,200,000													
													
EXPENDITURES:													
Total Prior Budget Allocations	15,460,831											15,460,831	
Environmental Assessment												0	
Engineering/Design												0	
Property Acquisition												0	
Utility Relocation												0	
Construction		300,000										300,000	
Contingency												0	
Other												0	
TOTAL EXPENDITURES	15,460,831	300,000		0	0	0	0	0	0	0	0	15,760,831	
ATTRIBUTION:													
SUBSIDY/GRANTS												0	
NEW RESIDENTIAL DEV. CHARGES	9,115,004	189,000										9,304,004	
NEW COMMERCIAL DEV. CHARGES*	1,123,074	21,600										1,144,674	
NEW INSTITUTIONAL DEV. CHARGES*												0	
NEW INDUSTRIAL DEV. CHARGES*												0	
GENERAL LEVY												0	
ROADS CAPITAL RESERVE	4,741,895	89,400										4,831,295	
ROADS REHAB RESERVE FUND	255,394											255,394	
OTHER	225,464											225,464	
TOTAL ATTRIBUTION	15,460,831	300,000		0	0	0	0	0	0	0	0	15,760,831	
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
NEED/EXPLANATION OF PROJECT													
Construct new alignment and widen road to 5 lanes													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 47												
Program No. R0803												
Reg. Rd. 22												
Victoria St./Bloor St. from east of Thicketon Rd. to west of Stevenson Rd. 1.8 km												
Whitby / Oshawa												
RELATED PROJECTS												
Associated Works:												
Water Supply - \$12,500,000												
												
EXPENDITURES:												
Total Prior Budget Allocations	3,250,000											3,250,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition		500,000										500,000
Utility Relocation												0
Construction				9,000,000								9,000,000
Contingency												0
Other												0
TOTAL EXPENDITURES	3,250,000	500,000	0	9,000,000	0	0	0	0	0	0	0	12,750,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	1,792,590	259,000		4,662,000								6,713,590
NEW COMMERCIAL DEV. CHARGES*	310,940	29,600		532,800								873,340
NEW INSTITUTIONAL DEV. CHARGES*				133,200								133,200
NEW INDUSTRIAL DEV. CHARGES*	132,840			1,332,000								1,464,840
GENERAL LEVY												0
ROADS CAPITAL RESERVE	1,013,630	211,400		2,340,000								3,565,030
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	3,250,000	500,000	0	9,000,000	0	0	0	0	0	0	0	12,750,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Widen road from 2/3 to 4/5 lanes.												

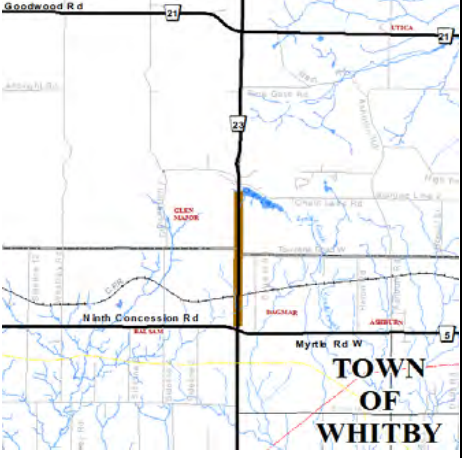
DRAFT 2020 CAPITAL BUDGET
PROJECT DETAIL

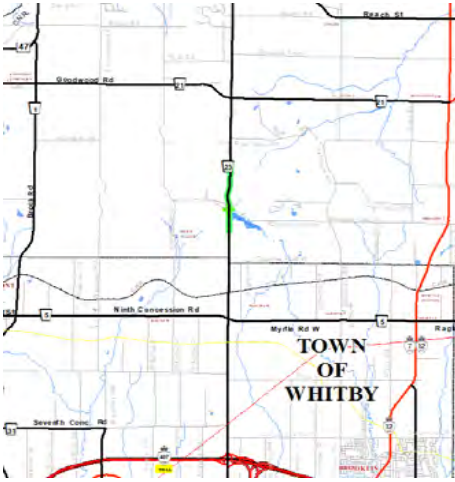
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
<p>BUDGET ITEM NO. 49</p> <p>Program No. R2023 Reg. Rd. 22 Bloor St. from east of Harmony Rd. to Grandview St. Oshawa 0.7 km</p>	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
<p>RELATED PROJECTS</p>	<p>EXPENDITURES:</p> <p>Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other</p>		2021	2022	2023	2024	2025	2026	2027	2028	2029	
	<p>TOTAL EXPENDITURES</p>											
	<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER</p>											
<p>NEED/EXPLANATION OF PROJECT</p> <p>Realignment and widen existing road to 4/5 lanes with new CP Rail grade separation. Timing subject to coordination with future MTO Hwy 401 / Harmony Rd. Interchange project.</p>	<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>											

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 51												
Program No. R0207 Reg. Rd. 23 Lake Ridge Rd. from Bayly St. to Kingston Rd. - Dundas St.												
Ajax / Whitby 2.0 km												
RELATED PROJECTS												
Associated Works:												
												
EXPENDITURES:												
Total Prior Budget Allocations	760,000											760,000
Environmental Assessment												0
Engineering/Design		500,000										500,000
Property Acquisition		400,000										400,000
Utility Relocation		400,000										400,000
Construction				8,000,000								8,000,000
Contingency												0
Other												0
TOTAL EXPENDITURES	760,000	1,300,000	0	8,000,000	0	0	0	0	0	0	0	10,060,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	398,480	664,300		4,088,000								5,150,780
NEW COMMERCIAL DEV. CHARGES*	80,340	75,920		467,200								623,460
NEW INSTITUTIONAL DEV. CHARGES*				116,800								116,800
NEW INDUSTRIAL DEV. CHARGES*	36,180			1,168,000								1,204,180
GENERAL LEVY												0
ROADS CAPITAL RESERVE	245,000	559,780		2,160,000								2,964,780
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	760,000	1,300,000	0	8,000,000	0	0	0	0	0	0	0	10,060,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Widen from 2 to 4/5 lanes.												

DRAFT 2020 CAPITAL BUDGET
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 52 Program No. R1809 Reg. Rd. 23 Lake Ridge Rd. from Kingston Rd./Dundas St. to Rossland Rd. Ajax / Whitby 2.0 km													
RELATED PROJECTS													
Associated Works:													
	EXPENDITURES: Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other TOTAL EXPENDITURES	600,000 600,000	300,000 300,000 300,000	0 0	400,000 400,000	7,600,000 7,600,000	0 0	0 0	0 0	0 0	0 0	8,900,000 8,900,000	
	ATTRIBUTION: SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER TOTAL ATTRIBUTION	360,300 46,860 45,900 146,940 600,000	186,900 21,360 91,740 300,000	249,200 28,480 7,120 71,200 44,000 0	4,734,800 541,120 135,280 1,352,800 836,000 7,600,000	0 0	0 0	0 0	0 0	0 0	0 0	0 0	5,531,200 637,820 142,400 1,469,900 1,118,680 8,900,000
	* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
	NEED/EXPLANATION OF PROJECT												
	Widen from 2 to 4/5 lanes.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 53 Program No. R1718 Reg. Rd. 23 Lake Ridge Rd. from north of Reg. Rd. 5 to south of Chalk Lake Rd. Pickering/Whitby/Uxbridge/Scugog 2.9 km												
RELATED PROJECTS												
Associated Works:												
												
EXPENDITURES:												
Total Prior Budget Allocations	650,000											650,000
Environmental Assessment		150,000										150,000
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction			4,250,000									4,250,000
Contingency												0
Other												0
TOTAL EXPENDITURES	650,000	150,000	4,250,000	0	0	0	0	0	0	0	0	5,050,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND	650,000	150,000	4,250,000									5,050,000
OTHER												0
TOTAL ATTRIBUTION	650,000	150,000	4,250,000	0	0	0	0	0	0	0	0	5,050,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Road rehabilitation.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET ITEM NO. 54	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
				2021	2022	2023	2024	2025	2026	2027	2028	2029	
<p>Program No. R1618 <u>Reg. Rd. 23</u> Lake Ridge Rd. from Chalk Lake Rd. to 1.5km north of Chalk Lake Rd. Scugog/Uxbridge 2.4 km</p>													
RELATED PROJECTS													
<u>Associated Works:</u>													
													
EXPENDITURES:													
Total Prior Budget Allocations	600,000												600,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		3,700,000											3,700,000
Contingency													0
Other													0
TOTAL EXPENDITURES	600,000	3,700,000											4,300,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND	600,000	3,700,000											4,300,000
OTHER													0
TOTAL ATTRIBUTION	600,000	3,700,000											4,300,000

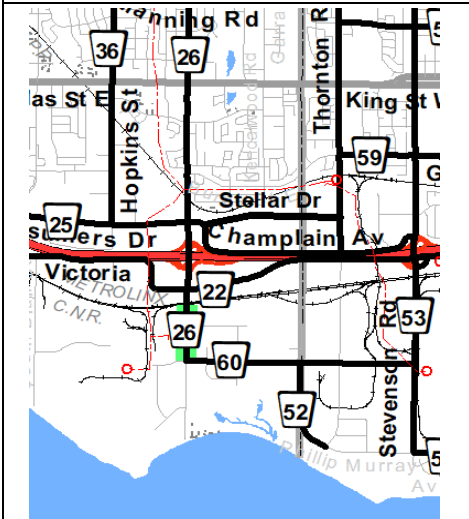
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional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

NEED/EXPLANATION OF PROJECT

Road rehabilitation including intersection modifications at Chalk Lake Rd.

PROJECT LOCATION & DESCRIPTION
<p>BUDGET ITEM NO. 55</p> <p>Program No. R0710 Reg. Rd. 26 Thickson Rd. from Wentworth St. to C.N. Rail Kingston</p> <p>Whitby 0.8 km</p>

RELATED PROJECTS
<p><u>Associated Works:</u> Water Supply - \$215,000</p>



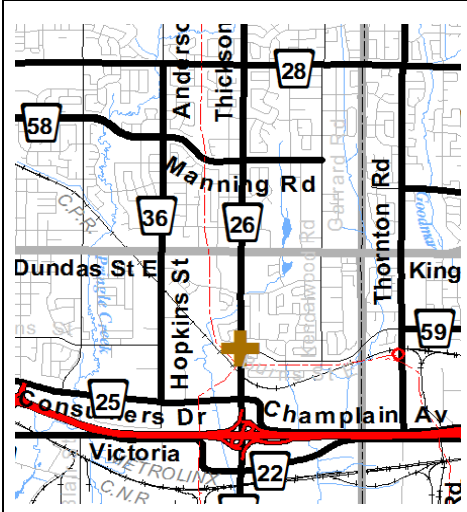
EXPENDITURES:	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
			Total Prior Budget Allocations	700,000								
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction		4,200,000										4,200,000
Contingency												0
Other												0
TOTAL EXPENDITURES	700,000	4,200,000	0	0	0	0	0	0	0	0	0	4,900,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	384,920	2,704,800										3,089,720
NEW COMMERCIAL DEV. CHARGES*	61,400	309,120										370,520
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*	45,360											45,360
GENERAL LEVY												0
ROADS CAPITAL RESERVE	208,320	1,186,080										1,394,400
OTHER												0
TOTAL ATTRIBUTION	700,000	4,200,000	0	0	0	0	0	0	0	0	0	4,900,000

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

NEED/EXPLANATION OF PROJECT
<p>Reconstruct and widen road to 4 lanes.</p>

PROJECT LOCATION & DESCRIPTION
<p>BUDGET ITEM NO. 57</p> <p>Program No. R1810 Reg. Rd. 26 Thickson Rd. / Burns St. Intersection Whitby</p>

RELATED PROJECTS
<p>Associated Works:</p>



EXPENDITURES:	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
			Total Prior Budget Allocations	200,000								
Environmental Assessment		50,000										50,000
Engineering/Design												0
Property Acquisition												0
Utility Relocation		20,000										20,000
Construction			1,000,000									1,000,000
Contingency												0
Other												0
TOTAL EXPENDITURES	200,000	70,000	1,000,000	0	0	0	0	0	0	0	0	1,270,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	125,100	44,100	630,000									799,200
NEW COMMERCIAL DEV. CHARGES*	15,300	5,040	72,000									92,340
NEW INSTITUTIONAL DEV. CHARGES*			18,000									18,000
NEW INDUSTRIAL DEV. CHARGES*	8,100		180,000									188,100
GENERAL LEVY												0
ROADS CAPITAL RESERVE	51,500	20,860	100,000									172,360
OTHER												0
TOTAL ATTRIBUTION	200,000	70,000	1,000,000	0	0	0	0	0	0	0	0	1,270,000

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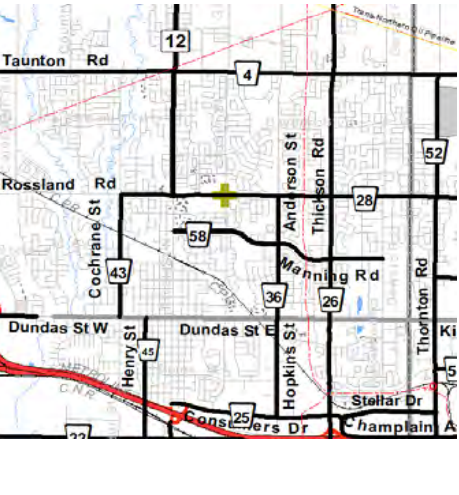
NEED/EXPLANATION OF PROJECT
<p>Intersection modifications to include adding NB right turn lane, street lighting and AODA modifications.</p>

PROJECT LOCATION & DESCRIPTION
<p>BUDGET ITEM NO. 58</p> <p>Program No. R1912 Reg. Rd. 26 Thickson Rd. / Rossland Rd. Intersection Whitby</p>
RELATED PROJECTS
<p>Associated Works:</p>

BUDGET PROVISION AND COST ATTRIBUTION												
EXPENDITURES:	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
Total Prior Budget Allocations	300,000											300,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition		100,000										100,000
Utility Relocation			150,000									150,000
Construction					3,500,000							3,500,000
Contingency												0
Other												0
TOTAL EXPENDITURES	300,000	100,000	150,000	0	3,500,000	0	0	0	0	0	0	4,050,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	189,000	63,000	94,500		2,205,000							2,551,500
NEW COMMERCIAL DEV. CHARGES*	21,600	7,200	10,800		252,000							291,600
NEW INSTITUTIONAL DEV. CHARGES*			2,700		63,000							65,700
NEW INDUSTRIAL DEV. CHARGES*			27,000		630,000							657,000
GENERAL LEVY												0
ROADS CAPITAL RESERVE	89,400	29,800	15,000		350,000							484,200
OTHER												0
TOTAL ATTRIBUTION	300,000	100,000	150,000	0	3,500,000	0	0	0	0	0	0	4,050,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												

NEED/EXPLANATION OF PROJECT

Reconstruct and modify intersection.

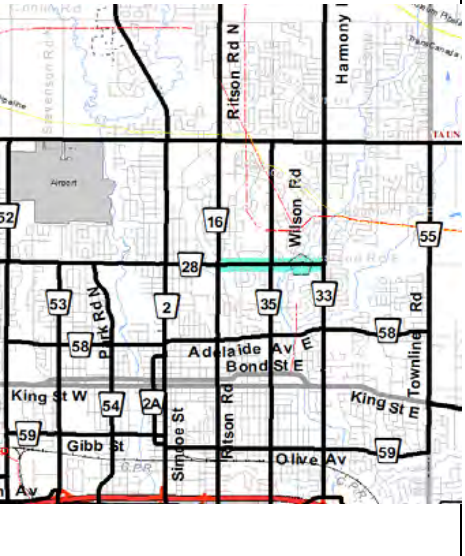
PROJECT LOCATION & DESCRIPTION
BUDGET ITEM NO. 63
Program No. R1620 Reg. Rd. 28 Rossland Rd. / Garden St. Intersection Whitby
RELATED PROJECTS
Associated Works:


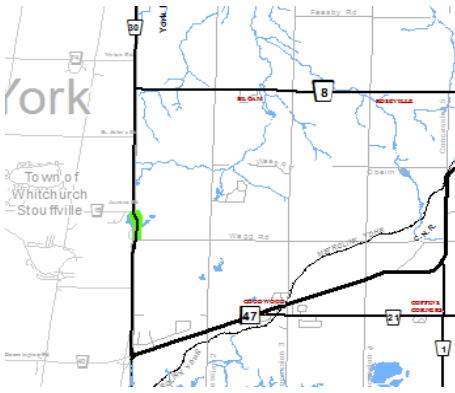
BUDGET PROVISION AND COST ATTRIBUTION												
EXPENDITURES:	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
Total Prior Budget Allocations	300,000											300,000
Environmental Assessment												0
Engineering/Design		200,000										200,000
Property Acquisition		700,000										700,000
Utility Relocation		300,000										300,000
Construction				3,000,000								3,000,000
Contingency												0
Other												0
TOTAL EXPENDITURES	300,000	1,200,000	0	3,000,000	0	0	0	0	0	0	0	4,500,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	189,000	756,000		1,890,000								2,835,000
NEW COMMERCIAL DEV. CHARGES*	21,600	86,400		216,000								324,000
NEW INSTITUTIONAL DEV. CHARGES*				54,000								54,000
NEW INDUSTRIAL DEV. CHARGES*				540,000								540,000
GENERAL LEVY												0
ROADS CAPITAL RESERVE	89,400	357,600		300,000								747,000
OTHER												0
TOTAL ATTRIBUTION	300,000	1,200,000	0	3,000,000	0	0	0	0	0	0	0	4,500,000

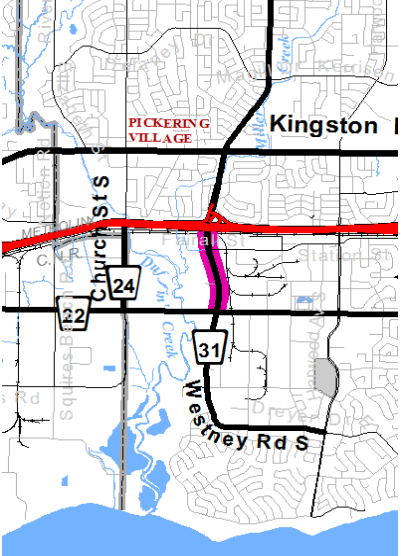
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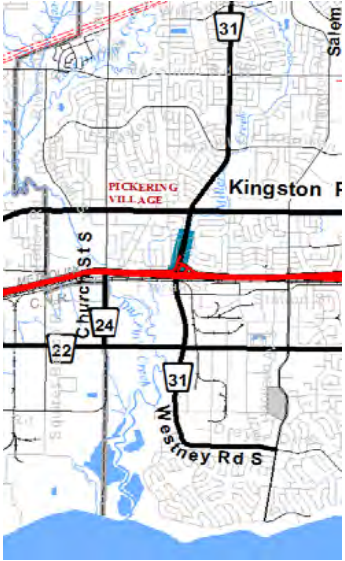
NEED/EXPLANATION OF PROJECT

Intersection modifications.

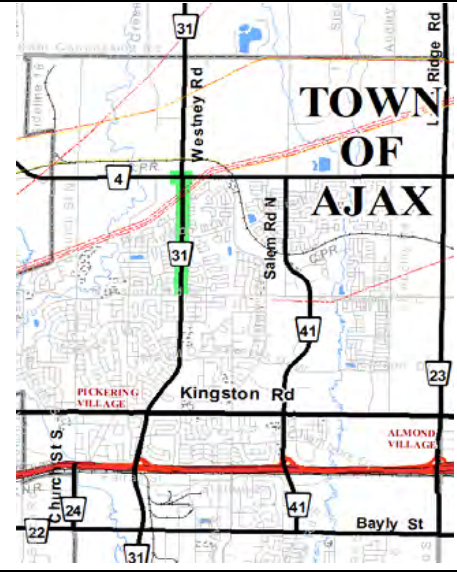
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET ITEM NO. 64	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
				2021	2022	2023	2024	2025	2026	2027	2028	2029	
<p>Program No. R1811 Reg. Rd. 28 Rossland Rd. from Ritson Rd. to Harmony Rd.</p> <p>Oshawa 1.7 KM</p> <p>RELATED PROJECTS Associated Works Water Supply - \$2,200,000</p> 	<p>EXPENDITURES:</p> <p>Total Prior Budget Allocations 1,000,000</p> <p>Environmental Assessment 0</p> <p>Engineering/Design 0</p> <p>Property Acquisition 100,000</p> <p>Utility Relocation 300,000</p> <p>Construction 11,500,000</p> <p>Contingency 0</p> <p>Other 0</p> <p>TOTAL EXPENDITURES 1,000,000 100,000 0 0 300,000 0 11,500,000 0 0 0 0 12,900,000</p>	<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS 0</p> <p>NEW RESIDENTIAL DEV. CHARGES 658,900 66,500 199,500 7,647,500 8,572,400</p> <p>NEW COMMERCIAL DEV. CHARGES* 86,000 7,600 22,800 874,000 990,400</p> <p>NEW INSTITUTIONAL DEV. CHARGES* 5,700 218,500 224,200</p> <p>NEW INDUSTRIAL DEV. CHARGES* 86,400 57,000 2,185,000 2,328,400</p> <p>GENERAL LEVY 0 0 0</p> <p>ROADS CAPITAL RESERVE 168,700 25,900 15,000 575,000 784,600</p> <p>ROADS REHAB RESERVE FUND 0</p> <p>OTHER 0</p> <p>TOTAL ATTRIBUTION 1,000,000 100,000 0 0 300,000 0 11,500,000 0 0 0 0 12,900,000</p>											
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
NEED/EXPLANATION OF PROJECT													
Widen road to 5 lanes, including structure widening.													


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
<p>BUDGET ITEM NO. 67</p> <p>Program No. R1818 Reg. Rd. 30 York Durham Line from Wagg Rd. to Aurora Rd.</p> <p>Uxbridge 0.8 KM</p>	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
<p>RELATED PROJECTS</p>	EXPENDITURES:		2021	2022	2023	2024	2025	2026	2027	2028	2029	
	<p>Total Prior Budget Allocations 900,000</p> <p>Environmental Assessment</p> <p>Engineering/Design 250,000</p> <p>Property Acquisition</p> <p>Utility Relocation</p> <p>Construction 1,400,000</p> <p>Contingency</p> <p>Other</p> <p>TOTAL EXPENDITURES 900,000 1,650,000</p>		0	0	0	0	0	0	0	0	0	2,550,000
	<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS</p> <p>NEW RESIDENTIAL DEV. CHARGES</p> <p>NEW COMMERCIAL DEV. CHARGES*</p> <p>NEW INSTITUTIONAL DEV. CHARGES*</p> <p>NEW INDUSTRIAL DEV. CHARGES*</p> <p>GENERAL LEVY</p> <p>ROADS CAPITAL RESERVE</p> <p>ROADS REHAB RESERVE FUND 900,000 1,650,000</p> <p>OTHER</p> <p>TOTAL ATTRIBUTION 900,000 1,650,000</p>		0	0	0	0	0	0	0	0	0	2,550,000
	<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>											
	NEED/EXPLANATION OF PROJECT											
<p>Road rehabilitation including slope stabilization.</p>												

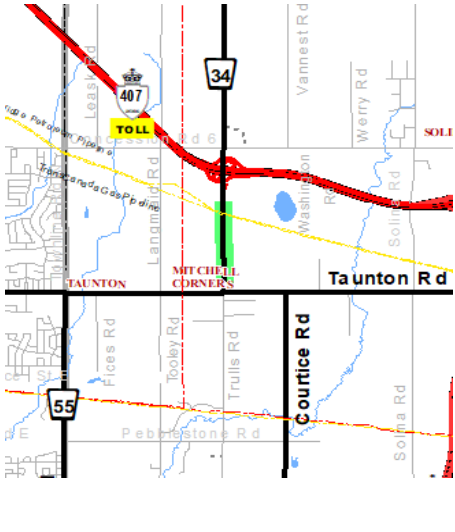
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
BUDGET ITEM NO. 69 Program No. R1916 Reg. Rd. 31 Westney Rd. from Bayly St. to Hwy 401 Ajax 1.0 KM	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
EXPENDITURES:			2021	2022	2023	2024	2025	2026	2027	2028	2029	
RELATED PROJECTS												
	Total Prior Budget Allocations 300,000	Environmental Assessment 300,000 Engineering/Design 600,000 Property Acquisition Utility Relocation Construction Contingency Other			300,000	300,000	6,700,000					300,000 300,000 600,000 300,000 300,000 6,700,000 0 0 8,500,000
TOTAL EXPENDITURES	300,000	900,000	0	0	300,000	300,000	0	6,700,000	0	0	0	8,500,000
ATTRIBUTION:	SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER	193,200 22,080 84,720	579,600 66,240 254,160	193,200 22,080 5,520 55,200 24,000	193,200 22,080 5,520 55,200 24,000	4,314,800 493,120 1,232,800 536,000	0 5,474,000 625,600 134,320 1,343,200 0 922,880 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 5,474,000 625,600 134,320 1,343,200 0 922,880 0 0 8,500,000
TOTAL ATTRIBUTION	300,000	900,000	0	0	300,000	300,000	0	6,700,000	0	0	0	8,500,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Widen from 5 to 7 lanes												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 70												
Program No. R1929 Reg. Rd. 31 Westney Rd. from Hwy 401 to south of Kingston Rd.												
Ajax 0.9 KM												
RELATED PROJECTS												
												
EXPENDITURES:												
Total Prior Budget Allocations	398,000											398,000
Environmental Assessment		100,000										100,000
Engineering/Design		600,000										600,000
Property Acquisition			300,000									300,000
Utility Relocation				350,000								350,000
Construction						4,600,000						4,600,000
Contingency												0
Other												0
TOTAL EXPENDITURES		700,000	300,000	350,000	0	4,600,000	0	0	0	0	0	6,348,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	253,526	445,900	191,100	222,950		2,930,200						4,043,676
NEW COMMERCIAL DEV. CHARGES*	28,974	50,960	21,840	25,480		334,880						462,134
NEW INSTITUTIONAL DEV. CHARGES*			5,460	6,370		83,720						95,550
NEW INDUSTRIAL DEV. CHARGES*			54,600	63,700		837,200						955,500
GENERAL LEVY												0
ROADS CAPITAL RESERVE	115,500	203,140	27,000	31,500		414,000						791,140
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	398,000	700,000	300,000	350,000	0	4,600,000	0	0	0	0	0	6,348,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
NEED/EXPLANATION OF PROJECT												
Widen from 5 to 7 lanes, including structure widening and intersection modifications at Ritchie Ave.												

DRAFT 2020 CAPITAL BUDGET
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 71													
Program No. R1621 Reg. Rd. 31 Westney Rd. from north of Rossland Rd. to Taunton Rd.													
Ajax 2.0 KM													
RELATED PROJECTS													
													
EXPENDITURES:													
Total Prior Budget Allocations	1,650,000												1,650,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation		400,000											400,000
Construction		12,500,000											12,500,000
Contingency													0
Other													0
TOTAL EXPENDITURES	1,650,000	12,900,000	0	0	0	0	0	0	0	0	0	0	14,550,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	1,081,050	8,759,100											9,840,150
NEW COMMERCIAL DEV. CHARGES*	155,640	1,001,040											1,156,680
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*	80,940												80,940
GENERAL LEVY													0
ROADS CAPITAL RESERVE	332,370	3,139,860											3,472,230
ROADS REHAB RESERVE FUND													0
OTHER													0
TOTAL ATTRIBUTION	1,650,000	12,900,000	0	0	0	0	0	0	0	0	0	0	14,550,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Widen road to 4 lanes.													

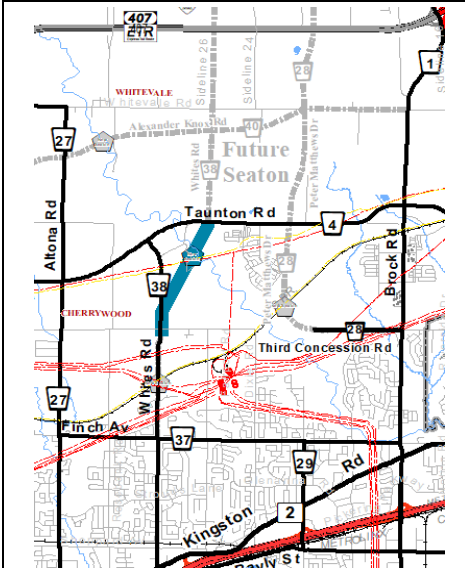
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 73													
Program No. R1723 Reg. Rd. 33 Harmony Rd. from north of Coldstream Dr. to south of Conlin Rd.													
Oshawa 1.0 km													
RELATED PROJECTS													
Associated Works: Water Supply - \$25,000 (2012), \$1,000,000 (2013) Sanitary Sewer - \$25,000 (2012), \$100,000 (2013)													
													
EXPENDITURES:													
Total Prior Budget Allocations	5,900,000												5,900,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		300,000											300,000
Contingency													0
Other													0
TOTAL EXPENDITURES	5,900,000	300,000	0	0	0	0	0	0	0	0	0	0	6,200,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	3,759,800	193,200											3,953,000
NEW COMMERCIAL DEV. CHARGES*	438,940	22,080											461,020
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*	993,600												993,600
GENERAL LEVY													0
ROADS CAPITAL RESERVE	707,660	84,720											792,380
OTHER													0
TOTAL ATTRIBUTION	5,900,000	300,000	0	0	0	0	0	0	0	0	0	0	6,200,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Widen from 2/3 to 5 lanes from north of Coldstream Dr. to south of Conlin Rd.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
<p>BUDGET ITEM NO. 75</p> <p>Program No. R2022 Reg. Rd. 34 Enfield Rd. from north of Taunton Rd. to Highway 407</p> <p>Clarington 1.0 km</p>	<p>EXPENDITURES:</p>	<p>BUDGET PRIOR TO 2020</p>	<p>2020 CAPITAL BUDGET</p>	<p>Nine Year Forecast</p>									<p>TOTAL</p>
<p>RELATED PROJECTS</p> <p>Associated Works:</p>		<p>Total Prior Budget Allocations</p> <p>Environmental Assessment</p> <p>Engineering/Design</p> <p>Property Acquisition</p> <p>Utility Relocation</p> <p>Construction</p> <p>Contingency</p> <p>Other</p>			2021	2022	2023	2024	2025	2026	2027	2028	
	<p>TOTAL EXPENDITURES</p>	0	900,000	0	0	0	0	0	0	0	0	0	900,000
	<p>ATTRIBUTION:</p>												
<p>NEED/EXPLANATION OF PROJECT</p> <p>Road rehabilitation.</p>	<p>SUBSIDY/GRANTS</p> <p>NEW RESIDENTIAL DEV. CHARGES</p> <p>NEW COMMERCIAL DEV. CHARGES*</p> <p>NEW INSTITUTIONAL DEV. CHARGES*</p> <p>NEW INDUSTRIAL DEV. CHARGES*</p> <p>GENERAL LEVY</p> <p>ROADS CAPITAL RESERVE</p> <p>ROADS REHAB RESERVE FUND</p> <p>OTHER</p>		900,000	0	0	0	0	0	0	0	0	0	900,000

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

PROJECT LOCATION & DESCRIPTION	
BUDGET ITEM NO. 81	
Program No. R2003	
Reg. Rd. 38	
Whites Rd. from south of Third Concession Rd. to Taunton Rd.	
Pickering	2.2 km

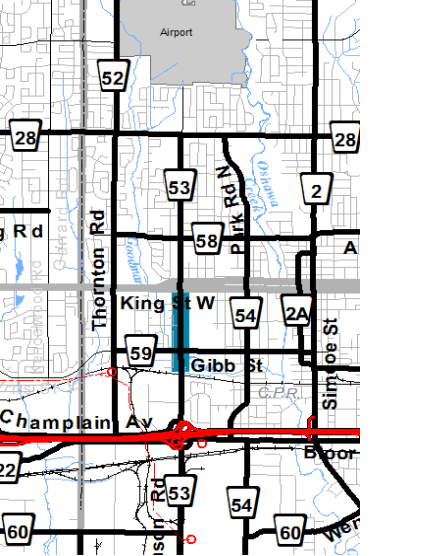
RELATED PROJECTS	

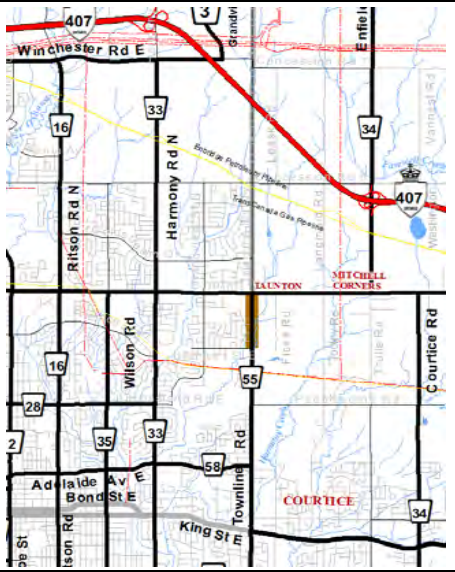


EXPENDITURES:	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
			Total Prior Budget Allocations	0									
Environmental Assessment		400,000											400,000
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction						700,000							700,000
Contingency													0
Other													0
TOTAL EXPENDITURES	0	400,000	0	0	0	700,000	0	0	0	0	0	0	1,100,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES		277,200				485,100							762,300
NEW COMMERCIAL DEV. CHARGES*		31,680				55,440							87,120
NEW INSTITUTIONAL DEV. CHARGES*						13,860							13,860
NEW INDUSTRIAL DEV. CHARGES*						138,600							138,600
GENERAL LEVY													0
ROADS CAPITAL RESERVE		91,120				7,000							98,120
ROADS REHAB RESERVE FUND													0
OTHER													0
TOTAL ATTRIBUTION	0	400,000	0	0	0	700,000	0	0	0	0	0	0	1,100,000

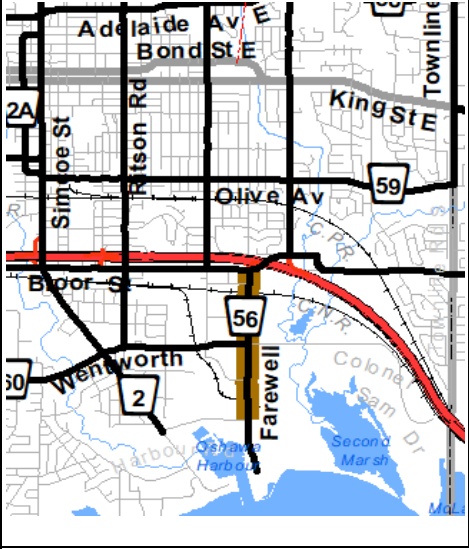
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional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

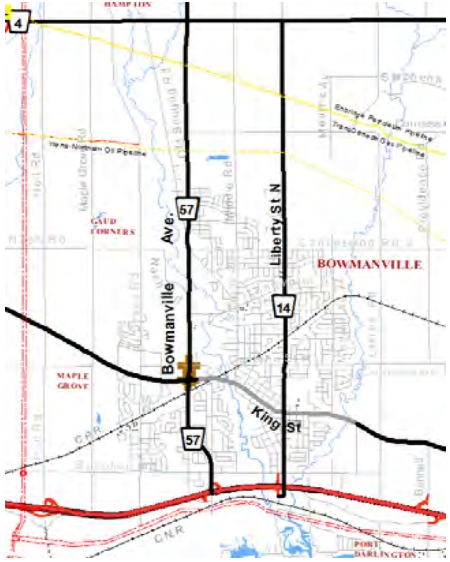
NEED/EXPLANATION OF PROJECT
Construct new alignment to 6 lanes, with new bridge crossing of West Duffins Creek. The Region's portion shown is for 1% of the project cost. Seaton Landowners responsible for 99% of the project cost.

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
<p>BUDGET ITEM NO. 85</p> <p>Program No. R1819 Reg. Rd. 53 Stevenson Rd. from CPR Belleville to Bond St.</p> <p>Oshawa 1.2 km</p>	<p>BUDGET PRIOR TO 2020</p>	<p>2020 CAPITAL BUDGET</p>	<p>Nine Year Forecast</p>									<p>TOTAL</p>
<p>RELATED PROJECTS</p> <p>Associated Works Water Supply - \$1,350,000 (Hwy 401 - Bond St.) Sanitary Sewer - \$920,000</p>			<p>EXPENDITURES:</p>	<p>2020</p>	2021	2022	2023	2024	2025	2026	2027	
	<p>Total Prior Budget Allocations 900,000</p> <p>Environmental Assessment 0</p> <p>Engineering/Design 0</p> <p>Property Acquisition 200,000</p> <p>Utility Relocation 400,000</p> <p>Construction 7,300,000</p> <p>Contingency 0</p> <p>Other 0</p> <p>TOTAL EXPENDITURES 900,000 200,000 0 0 400,000 0 7,300,000 0 0 0 0 0 8,800,000</p>	<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS 0</p> <p>NEW RESIDENTIAL DEV. CHARGES 579,240 131,600 263,200 4,803,400 5,777,440</p> <p>NEW COMMERCIAL DEV. CHARGES* 74,400 15,040 30,080 548,960 668,480</p> <p>NEW INSTITUTIONAL DEV. CHARGES* 7,520 137,240 144,760</p> <p>NEW INDUSTRIAL DEV. CHARGES* 94,000 75,200 1,372,400 1,541,600</p> <p>GENERAL LEVY 0</p> <p>ROADS CAPITAL RESERVE 152,360 53,360 24,000 438,000 667,720</p> <p>ROADS REHAB RESERVE FUND 0</p> <p>OTHER 0</p> <p>TOTAL ATTRIBUTION 900,000 200,000 0 0 400,000 0 7,300,000 0 0 0 0 0 8,800,000</p>	<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>									
<p>NEED/EXPLANATION OF PROJECT</p>												
<p>Widen road from 4 to 5 lanes.</p>												

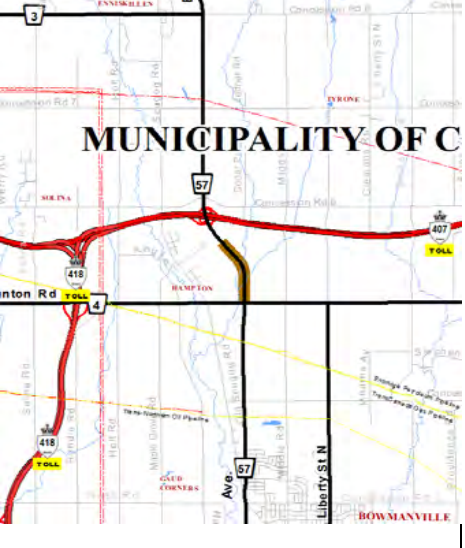
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET ITEM NO. 87	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
				2021	2022	2023	2024	2025	2026	2027	2028	2029	
<p>Program No. R1821 Reg. Rd. 55 Townline Rd. from Beatrice Rd. to Taunton Rd.</p> <p>Oshawa/Clarington 0.9 KM</p>													
RELATED PROJECTS													
Associated Works													
													
EXPENDITURES:													
Total Prior Budget Allocations	350,000												350,000
Environmental Assessment													0
Engineering/Design		20,000											20,000
Property Acquisition		80,000											80,000
Utility Relocation													0
Construction		200,000	1,400,000										1,600,000
Contingency													0
Other													0
TOTAL EXPENDITURES	350,000	300,000	1,400,000	0	0	0	0	0	0	0	0	0	2,050,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	152,250	182,700	852,600										1,187,550
NEW COMMERCIAL DEV. CHARGES*	17,400	20,880	97,440										135,720
NEW INSTITUTIONAL DEV. CHARGES*			24,360										24,360
NEW INDUSTRIAL DEV. CHARGES*			243,600										243,600
GENERAL LEVY													0
ROADS CAPITAL RESERVE	80,350	96,420	182,000										358,770
ROADS REHAB RESERVE FUND	100,000												100,000
OTHER													0
TOTAL ATTRIBUTION	350,000	300,000	1,400,000	0	0	0	0	0	0	0	0	0	2,050,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
NEED/EXPLANATION OF PROJECT													
Widen and urbanize road from 2 to 3 lanes from Whitelaw Ave to Taunton Road and storm sewer from Beatrice Street to Taunton Road													

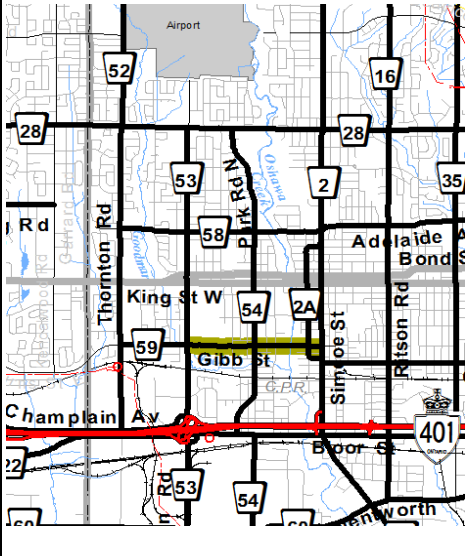
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
<p>BUDGET ITEM NO. 88</p> <p>Program No. R1720 Reg. Rd. 56 Farewell St. from Harbour Rd. to Bloor St.</p> <p>Oshawa 1.6 KM</p>	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
<p>RELATED PROJECTS</p> <p>Associated Works Water Supply - \$660,000</p>			2021	2022	2023	2024	2025	2026	2027	2028	2029	
	Total Prior Budget Allocations	350,000										350,000
	Environmental Assessment											0
	Engineering/Design											200,000
	Property Acquisition	200,000										0
	Utility Relocation											0
	Construction	250,000	3,500,000									3,750,000
	Contingency											0
	Other											0
	TOTAL EXPENDITURES	350,000	450,000	3,500,000	0	0	0	0	0	0	0	4,300,000
	ATTRIBUTION:											
	SUBSIDY/GRANTS											0
	NEW RESIDENTIAL DEV. CHARGES											0
	NEW COMMERCIAL DEV. CHARGES*											0
	NEW INSTITUTIONAL DEV. CHARGES*											0
	NEW INDUSTRIAL DEV. CHARGES*											0
	GENERAL LEVY	350,000										350,000
	ROADS CAPITAL RESERVE											0
	ROADS REHAB RESERVE FUND	450,000	3,500,000									3,950,000
	OTHER											0
	TOTAL ATTRIBUTION	350,000	450,000	3,500,000	0	0	0	0	0	0	0	4,300,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
NEED/EXPLANATION OF PROJECT												
Road rehabilitation/reconstruction.												

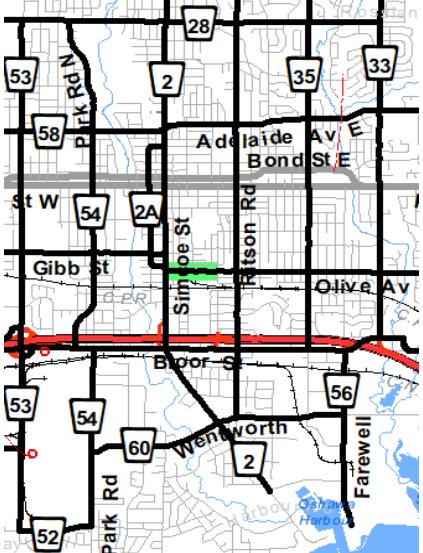


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 90 Program No. R1309 Reg. Rd. 57 Bowmanville Ave. from south of Reg. Hwy 2 to north of Stevens Rd. Clarington 0.5 km												
RELATED PROJECTS												
Associated Works Sanitary Sewer - \$2,700,000												
												
EXPENDITURES:												
Total Prior Budget Allocations	1,680,000											1,680,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition		200,000										200,000
Utility Relocation		300,000										300,000
Construction			8,400,000									8,400,000
Contingency												0
Other												0
TOTAL EXPENDITURES	1,680,000	500,000	8,400,000	0	0	0	0	0	0	0	0	10,580,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	919,920	290,500	4,892,650									6,103,070
NEW COMMERCIAL DEV. CHARGES*	185,400	33,200	559,160									777,760
NEW INSTITUTIONAL DEV. CHARGES*			139,790									139,790
NEW INDUSTRIAL DEV. CHARGES*			1,397,900									1,397,900
GENERAL LEVY												0
ROADS CAPITAL RESERVE	574,680	176,300	1,410,500									2,161,480
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	1,680,000	500,000	8,400,000	0	0	0	0	0	0	0	0	10,580,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Intersection modifications at Reg. Hwy. 2 and Stevens Rd.												

DRAFT 2020 CAPITAL BUDGET
PROJECT DETAIL

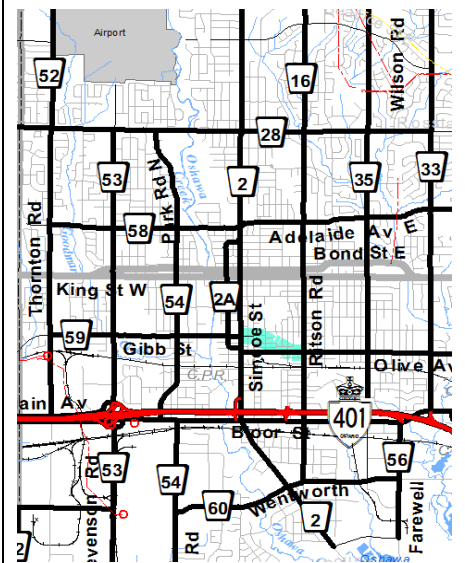
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 92 Program No. R1722 Reg. Rd. 57 Bowmanville Ave. from Taunton Rd. to Hwy 407 Clarington 2.1 KM												
RELATED PROJECTS												
												
EXPENDITURES:												
Total Prior Budget Allocations	300,000											300,000
Environmental Assessment		200,000										0
Engineering/Design												200,000
Property Acquisition												0
Utility Relocation												0
Construction			1,500,000									1,500,000
Contingency												0
Other												0
TOTAL EXPENDITURES	300,000	200,000	1,500,000	0	0	0	0	0	0	0	0	2,000,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY	250,000											250,000
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND	50,000	200,000	1,500,000									1,750,000
OTHER												0
TOTAL ATTRIBUTION	300,000	200,000	1,500,000	0	0	0	0	0	0	0	0	2,000,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Road rehabilitation/reconstruction in conjunction with bridge rehabilitation.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 96 Program No. R0604 Reg. Rd. 59 Gibb St. from east of Stevenson Rd. to Simcoe St. Oshawa 1.4 km												
RELATED PROJECTS Associated Works Water Supply - \$1,850,000 Sanitary Sewer - \$450,000												
												
EXPENDITURES:												
Total Prior Budget Allocations	11,250,000											11,250,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation			1,100,000									1,100,000
Construction		500,000		9,150,000								9,650,000
Contingency												0
Other												0
TOTAL EXPENDITURES	11,250,000	500,000	1,100,000	9,150,000	0	0	0	0	0	0	0	22,000,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	4,958,360	248,500	546,700	4,547,550								10,301,110
NEW COMMERCIAL DEV. CHARGES*	922,360	28,400	62,480	519,720								1,532,960
NEW INSTITUTIONAL DEV. CHARGES*			15,620	129,930								145,550
NEW INDUSTRIAL DEV. CHARGES*	110,700		156,200	1,299,300								1,566,200
GENERAL LEVY												0
ROADS CAPITAL RESERVE	5,008,580	223,100	319,000	2,653,500								8,204,180
ROADS REHAB RESERVE FUND												0
OTHER	250,000											250,000
TOTAL ATTRIBUTION	11,250,000	500,000	1,100,000	9,150,000	0	0	0	0	0	0	0	22,000,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
2020 Glazier Medical Centre parking lot reconstruction. 2022 widen road from 3 to 4 lanes.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
<p>BUDGET ITEM NO. 97</p> <p>Program No. R2008 Reg. Rd. 59 Olive Ave. from Simcoe St. to Drew St. Oshawa 0.6 km</p>	<p>EXPENDITURES:</p>	<p>BUDGET PRIOR TO 2020</p>	<p>2020 CAPITAL BUDGET</p>	<p>Nine Year Forecast</p>									<p>TOTAL</p>
<p>RELATED PROJECTS</p> <p>Associated Works Water Supply - \$1,350,000 Sanitary Sewer - \$1,340,000</p>		<p>2020</p>	<p>2020</p>	<p>2021</p>	<p>2022</p>	<p>2023</p>	<p>2024</p>	<p>2025</p>	<p>2026</p>	<p>2027</p>	<p>2028</p>	<p>2029</p>	
	<p>Total Prior Budget Allocations</p> <p>Environmental Assessment</p> <p>Engineering/Design</p> <p>Property Acquisition</p> <p>Utility Relocation</p> <p>Construction</p> <p>Contingency</p> <p>Other</p>	<p>0</p> <p></p> <p></p> <p></p> <p></p> <p>500,000</p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>500,000</p> <p>0</p> <p>0</p>
	<p>TOTAL EXPENDITURES</p>	<p>0</p>	<p>500,000</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>500,000</p>
	<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS</p> <p>NEW RESIDENTIAL DEV. CHARGES</p> <p>NEW COMMERCIAL DEV. CHARGES*</p> <p>NEW INSTITUTIONAL DEV. CHARGES*</p> <p>NEW INDUSTRIAL DEV. CHARGES*</p> <p>GENERAL LEVY</p> <p>ROADS CAPITAL RESERVE</p> <p>ROADS REHAB RESERVE FUND</p> <p>OTHER</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p>500,000</p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>500,000</p> <p>0</p>
	<p>TOTAL ATTRIBUTION</p>	<p>0</p>	<p>500,000</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>500,000</p>
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<p>NEED/EXPLANATION OF PROJECT</p>													
<p>Road rehabilitation/reconstruction in conjunction with water/sewer project.</p>													

PROJECT LOCATION & DESCRIPTION
BUDGET ITEM NO. 98
Program No. R0116 Reg. Rd. 59 Gibb St. / Olive Ave. Interconnection from Simcoe St. to Ritson Rd. Oshawa 1.0 km

RELATED PROJECTS
Associated Works Water Supply - \$450,000 Sanitary Sewer - \$520,000



EXPENDITURES:	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
			Total Prior Budget Allocations	7,585,670								
Environmental Assessment				700,000								700,000
Engineering/Design		1,000,000	500,000	550,000								2,050,000
Property Acquisition						950,000						950,000
Utility Relocation							9,200,000					9,200,000
Construction												0
Contingency												0
Other												0
TOTAL EXPENDITURES	7,585,670	1,000,000	500,000	1,250,000	950,000	9,200,000	0	0	0	0	0	20,485,670
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	3,251,566	672,000	336,000	840,000	638,400	6,182,400						11,920,366
NEW COMMERCIAL DEV. CHARGES*	713,264	76,800	38,400	96,000	72,960	706,560						1,703,984
NEW INSTITUTIONAL DEV. CHARGES*			9,600	24,000	18,240	176,640						228,480
NEW INDUSTRIAL DEV. CHARGES*			96,000	240,000	182,400	1,766,400						2,284,800
GENERAL LEVY												0
ROADS CAPITAL RESERVE	3,620,840	251,200	20,000	50,000	38,000	368,000						4,348,040
ROADS REHAB RESERVE FUND												0
OTHER												0
TOTAL ATTRIBUTION	7,585,670	1,000,000	500,000	1,250,000	950,000	9,200,000	0	0	0	0	0	20,485,670

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

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

PROJECT LOCATION & DESCRIPTION	
BUDGET ITEM NO. 99	
Program No. R1823 Reg. Rd. 60 Wentworth St. from Simcoe St. to Farewell St. Oshawa 1.5 km	
RELATED PROJECTS	
Associated Works Water Supply - \$1,550,000	

BUDGET PROVISION AND COST ATTRIBUTION												
EXPENDITURES:	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
Total Prior Budget Allocations	200,000											200,000
Environmental Assessment		100,000										100,000
Engineering/Design												0
Property Acquisition												0
Utility Relocation		50,000										50,000
Construction			2,500,000									2,500,000
Contingency												0
Other												0
TOTAL EXPENDITURES	200,000	150,000	2,500,000	0	0	0	0	0	0	0	0	2,850,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND	200,000	150,000	2,500,000									2,850,000
OTHER												0
TOTAL ATTRIBUTION	200,000	150,000	2,500,000	0	0	0	0	0	0	0	0	2,850,000

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

NEED/EXPLANATION OF PROJECT

Road rehabilitation/reconstruction.

PROJECT LOCATION & DESCRIPTION

BUDGET ITEM NO. 101

Program No. R1922
Reg. Hwv. 2
Regional Highway 2 / Lamps Rd. Intersection

Clarington

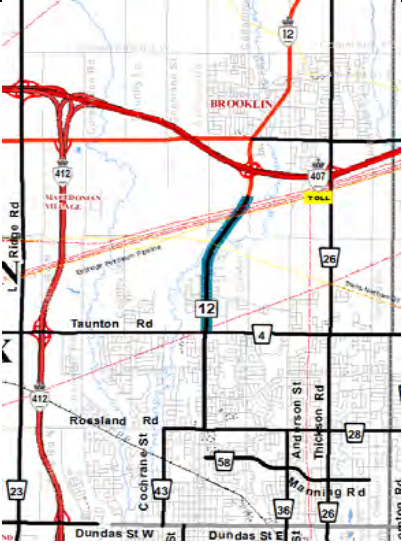
RELATED PROJECTS

EXPENDITURES:		BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
				2021	2022	2023	2024	2025	2026	2027	2028	2029	
Total Prior Budget Allocations		50,000											50,000
Environmental Assessment			150,000										0
Engineering/Design				50,000									150,000
Property Acquisition					50,000								50,000
Utility Relocation					100,000								100,000
Construction						1,150,000							1,150,000
Contingency													0
Other													0
TOTAL EXPENDITURES		50,000	150,000	50,000	100,000	1,150,000	0	0	0	0	0	0	1,500,000
ATtribution:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES		31,500	94,500	31,500	63,000	724,500							945,000
NEW COMMERCIAL DEV. CHARGES*		3,600	10,800	3,600	7,200	82,800							108,000
NEW INSTITUTIONAL DEV. CHARGES*				900	1,800	20,700							23,400
NEW INDUSTRIAL DEV. CHARGES*				9,000	18,000	207,000							234,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE		14,900	44,700	5,000	10,000	115,000							189,600
ROADS REHAB RESERVE FUND													0
OTHER													0
TOTAL ATTRIBUTION		50,000	150,000	50,000	100,000	1,150,000	0	0	0	0	0	0	1,500,000

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

NEED/EXPLANATION OF PROJECT

Intersection modifications.

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
<p>BUDGET ITEM NO. 102</p> <p>Program No. R1623 Reg. Hwy. 12 Baldwin St. from north of Taunton Rd. to north of Garden St.</p> <p>Whitby 3.0 km</p>	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
RELATED PROJECTS	2021	2022	2023	2024	2025	2026	2027	2028	2029			
	<p>Total Prior Budget Allocations 1,000,000</p> <p>Environmental Assessment 500,000</p> <p>Engineering/Design 500,000</p> <p>Property Acquisition 500,000</p> <p>Utility Relocation 1,400,000</p> <p>Construction 13,000,000</p> <p>Contingency 0</p> <p>Other 0</p> <p>TOTAL EXPENDITURES 1,000,000</p>	<p>500,000</p> <p>500,000</p> <p>1,400,000</p> <p>13,000,000</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>500,000</p> <p>500,000</p> <p>1,400,000</p> <p>13,000,000</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>500,000</p> <p>500,000</p> <p>1,400,000</p> <p>13,000,000</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>500,000</p> <p>500,000</p> <p>1,400,000</p> <p>13,000,000</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>1,400,000</p> <p>13,000,000</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>13,000,000</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>16,900,000</p>		
	<p>ATTRIBUTION:</p> <p>SUBSIDY/GRANTS 0</p> <p>NEW RESIDENTIAL DEV. CHARGES 598,400 318,500 318,500 318,500 891,800 8,281,000 10,726,700</p> <p>NEW COMMERCIAL DEV. CHARGES* 88,000 36,400 36,400 36,400 101,920 946,400 1,245,520</p> <p>NEW INSTITUTIONAL DEV. CHARGES* 9,100 9,100 25,480 236,600 280,280</p> <p>NEW INDUSTRIAL DEV. CHARGES* 91,000 91,000 254,800 2,366,000 2,802,800</p> <p>GENERAL LEVY 0</p> <p>ROADS CAPITAL RESERVE 313,600 145,100 45,000 45,000 126,000 1,170,000 1,844,700</p> <p>OTHER 0</p> <p>TOTAL ATTRIBUTION 1,000,000 500,000 500,000 500,000 1,400,000 13,000,000 0 0 0 0 0 16,900,000</p>	<p>318,500</p> <p>36,400</p> <p>9,100</p> <p>91,000</p> <p>145,100</p> <p>500,000</p>	<p>318,500</p> <p>36,400</p> <p>9,100</p> <p>91,000</p> <p>45,000</p> <p>500,000</p>	<p>318,500</p> <p>36,400</p> <p>9,100</p> <p>91,000</p> <p>45,000</p> <p>500,000</p>	<p>891,800</p> <p>101,920</p> <p>25,480</p> <p>254,800</p> <p>126,000</p> <p>1,400,000</p>	<p>8,281,000</p> <p>946,400</p> <p>236,600</p> <p>2,366,000</p> <p>1,170,000</p> <p>13,000,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>10,726,700</p> <p>1,245,520</p> <p>280,280</p> <p>2,802,800</p> <p>0</p> <p>1,844,700</p> <p>0</p> <p>16,900,000</p>		
	<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>											
NEED/EXPLANATION OF PROJECT												
<p>Widen road from 2 to 4/5 lanes.</p>												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 105													
Program No. M2053 Miscellaneous Road and Storm Sewer Reconstruction Projects													
RELATED PROJECTS													
TOTAL EXPENDITURES	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000
ROADS CAPITAL RESERVE													0
OTHER													0
TOTAL ATTRIBUTION	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 106													
Program No. R2097 Road Resurfacing and Rehabilitation Preparatory Activities Allowance													
RELATED PROJECTS													
TOTAL EXPENDITURES	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,500,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,500,000
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND													0
OTHER													0
TOTAL ATTRIBUTION	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,500,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Allowance for resurfacing/rehabilitation projects preparatory activities (design/property/utility relocation).													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 107													
Program No. R2098 Road Resurfacing and Rehabilitation Program													
RELATED PROJECTS													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	530,000	965,000	2,500,000	2,500,000	2,600,000	2,600,000	2,700,000	2,800,000	2,900,000	3,000,000	3,000,000	25,565,000	
Contingency													0
Other													0
TOTAL EXPENDITURES	530,000	965,000	2,500,000	2,500,000	2,600,000	2,600,000	2,700,000	2,800,000	2,900,000	3,000,000	3,000,000	25,565,000	
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	530,000	965,000	2,500,000	2,500,000	2,600,000	2,600,000	2,700,000	2,800,000	2,900,000	3,000,000	3,000,000	25,565,000	
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND													0
OTHER													0
TOTAL ATTRIBUTION	530,000	965,000	2,500,000	2,500,000	2,600,000	2,600,000	2,700,000	2,800,000	2,900,000	3,000,000	3,000,000	25,565,000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													

NEED/EXPLANATION OF PROJECT

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 108												
Program No. R2099 Road Resurfacing/Rehabilitation Other Locations												
RELATED PROJECTS												
Crack Sealing Program												
Rejuvenator Sealing Program												
Additional Location and Engineering Allowance												
EXPENDITURES:												
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction	5,625,000	4,210,000	8,000,000	37,250,000	35,750,000	39,400,000	41,850,000	41,750,000	35,750,000	41,650,000	41,650,000	327,260,000
Contingency												0
Other												0
TOTAL EXPENDITURES	5,625,000	4,210,000	8,000,000	37,250,000	35,750,000	39,400,000	41,850,000	41,750,000	35,750,000	41,650,000	41,650,000	327,260,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND	5,625,000	2,910,000	8,000,000	37,250,000	35,750,000	39,400,000	41,850,000	41,750,000	35,750,000	41,650,000	41,650,000	325,960,000
ROADS REHAB LEVY RESERVE FUND		1,200,000										1,200,000
FEDERAL GAS TAX		100,000										100,000
OTHER												0
TOTAL ATTRIBUTION	5,625,000	4,210,000	8,000,000	37,250,000	35,750,000	39,400,000	41,850,000	41,750,000	35,750,000	41,650,000	41,650,000	327,260,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
NEED/EXPLANATION OF PROJECT												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 109												
Program No. M2054 Bridge and Pavement Management Program												
RELATED PROJECTS												
EXPENDITURES:												
Environmental Assessment												0
Engineering/Design	250,000	300,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,550,000
Property Acquisition												0
Utility Relocation												0
Construction												0
Contingency												0
Other												0
TOTAL EXPENDITURES	250,000	300,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,550,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	153,000	189,000	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	1,606,500
NEW COMMERCIAL DEV. CHARGES*	22,500	21,600	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	183,600
NEW INSTITUTIONAL DEV. CHARGES*		0	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	40,500
NEW INDUSTRIAL DEV. CHARGES*		0	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	405,000
GENERAL LEVY	25,000	30,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	255,000
ROADS CAPITAL RESERVE	49,500	59,400										59,400
OTHER												0
TOTAL ATTRIBUTION	250,000	300,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,550,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Allowance for annual inventory updates and needs analysis(Structures portion to include biennial OSIM inspections, enhanced inspections, structural support services)												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 110													
Program No. M2021													
Signal Installation Program													
SUB-PROGRAMS													
<u>New Signal Installations/Rebuilds:</u> \$1,000													
Design and construction of new traffic signals and rebuilds													
- Lake Ridge Rd. at Davis Dr.													
- Rossland Rd. at Minto St.													
- Taunton Rd. at Clearbrook Dr.													
- Simcoe St. at Russett Ave.													
- Ritson Rd. at William St.													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	1,700,000	1,700,000	1,700,000	1,700,000	1,825,000	1,825,000	1,825,000	1,825,000	1,825,000	1,825,000	1,950,000	1,950,000	18,125,000
Contingency													0
Other													0
TOTAL EXPENDITURES	1,700,000	1,700,000	1,700,000	1,700,000	1,825,000	1,825,000	1,825,000	1,825,000	1,825,000	1,825,000	1,950,000	1,950,000	18,125,000
ATtribution:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	1,071,000	1,071,000	1,071,000	1,071,000	1,149,750	1,149,750	1,149,750	1,149,750	1,149,750	1,149,750	1,228,500	1,228,500	11,418,750
NEW COMMERCIAL DEV. CHARGES*	122,400	122,400	122,400	122,400	131,400	131,400	131,400	131,400	131,400	131,400	140,400	140,400	1,305,000
NEW INSTITUTIONAL DEV. CHARGES*			30,600	30,600	32,850	32,850	32,850	32,850	32,850	32,850	35,100	35,100	295,650
NEW INDUSTRIAL DEV. CHARGES*			306,000	306,000	328,500	328,500	328,500	328,500	328,500	328,500	351,000	351,000	2,956,500
GENERAL LEVY													0
ROADS CAPITAL RESERVE	506,600	506,600	170,000	170,000	182,500	182,500	182,500	182,500	182,500	182,500	195,000	195,000	2,149,100
OTHER													0
TOTAL ATTRIBUTION	1,700,000	1,700,000	1,700,000	1,700,000	1,825,000	1,825,000	1,825,000	1,825,000	1,825,000	1,825,000	1,950,000	1,950,000	18,125,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
NEED/EXPLANATION OF PROJECT													
New traffic signals, rebuilds and underground infrastructure modifications.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 111												
Program No. M2022 Signal Modernization Program												
SUB-PROGRAMS												
<u>Operational Modifications</u>												
- Controller Replacements												
- Advance Phasing Requests												
- Pedestrian Button Replacement												
- Countdown Pedestrian Signal												
- Miscellaneous												
EXPENDITURES:												
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction	1,220,000	1,220,000	1,305,000	1,220,000	1,240,000	1,270,000	1,295,000	1,325,000	1,150,000	1,180,000	1,205,000	12,410,000
Contingency												0
Other												0
TOTAL EXPENDITURES	1,220,000	1,220,000	1,305,000	1,220,000	1,240,000	1,270,000	1,295,000	1,325,000	1,150,000	1,180,000	1,205,000	12,410,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY	1,220,000	1,220,000	1,305,000	1,220,000	1,240,000	1,270,000	1,295,000	1,325,000	1,150,000	1,180,000	1,205,000	12,410,000
ROADS CAPITAL RESERVE												0
OTHER												0
TOTAL ATTRIBUTION	1,220,000	1,220,000	1,305,000	1,220,000	1,240,000	1,270,000	1,295,000	1,325,000	1,150,000	1,180,000	1,205,000	12,410,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Operational modifications and life-cycle upgrades.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 112												
Program No. T2046												
Accessible Pedestrian Signal (APS) Installation Program												
SUB-PROGRAMS												
Modifications at 6-8 traffic signal locations to improve accessibility along exterior paths of travel												
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction	600,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	8,250,000
Contingency												0
Other												0
TOTAL EXPENDITURES	600,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	8,250,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY	600,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	8,250,000
ROADS CAPITAL RESERVE												0
OTHER												0
TOTAL ATTRIBUTION	600,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	8,250,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Accessible pedestrian signals and infrastructure modifications to conform with AODA. The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) became Ontario legislation with the goal of creating standards to improve accessibility across the province. The Act was passed into law to ensure a barrier free Ontario by 2025. The Accessible Customer Service Standard (ACCS) details specific requirements for all service providers who must deliver their service in a way that preserves the dignity and independence of people with disabilities.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 113													
Program No. T2041 Advance Traffic Management Systems (ATMS) Upgrades													
SUB-PROGRAMS													
Upgrade Control Room, ATMS Hardware and Software													
EXPENDITURES:													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	100,000	1,060,000	100,000	100,000	100,000	100,000	200,000	100,000	100,000	100,000	100,000	700,000	2,660,000
Contingency													0
Other													0
TOTAL EXPENDITURES	100,000	1,060,000	100,000	100,000	100,000	100,000	200,000	100,000	100,000	100,000	100,000	700,000	2,660,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	100,000	1,060,000	100,000	100,000	100,000	100,000	200,000	100,000	100,000	100,000	100,000	700,000	2,660,000
ROADS CAPITAL RESERVE													0
OTHER													0
TOTAL ATTRIBUTION	100,000	1,060,000	100,000	100,000	100,000	100,000	200,000	100,000	100,000	100,000	100,000	700,000	2,660,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
System replacement, display wall upgrades, infrastructure modifications.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 114													
Program No. M2052 Road Safety Program													
SUB-PROGRAMS													
Program No. T2052 New Capital Roadside Protection and System Upgrades at potentially 24 locations													
Program No. T2053 Road Safety Engineering Studies													
Program No. T2054 Durham Vision Zero													
EXPENDITURES:													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	700,000	800,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,300,000
Contingency													0
Other													0
TOTAL EXPENDITURES	700,000	800,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,300,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	700,000	800,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,300,000
ROADS CAPITAL RESERVE													0
OTHER													0
TOTAL ATTRIBUTION	700,000	800,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,300,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Roadside protection upgrades, Durham Vision Zero and Road Safety Engineering Studies.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 114A													
Program No. T2070 Durham Vision Zero Program													
SUB-PROGRAMS													
Uninterruptable Power Supplies													0
Line Marking Improvements													0
Road Safety & Engineering Studies													0
Controlled Pedestrian Crossing Devices													0
Speed Management Devices													0
Roadside Protection													0
TOTAL EXPENDITURES	0	1,150,000	1,300,000	725,000	675,000	650,000	500,000	0	0	0	0	0	5,000,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
DURHAM VISION ZERO RESERVE FUND		1,150,000	1,300,000	725,000	675,000	650,000	500,000						5,000,000
OTHER													0
TOTAL ATTRIBUTION	0	1,150,000	1,300,000	725,000	675,000	650,000	500,000	0	0	0	0	0	5,000,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Durham Vision Zero Initiatives													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 115													
Program No. T2040 Intelligent Transportation System (ITS) Projects													
RELATED PROJECTS													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	910,000	710,000	515,000	655,000	510,000	700,000	695,000	505,000	455,000	550,000	425,000	5,720,000	
Contingency													0
Other													0
TOTAL EXPENDITURES	910,000	710,000	515,000	655,000	510,000	700,000	695,000	505,000	455,000	550,000	425,000	5,720,000	
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	573,300	447,300	324,450	412,650	321,300	441,000	437,850	318,150	286,650	346,500	267,750	3,603,600	
NEW COMMERCIAL DEV. CHARGES*	65,520	51,120	37,080	47,160	36,720	50,400	50,040	36,360	32,760	39,600	30,600	411,840	
NEW INSTITUTIONAL DEV. CHARGES*			9,270	11,790	9,180	12,600	12,510	9,090	8,190	9,900	7,650	90,180	
NEW INDUSTRIAL DEV. CHARGES*			92,700	117,900	91,800	126,000	125,100	90,900	81,900	99,000	76,500	901,800	
GENERAL LEVY													0
ROADS CAPITAL RESERVE	271,180	211,580	51,500	65,500	51,000	70,000	69,500	50,500	45,500	55,000	42,500	712,580	
OTHER													0
TOTAL ATTRIBUTION	910,000	710,000	515,000	655,000	510,000	700,000	695,000	505,000	455,000	550,000	425,000	5,720,000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Traveler Information, Systems Integration, Incident Management													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 116													
Program No. T2050 Uninterruptible Power Supply (UPS) Installation Program													
RELATED PROJECTS													
Installation of Uninterruptible Power Supplies (UPS) at 10 - 15 critical intersections to ensure continuous operation of traffic control signals in the event of a power disruption													
EXPENDITURES:													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	150,000	150,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,650,000
Contingency													0
Other													0
TOTAL EXPENDITURES	150,000	150,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,650,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	150,000	150,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,650,000
ROADS CAPITAL RESERVE													0
OTHER													0
TOTAL ATTRIBUTION	150,000	150,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,650,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Annual installation program developed based on a priority criteria matrix.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 117												
Program No. M2055 Engineering Activities												
RELATED PROJECTS												
Environmental Assessment												0
Engineering/Design	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	4,500,000
Property Acquisition												0
Utility Relocation												0
Construction												0
Contingency												0
Other												0
TOTAL EXPENDITURES	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	4,500,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	275,400	283,500	283,500	283,500	283,500	283,500	283,500	283,500	283,500	283,500	283,500	2,835,000
NEW COMMERCIAL DEV. CHARGES*	40,500	32,400	32,400	32,400	32,400	32,400	32,400	32,400	32,400	32,400	32,400	324,000
NEW INSTITUTIONAL DEV. CHARGES*			8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	72,900
NEW INDUSTRIAL DEV. CHARGES*			81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	729,000
GENERAL LEVY	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	450,000
ROADS CAPITAL RESERVE	89,100	89,100										89,100
OTHER												0
TOTAL ATTRIBUTION	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	4,500,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Allowance for growth related staff and consultant engineering work required at locations not identified in current capital program.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 118													
Program No. M2028 Property Acquisition													
RELATED PROJECTS													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition	125,000	400,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,300,000
Utility Relocation													0
Construction													0
Contingency													0
Other													0
TOTAL EXPENDITURES	125,000	400,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,300,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	78,750	252,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	819,000
NEW COMMERCIAL DEV. CHARGES*	9,000	28,800	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	93,600
NEW INSTITUTIONAL DEV. CHARGES*			1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	16,200
NEW INDUSTRIAL DEV. CHARGES*			18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	162,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE	37,250	119,200	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	209,200
OTHER													0
TOTAL ATTRIBUTION	125,000	400,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,300,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
NEED/EXPLANATION OF PROJECT													
Allowance for growth related land purchases at locations not identified in current capital program.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 119													
Program No. M2029 Roadside Landscaping Projects													
RELATED PROJECTS													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	200,000	200,000	250,000	250,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,750,000
Contingency													0
Other													0
TOTAL EXPENDITURES	200,000	200,000	250,000	250,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,750,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	126,000	126,000	157,500	157,500	94,500	94,500	94,500	94,500	94,500	94,500	94,500	94,500	1,102,500
NEW COMMERCIAL DEV. CHARGES*	14,400	14,400	18,000	18,000	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	126,000
NEW INSTITUTIONAL DEV. CHARGES*			4,500	4,500	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	27,900
NEW INDUSTRIAL DEV. CHARGES*			45,000	45,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	279,000
GENERAL LEVY	20,000	20,000	25,000	25,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	175,000
ROADS CAPITAL RESERVE	39,600	39,600											39,600
OTHER													0
TOTAL ATTRIBUTION	200,000	200,000	250,000	250,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,750,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Allowance for boulevard enhancements (i.e. tree planting), replace dead ash trees.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 120													
Program No. R1009 Transportation Plans and Studies													
RELATED PROJECTS													
Environmental Assessment												0	
Engineering/Design	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	500,000	150,000	150,000	150,000	2,000,000
Property Acquisition													0
Utility Relocation													0
Construction													0
Contingency													0
Other													0
TOTAL EXPENDITURES	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	500,000	150,000	150,000	150,000	2,000,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	102,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	350,000	105,000	105,000	105,000	1,397,000
NEW COMMERCIAL DEV. CHARGES*	15,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	40,000	12,000	12,000	12,000	163,000
NEW INSTITUTIONAL DEV. CHARGES*			3,000	3,000	3,000	3,000	3,000	3,000	10,000	3,000	3,000	3,000	34,000
NEW INDUSTRIAL DEV. CHARGES*			30,000	30,000	30,000	30,000	30,000	30,000	100,000	30,000	30,000	30,000	340,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE	33,000	33,000											66,000
OTHER													0
TOTAL ATTRIBUTION	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	500,000	150,000	150,000	150,000	2,000,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Allowance to address TMP recommended actions and TMP updates.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 121													
Program No. M2030 Contingencies (Development Related)													
RELATED PROJECTS													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction													0
Contingency	335,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
Other													0
TOTAL EXPENDITURES	335,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	211,050	189,000	189,000	189,000	189,000	189,000	189,000	189,000	189,000	189,000	189,000	189,000	1,890,000
NEW COMMERCIAL DEV. CHARGES*	24,120	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	216,000
NEW INSTITUTIONAL DEV. CHARGES*			5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	48,600
NEW INDUSTRIAL DEV. CHARGES*			54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	486,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE	99,830	89,400	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	359,400
OTHER													0
TOTAL ATTRIBUTION	335,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
NEED/EXPLANATION OF PROJECT													

DRAFT 2020 CAPITAL BUDGET
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
BUDGET ITEM NO. 122												
Program No. M2031 Contingencies (Non-Development Related)												
RELATED PROJECTS												
EXPENDITURES:												
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction												0
Contingency	50,000	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	950,000
Other												0
TOTAL EXPENDITURES	50,000	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	950,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY	50,000	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	950,000
ROADS CAPITAL RESERVE												0
OTHER												0
TOTAL ATTRIBUTION	50,000	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	950,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												

NEED/EXPLANATION OF PROJECT

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 123													
Program No. M2010 Regional Share of Services for Residential Subdivision Development													
RELATED PROJECTS													
EXPENDITURES:													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	300,000	300,000	300,000	300,000	10,800,000
Contingency													0
Other													0
TOTAL EXPENDITURES	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	300,000	300,000	300,000	300,000	10,800,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000	210,000	210,000	210,000	210,000	7,560,000
NEW COMMERCIAL DEV. CHARGES*	128,000	128,000	128,000	128,000	128,000	128,000	128,000	128,000	24,000	24,000	24,000	24,000	864,000
NEW INSTITUTIONAL DEV. CHARGES*			32,000	32,000	32,000	32,000	32,000	32,000	6,000	6,000	6,000	6,000	184,000
NEW INDUSTRIAL DEV. CHARGES*			320,000	320,000	320,000	320,000	320,000	320,000	60,000	60,000	60,000	60,000	1,840,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE	352,000	352,000											352,000
OTHER													0
TOTAL ATTRIBUTION	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	300,000	300,000	300,000	300,000	10,800,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Allowance for Region's share of road and storm infrastructure costs associated with development.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 124													
Program No. R2004 Structure Investigation Program													
RELATED PROJECTS													
TOTAL EXPENDITURES	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
ROADS CAPITAL RESERVE													0
OTHER													0
TOTAL ATTRIBUTION	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Allowance to complete structure investigations, including deck condition surveys, timber investigations, structural evaluations, load limit assessments, etc.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 125													
Program No. R2005 Bridge Deck Repairs Program													
RELATED PROJECTS													
EXPENDITURES:													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Contingency													0
Other													0
TOTAL EXPENDITURES	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
ROADS CAPITAL RESERVE													0
OTHER													0
TOTAL ATTRIBUTION	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													

NEED/EXPLANATION OF PROJECT

Allowance for concrete bridge deck repairs, including spall repairs, deck waterproofing, barrier wall upgrades, etc.

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 126 Program No. R2006 Expansion Joint Replacement Program	EXPENDITURES:												
	Environmental Assessment												0
													0
													0
RELATED PROJECTS													0
													0
													0
	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
													0
													0
	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
ROADS CAPITAL RESERVE													0
OTHER													0
	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
NEED/EXPLANATION OF PROJECT													
Allowance to replace expansion joints.													

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2021	2022	2023	2024	2025	2026	2027	2028	2029		
BUDGET ITEM NO. 127													
Program No. R2007 Culvert Repairs Program													
RELATED PROJECTS													
TOTAL EXPENDITURES	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
ROADS CAPITAL RESERVE													0
OTHER													0
TOTAL ATTRIBUTION	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
NEED/EXPLANATION OF PROJECT													
Allowance to repair culverts, including linings, concrete repairs, extensions, installing headwalls, etc.													

DRAFT 2020 CAPITAL BUDGET
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION

BUDGET ITEM NO. 128
Program No. R1624
Reg. Rd. 2
Oshawa Creek Bridge, 0.75 km north of Taunton Rd.
Oshawa

RELATED PROJECTS

BUDGET PROVISION AND COST ATTRIBUTION												
EXPENDITURES:	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
Total Prior Budget Allocations	325,000											325,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction		4,825,000										4,825,000
Contingency												0
Other												0
TOTAL EXPENDITURES	325,000	4,825,000	0	0	0	0	0	0	0	0	0	5,150,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
Structure Rehab./Replacement Fund	325,000	4,825,000										5,150,000
Structure Rehab./Replacement Levy Reserves												0
ROADS CAPITAL RESERVE												0
OTHER												0
TOTAL ATTRIBUTION	325,000	4,825,000	0	0	0	0	0	0	0	0	0	5,150,000

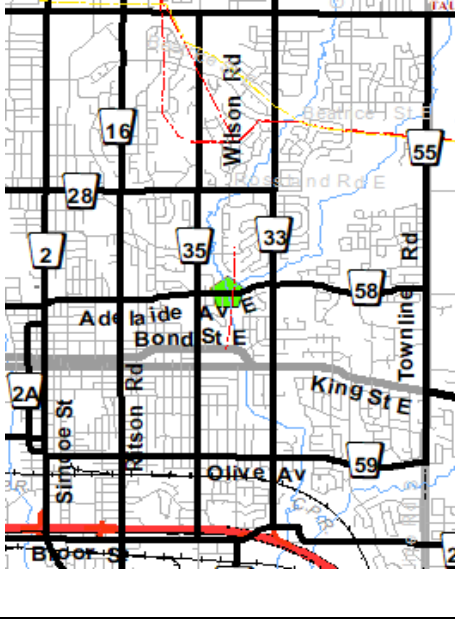
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional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

NEED/EXPLANATION OF PROJECT

Bridge rehabilitation.

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION													
	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2021	2022	2023	2024	2025	2026	2027	2028	2029			
BUDGET ITEM NO. 129 Program No. R2009 Reg. Rd. 2 CPR Over Simcoe St. Bridge, 0.92 km north of Snowridge Crt. Oshawa														
RELATED PROJECTS														
	Total Prior Budget Allocations	0											0	
	Environmental Assessment												0	
	Engineering/Design												0	
	Property Acquisition												0	
	Utility Relocation												0	
	Construction		500,000										500,000	
	Contingency												0	
	Other												0	
	TOTAL EXPENDITURES	0	500,000	0	0	0	0	0	0	0	0	0	0	500,000
	ATTRIBUTION:													
SUBSIDY/GRANTS													0	
NEW RESIDENTIAL DEV. CHARGES													0	
NEW COMMERCIAL DEV. CHARGES*													0	
NEW INSTITUTIONAL DEV. CHARGES*													0	
NEW INDUSTRIAL DEV. CHARGES*													0	
GENERAL LEVY													0	
Structure Rehab./Replacement Fund		500,000											500,000	
Structure Rehab./Replacement Levy Reserves													0	
ROADS CAPITAL RESERVE													0	
OTHER													0	
TOTAL ATTRIBUTION	0	500,000	0	0	0	0	0	0	0	0	0	0	500,000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
NEED/EXPLANATION OF PROJECT														
Bridge rehabilitation.														

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
BUDGET ITEM NO. 158 Program No. R1827 Reg. Rd. 23 White's Creek Bridge, 1.45 km North of Simcoe St. Brock	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
RELATED PROJECTS			2021	2022	2023	2024	2025	2026	2027	2028	2029	
	Total Prior Budget Allocations	750,000										750,000
	Environmental Assessment											0
	Engineering/Design											0
	Property Acquisition											0
	Utility Relocation											0
	Construction	50,000										50,000
	Contingency											0
	Other											0
	TOTAL EXPENDITURES	750,000	0	0	0	0	0	0	0	0	0	800,000
	ATTRIBUTION:											
	SUBSIDY/GRANTS											0
	NEW RESIDENTIAL DEV. CHARGES											0
	NEW COMMERCIAL DEV. CHARGES*											0
	NEW INSTITUTIONAL DEV. CHARGES*											0
	NEW INDUSTRIAL DEV. CHARGES*											0
	GENERAL LEVY											0
	Structure Rehabilitation/Replacement Fund	750,000										800,000
	ROADS CAPITAL RESERVE											0
	OTHER											0
	TOTAL ATTRIBUTION	750,000	0	0	0	0	0	0	0	0	0	800,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Bridge rehabilitation.												

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
BUDGET ITEM NO. 181 Program No. R2010 Reg. Rd. 58 Adelaide Ave. Culvert, 0.7 km east of Wilson Rd. Oshawa	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	Nine Year Forecast									TOTAL
RELATED PROJECTS			2021	2022	2023	2024	2025	2026	2027	2028	2029	
	Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other	0 150,000 0										0 0 0 0 0 150,000 0 0
TOTAL EXPENDITURES	0	150,000	0	0	0	0	0	0	0	0	0	150,000
ATTRIBUTION: SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY Structure Rehab./Replacement Fund Structure Rehab./Replacement Levy Reserves ROADS CAPITAL RESERVE OTHER		150,000										0 0 0 0 0 150,000 0 0 0
TOTAL ATTRIBUTION	0	150,000	0	0	0	0	0	0	0	0	0	150,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Culvert rehabilitation.												

PROJECT LOCATION & DESCRIPTION
<p>BUDGET ITEM NO. 184 Program No. R1635 Reg. Hwy 47 Uxbridge Brook Culvert Uxbridge</p>

RELATED PROJECTS



EXPENDITURES:	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)									TOTAL
			Nine Year Forecast									
			2021	2022	2023	2024	2025	2026	2027	2028	2029	
Total Prior Budget Allocations	2,750,000											2,750,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction		2,500,000										2,500,000
Contingency												0
Other												0
TOTAL EXPENDITURES	2,750,000	2,500,000	0	0	0	0	0	0	0	0	0	5,250,000
ATTRIBUTION:												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
Structure Rehabilitation/Replacement Fund	2,750,000	2,500,000										5,250,000
ROADS CAPITAL RESERVE												0
OTHER												0
TOTAL ATTRIBUTION	2,750,000	2,500,000	0	0	0	0	0	0	0	0	0	5,250,000

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

NEED/EXPLANATION OF PROJECT
<p>Replace stone masonry arch culvert. Project construction is included with the Town of Uxbridge downtown storm water channel project.</p>

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2021	2022	2023	2024	2025	2026	2027	2028	2029				
1	Reg. Rd. 1 Brock Rd. from Finch Ave. to Taunton Rd. Pickering		1.3	4.3													Widen road from 5 to 7 lanes to add HOV lanes, including structure widening.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	1,000,000	0	0	0	0	0	0		0	1,000,000
	Property Acquisition				0	0	0	0	0	0	2,000,000	0	0	0	0	0		0	2,000,000
	Utility Relocation				0	0	0	0	0	0	0	0	2,000,000	0	0	0		0	2,000,000
	Construction				0	0	0	0	0	0	0	0	0	0	0	35,000,000		0	35,000,000
														40,000,000					
2	Reg. Rd. 1 Brock Rd. from Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd. Pickering	R0701	1.4 1.1	1.7													Widen road from 2 to 4 lanes including intersection modifications at Brock Rd. and Taunton Rd. Associated Works Water supply - \$2,700,000 (Seaton Agreement) Sanitary Sewer - \$10,900,000 (Seaton Agreement) Taunton & Brock Intersection - \$1,215,000 (Seaton Agreement)		
	Total Prior Budget Allocations				3,853,299	0	0	0	0	0	0	0	0	0	0	0		0	3,853,299
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	1,000,000	9,700,000	0	0	0	0	0	0	0	0	0		0	10,700,000
														14,553,299					
3	Reg. Rd. 1 Brock Rd. from Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd. Pickering		1.45	1.7													Beyond forecast widen road from 4 to 6 lanes.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	500,000	0		0	500,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	500,000		0	500,000
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	0	0	0	0	0	0	0	0	0		0	0
														1,000,000					
4	Reg. Rd. 1 Brock Rd. from Alexander Knox Rd. - 5th Concession Rd. to Hwy. 7 Pickering		1.6	2.1													Beyond forecast widen road from 4 to 6 lanes including structure widening.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	500,000	0		0	500,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	500,000		0	500,000
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	0	0	0	0	0	0	0	0	0		0	0
														1,000,000					
5	Reg. Rd. 1 Brock Rd. / 7th Concession Rd. Intersection Pickering	R1902	1.2	N/A													Intersection modifications.		
	Total Prior Budget Allocations				200,000	0	0	0	0	0	0	0	0	0	0	0		0	200,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Design				0	150,000	0	0	0	0	0	0	0	0	0	0		0	150,000
	Property Acquisition				0	0	100,000	0	0	0	0	0	0	0	0	0		0	100,000
	Utility Relocation				0	0	0	150,000	0	0	0	0	0	0	0	0		0	150,000
	Construction				0	0	0	0	2,300,000	0	0	0	0	0	0	0		0	2,300,000
														2,900,000					

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2021	2022	2023	2024	2025	2026	2027	2028	2029			
6	Reg. Rd. 1 Brock Rd. / Goodwood Rd. Intersection Uxbridge	R1701	1.3	N/A													Reconstruct to roundabout.	
	Total Prior Budget Allocations				300,000	0	0	0	0	0	0	0	0	0	0	0		300,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	200,000	0	0	0	0	0	0	0	0	0	0		200,000
	Property Acquisition				0	100,000	0	0	0	0	0	0	0	0	0	0		100,000
	Utility Relocation				0	0	100,000	0	0	0	0	0	0	0	0	0		100,000
	Construction				0	0	0	4,000,000	0	0	0	0	0	0	0	0		4,000,000
														4,700,000				
7	Reg. Rd. 1 Conc. Rd. 7 from Reg. Rd. 11 to 0.4 km north of Ashworth Rd. Uxbridge	R1501	N/A	2.5													Road rehabilitation/reconstruction.	
	Total Prior Budget Allocations				6,800,000	0	0	0	0	0	0	0	0	0	0	0		6,800,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	450,000	0	0	0	0	0	0	0	0	0	0		450,000
	Property Acquisition				0	100,000	0	0	0	0	0	0	0	0	0	0		100,000
	Utility Relocation				0	100,000	0	0	0	0	0	0	0	0	0	0		100,000
	Construction				0	400,000	0	0	0	0	0	0	0	0	0	0		400,000
														7,850,000				
8	Reg. Rd. 1 Conc. Rd. 7 from Foster Dr. to south limit of Leaskdale Uxbridge	R1702	N/A	1.4													Road rehabilitation/reconstruction.	
	Total Prior Budget Allocations				780,000	0	0	0	0	0	0	0	0	0	0	0		780,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	200,000	0	0	0	0	0	0	0	0	0	0		200,000
	Construction				0	5,300,000	0	0	0	0	0	0	0	0	0	0		5,300,000
														6,280,000				
9	Reg. Rd. 2 Simcoe St. from north of Gibb St. - Elm St. to John St. Oshawa	R2011	N/A	0.4													Road rehabilitation/reconstruction in conjunction with water/sewer project.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	500,000	0	0	0	0	0	0	0	0	0	0		500,000
														500,000				
10	Reg. Rd. 2A & 2 Simcoe St. from Brock St. West to South of Adelaide Ave. Oshawa	R1601	N/A	0.7													Road reconstruction.	
	Total Prior Budget Allocations				1,000,000	0	0	0	0	0	0	0	0	0	0	0		1,000,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	10,000,000	0	0	0	0	0	0	0	0	0	0		10,000,000
														11,000,000				

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2021	2022	2023	2024	2025	2026	2027	2028	2029				
11	<u>Reg. Rd. 2</u> Simcoe St. from south of King St. to south of Greenway Blvd. Scugog		2.2 1.5	0.6													Widen from 2 to 3 lanes including intersection modifications at King St - Oyler St.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	50,000	200,000	0	0	0	0	0	0	0		0	250,000
	Design				0	0	0	0	200,000	0	0	0	0	0	0	0		0	200,000
	Property Acquisition				0	0	0	0	0	400,000	0	0	0	0	0	0		0	400,000
	Utility Relocation				0	0	0	0	0	0	400,000	0	0	0	0	0		0	400,000
	Construction				0	0	0	0	0	0	0	400,000	0	3,000,000	0	0		0	3,000,000
																	4,250,000		
12	<u>Reg. Rd. 3</u> Winchester Rd. from Baldwin St. to Anderson St. Whitby	R0802	3.1	2.4													Widen to 3/4 lanes including structure widening.		
	Total Prior Budget Allocations				4,345,000	0	0	0	0	0	0	0	0	0	0	0		4,345,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	0	0	7,300,000	0	0	0	0	0	0	0	0		0	7,300,000
																	11,645,000		
13	<u>Reg. Rd. 3</u> Grandview St. N. from Hwy 407 to Columbus Rd. E. and Columbus Rd. E. from Grandview St. N. to Townline Rd. N. Oshawa	R1703	N/A	1.8													Road rehabilitation/reconstruction.		
	Total Prior Budget Allocations				850,000	0	0	0	0	0	0	0	0	0	0	0		850,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	3,540,000	0	0	0	0	0	0	0	0	0	0		0	3,540,000
																	4,390,000		
14	<u>Reg. Rd. 3</u> Columbus Rd. E. from Townline Rd. N. to Enfield Rd. Clarington	R1708	N/A	2.0													Road rehabilitation/reconstruction.		
	Total Prior Budget Allocations				625,000	0	0	0	0	0	0	0	0	0	0	0		625,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	250,000	0	0	0	0	0	0	0	0	0	0		0	250,000
	Construction				0	50,000	3,600,000	0	0	0	0	0	0	0	0	0		0	3,650,000
																	4,525,000		
15	<u>Reg. Rd. 4</u> Taunton Rd. from Toronto / Pickering Townline to west of Twelvetreves Bridge Pickering		4.1	3.4													Widen from 4 to 6 lanes to add HOV lanes.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	500,000	0	0	0	0	0	0		0	500,000
	Property Acquisition				0	0	0	0	0	0	1,000,000	0	0	0	0	0		0	1,000,000
	Utility Relocation				0	0	0	0	0	0	0	1,000,000	0	0	0	0		0	1,000,000
	Construction				0	0	0	0	0	0	0	0	0	0	18,000,000	0		0	18,000,000
																	20,500,000		

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2021	2022	2023	2024	2025	2026	2027	2028	2029			
16	Reg. Rd. 4 Taunton Rd. from Peter Matthews Dr. to Brock Rd. Pickering		4.25	2.6													Widen from 4 to 6/7 lanes to add HOV lanes.	
	Total Prior Budget Allocations						0	0	0	0	0	0	0	0	0	0		0
	E.A.						0	0	0	0	0	0	0	0	0	0		0
	Design						0	0	0	0	0	500,000	0	0	0	0		0
	Property Acquisition						0	0	0	0	0	0	500,000	0	0	0		0
	Utility Relocation						0	0	0	0	0	0	0	1,000,000	0	0		0
	Construction						0	0	0	0	0	0	0	0	16,000,000	0		0
													18,000,000					
17	Reg. Rd. 4 Taunton Rd. from Brock Rd. to Brock St./Hwy 12. Pickering/Ajax/Whitby		4.3	11.5													Beyond forecast widen from 5 to 7 lanes to add HOV lanes including structure widening.	
	Total Prior Budget Allocations						0	0	0	0	0	0	0	0	0	0		0
	E.A.						0	0	0	0	0	0	0	0	1,000,000	0		0
	Design						0	0	0	0	0	0	0	0	0	0		1,000,000
	Property Acquisition						0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation						0	0	0	0	0	0	0	0	0	0		0
	Construction						0	0	0	0	0	0	0	0	0	0		0
													2,000,000					
18	Reg. Rd. 4 Taunton Rd. / Anderson St. Intersection Whitby	R1801	1.9	N/A													Intersection modifications.	
	Total Prior Budget Allocations						250,000	0	0	0	0	0	0	0	0	0		0
	E.A.						0	0	0	0	0	0	0	0	0	0		0
	Design						0	100,000	0	0	0	0	0	0	0	0		0
	Property Acquisition						0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation						0	20,000	0	0	0	0	0	0	0	0		0
	Construction						0	0	1,500,000	0	0	0	0	0	0	0		0
													1,870,000					
19	Reg. Rd. 4 Taunton Rd. from east of Townline Rd. to west of Enfield Rd. Clarington	R1733	N/A	1.7													Road rehabilitation from east of Townline Rd. to west of Enfield Rd.	
	Total Prior Budget Allocations						3,473,000	0	0	0	0	0	0	0	0	0		0
	E.A.						0	0	0	0	0	0	0	0	0	0		0
	Design						0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition						0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation						0	0	0	0	0	0	0	0	0	0		0
	Construction						0	1,300,000	0	0	0	0	0	0	0	0		0
													4,773,000					
20	Reg. Rd. 4 Taunton Rd. from Liberty St. to 0.8 km east of Liberty St. Clarington	R2020	N/A	0.8													Road rehabilitation.	
	Total Prior Budget Allocations						0	0	0	0	0	0	0	0	0	0		0
	E.A.						0	0	0	0	0	0	0	0	0	0		0
	Design						0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition						0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation						0	0	0	0	0	0	0	0	0	0		0
	Construction						0	800,000	0	0	0	0	0	0	0	0		0
													800,000					

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2021	2022	2023	2024	2025	2026	2027	2028	2029				
21	Reg. Rd. 4 Taunton Rd. / Courtice Rd. Intersection Clarington	R1709	1.10	N/A													Reconstruct and modify intersection.		
	Total Prior Budget Allocations				300,000	0	0	0	0	0	0	0	0	0	0	0		0	300,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition				0	200,000	0	0	0	0	0	0	0	0	0	0		0	200,000
	Utility Relocation				0	0	300,000	0	0	0	0	0	0	0	0	0		0	300,000
	Construction				0	0	0	200,000	3,000,000	0	0	0	0	0	0	0		0	3,200,000
															4,000,000				
22	Reg. Rd. 4 Taunton Rd. from 0.4 km west of Solina Rd. to 0.2 km west of Bowmanville Ave. Clarington	R1608	N/A	4.6													Road rehabilitation. 2021: West of Holt Rd. to Maple Grove Rd. 2022: West of Solina Rd. to Hwy 418 2023: Maple Grove Rd. to 0.2 km west of Bowmanville Ave. in conjunction with rehabilitation/replacing bridge 0.2 km west of Old Scugog Rd (Hampton Bridge).		
	Total Prior Budget Allocations				770,000	0	0	0	0	0	0	0	0	0	0	0		0	770,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition				0	100,000	100,000	0	0	0	0	0	0	0	0	0		0	200,000
	Utility Relocation				0	200,000	200,000	0	0	0	0	0	0	0	0	0		0	400,000
	Construction				0	0	3,000,000	3,100,000	3,300,000	0	0	0	0	0	0	0		0	9,400,000
															10,770,000				
23	Reg. Rd. 4 Taunton Rd. / Bowmanville Ave. Intersection Clarington	R1609	1.12	N/A													Reconstruct and modify intersection to roundabout and replace and widen bridge on west leg of intersection.		
	Total Prior Budget Allocations				1,330,000	0	0	0	0	0	0	0	0	0	0	0		1,330,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition				0	200,000	0	0	0	0	0	0	0	0	0	0		0	200,000
	Utility Relocation				0	300,000	0	0	0	0	0	0	0	0	0	0		0	300,000
	Construction				0	0	300,000	8,700,000	0	0	0	0	0	0	0	0		0	9,000,000
															10,830,000				
24	Reg. Rd. 4 Townline Intersection Clarington	R1908	1.13	N/A													Reconstruct and modify intersection.		
	Total Prior Budget Allocations				50,000	0	0	0	0	0	0	0	0	0	0	0		50,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	200,000	0	0	0	0	0	0	0	0	0		0	200,000
	Property Acquisition				0	0	0	200,000	0	0	0	0	0	0	0	0		0	200,000
	Utility Relocation				0	0	0	0	100,000	0	0	0	0	0	0	0		0	100,000
	Construction				0	0	0	0	0	1,700,000	0	0	0	0	0	0		0	1,700,000
															2,250,000				
25	Reg. Rd. 5 Central St., from 0.15 km west of Canso Dr. to Brock Rd. Pickering	5.1	0.9														Urbanize road through village of Clarendon, including streetscape modifications.		
	Total Prior Budget Allocations			0	0	0	0	0	0	0	0	0	0	0	0	0			
	E.A.			0	0	0	0	200,000	0	0	0	0	0	0	0	0		200,000	
	Design			0	0	0	0	0	200,000	0	0	0	0	0	0	0		200,000	
	Property Acquisition			0	0	0	0	0	0	200,000	0	0	0	0	0	0		200,000	
	Utility Relocation			0	0	0	0	0	0	0	0	200,000	0	0	0	0		200,000	
	Construction			0	0	0	0	0	0	0	0	0	200,000	0	3,000,000	0		3,000,000	
															3,800,000				

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
26	<u>Reg. Rd. 8</u> Reg. Rd. 8, from east of Conc. 5 to Conc. 6 Uxbridge		N/A	2.0													Road rehabilitation.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Construction				0	0	1,500,000	0	0	0	0	0	0	0	0	0	0	1,500,000
																	1,500,000	
27	<u>Reg. Rd. 8</u> Reach St. from east of Old Simcoe St. to Bigelow St. Scugog	R2021	N/A	0.3													Road rehabilitation/reconstruction.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Design				0	150,000	0	0	0	0	0	0	0	0	0	0	0	150,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	500,000	0	0	0	0	0	0	0	0	0	500,000
																	650,000	
28	<u>Reg. Rd. 9</u> Ganaraska Rd. from 2.0 km east of Maynard Rd. to 0.4 km east of Newtonville Rd. (Reg. Rd. 18) Clarington	R1910	N/A	1.5													Road rehabilitation/reconstruction.	
	Total Prior Budget Allocations				100,000	0	0	0	0	0	0	0	0	0	0	0	100,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Utility Relocation				0	50,000	0	0	0	0	0	0	0	0	0	0	0	50,000
	Construction				0	0	1,000,000	0	0	0	0	0	0	0	0	0	0	1,000,000
																	1,150,000	
29	<u>Reg. Rd. 13</u> Zephyr Rd. from Scott Conc. 3 (Reg. Rd. 39) to Conc. 4 Uxbridge	R1503	N/A	2.0													Road rehabilitation/reconstruction. 2020: Culvert Construction 2021: Road Reconstruction	
	Total Prior Budget Allocations				450,000	0	0	0	0	0	0	0	0	0	0	0	450,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Design				0	200,000	0	0	0	0	0	0	0	0	0	0	0	200,000
	Property Acquisition				0	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
	Utility Relocation				0	200,000	0	0	0	0	0	0	0	0	0	0	0	200,000
	Construction				0	1,000,000	2,000,000	0	0	0	0	0	0	0	0	0	0	3,000,000
																	3,950,000	
30	<u>Reg. Rd. 13</u> 3rd Concession from Lake Ridge Rd. to 1.5 km west of Highway 7/12 Brock	R0901	N/A	3.9													Road rehabilitation/reconstruction including modifications to the profile and modifications to the Lake Ridge Rd. intersection. 2020 road reconstruction from east of Lake Ridge Rd. to west of Sideroad 17 2021 road reconstruction from west of Sideroad 17 to 1.5km west of Hwy 7/12	
	Total Prior Budget Allocations				14,020,000	0	0	0	0	0	0	0	0	0	0	0	14,020,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0	
	Construction				0	450,000	10,700,000	0	0	0	0	0	0	0	0	0	0	11,150,000
																	25,170,000	

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2021	2022	2023	2024	2025	2026	2027	2028	2029			
31	<u>Reg. Rd. 14</u> Liberty St. from Baseline Rd. to King St. Clarington	R0503	14.1	1.1													Widen road from 2 to 3 lanes. <u>Associated Works</u> Water Supply - \$1,700,000 Sanitary Sewage - \$1,750,000.	
	Total Prior Budget Allocations				656,000	0	0	0	0	0	0	0	0	0	0	0		656,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	400,000	0	0	0	0	0	0	0	0	0		400,000
	Utility Relocation				0	0	0	400,000	0	0	0	0	0	0	0	0		400,000
	Construction				0	0	0	0	0	6,300,000	0	0	0	0	0	0		6,300,000
														7,756,000				
32	<u>Reg. Rd. 14</u> Liberty St. from Longworth Ave. to Concession Rd. 3 Clarington	R1717	N/A	0.8													Road rehabilitation including roundabout at Concession Rd. 3 intersection and signalization and modifications at Liberty Street and Freeland Ave - Bons Ave.	
	Total Prior Budget Allocations				1,050,000	0	0	0	0	0	0	0	0	0	0	0		1,050,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	100,000	0	0	0	0	0	0	0	0	0		100,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	5,100,000	0	0	0	0	0	0	0		5,100,000
														6,250,000				
33	<u>Reg. Rd. 16</u> Ritson Rd. / Beatrice St. Intersection Oshawa		1.19	N/A													Intersection modifications.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	100,000	0	0	0	0	0	0	0	0	0		100,000
	Property Acquisition				0	0	0	250,000	0	0	0	0	0	0	0	0		250,000
	Utility Relocation				0	0	0	0	50,000	0	0	0	0	0	0	0		50,000
	Construction				0	0	0	0	0	700,000	0	0	0	0	0	0		700,000
														1,100,000				
34	<u>Reg. Rd. 16</u> Rd. Oshawa	R1803	16.1	2.0													Widen road from 2/3 to 5 lanes.	
	Total Prior Budget Allocations				1,000,000	0	0	0	0	0	0	0	0	0	0	0		1,000,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	350,000	0	0	0	0	0	0	0	0	0		350,000
	Property Acquisition				0	0	200,000	0	0	0	0	0	0	0	0	0		200,000
	Utility Relocation				0	0	0	0	100,000	0	0	0	0	0	0	0		100,000
	Construction				0	0	0	0	0	0	12,800,000	0	0	0	0	0		12,800,000
														14,450,000				
35	<u>Reg. Rd. 16</u> Ritson Rd. from Conlin Rd. to Britannia Ave. Oshawa		16.2	0.5													Beyond forecast widen road from 2 to 4 lanes.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	250,000	0		250,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	100,000		100,000
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	0	0	0	0	0	0		0
														350,000				

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2021	2022	2023	2024	2025	2026	2027	2028	2029			
36	Reg. Rd.17 Region Rd. 17, from north of CPR to Concession Clarington		17.1	1.5												Beyond forecast construct new alignment and widen road from 2 to 3 lanes.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	500,000	0	0		500,000	
	Design				0	0	0	0	0	0	0	0	0	0	500,000		500,000	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	0	0	0	0	0	0	0	0	0	0		0	
																1,000,000		
37	Reg. Rd.17 Main St. from Winter Rd. to Station St. Clarington		N/A	1.6												Road rehabilitation/reconstruction.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	100,000	0	0	0	0	0	0	0	0		0	100,000
	Property Acquisition				0	0	0	100,000	0	0	0	0	0	0	0		0	100,000
	Utility Relocation				0	0	0	0	300,000	0	0	0	0	0	0		0	300,000
	Construction				0	0	0	0	0	2,000,000	0	0	0	0	0		0	2,000,000
																2,500,000		
38	Reg. Rd.19 Shirley Rd. from 0.5 km east of Graham Rd. to Old Scugog Rd. Scugog		N/A	5.8												Road reconstruction.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	200,000	0	0	0	0	0	0	0	0		0	200,000
	Property Acquisition				0	0	0	200,000	200,000	200,000	0	0	0	0	0		0	600,000
	Utility Relocation				0	0	0	0	0	0	100,000	100,000	0	0	0		0	200,000
	Construction				0	0	0	0	0	0	0	0	6,000,000	0	0		0	6,000,000
																7,000,000		
39	Reg. Rd.22 Bayly St. from Liverpool Rd. to Brock Rd. Pickering		22	1.6												Beyond forecast widen road from 5 to 6/7 lanes.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	500,000	0	0		500,000	
	Design				0	0	0	0	0	0	0	0	0	0	500,000		500,000	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	0	0	0	0	0	0	0	0	0	0		0	
																1,000,000		
40	Reg. Rd.22 Bayly St. / Sandy Beach Rd. Intersection Pickering	R2001	1.21	N/A												Intersection modifications.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	150,000	0	0	0	0	0	0	0	0	0		0	150,000
	Property Acquisition				0	0	100,000	0	0	0	0	0	0	0	0		0	100,000
	Utility Relocation				0	0	0	100,000	0	0	0	0	0	0	0		0	100,000
	Construction				0	0	0	0	700,000	0	0	0	0	0	0		0	700,000
																1,050,000		

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2021	2022	2023	2024	2025	2026	2027	2028	2029			
41	Reg. Rd. 22 Bayly St. from Brock Rd. to Westney Rd. Pickering/Ajax		22.1	2.7													Widen from 5 to 7 lanes including structure widening.	
	Total Prior Budget Allocations						0	0	0	0	0	0	0	0	0	0		0
	E.A.						0	0	0	0	500,000	0	0	0	0	0		0
	Design						0	0	0	0	0	500,000	0	0	0	0		0
	Property Acquisition						0	0	0	0	0	0	500,000	0	0	0		0
	Utility Relocation						0	0	0	0	0	0	0	1,000,000	0	0		0
	Construction						0	0	0	0	0	0	0	0	0	27,000,000		0
											27,000,000	27,000,000						
													29,500,000					
42	Reg. Rd. 22 Bayly St. / Church St. Intersection Pickering	R1611	1.22	0.7													Intersection modifications including widening Bayly St. to 7 lanes and road rehabilitation from 0.2 km east of Church St. to John Mills Bridge.	
	Total Prior Budget Allocations						650,000	0	0	0	0	0	0	0	0	0		0
	E.A.						0	0	0	0	0	0	0	0	0	0		0
	Design						0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition						0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation						0	0	0	0	450,000	0	0	0	0	0		0
	Construction						0	0	0	0	0	6,600,000	0	0	0	0		0
												6,600,000						
													7,700,000					
43	Reg. Rd. 22 Bayly St. from Westney Rd. to Harwood Ave. Ajax	R1911	22.2	1.4													Widen road from 5 to 7 lanes.	
	Total Prior Budget Allocations						800,000	0	0	0	0	0	0	0	0	0		0
	E.A.						0	300,000	0	0	0	0	0	0	0	0		0
	Design						0	300,000	0	0	0	0	0	0	0	0		0
	Property Acquisition						0	0	400,000	0	0	0	0	0	0	0		0
	Utility Relocation						0	0	0	250,000	0	0	0	0	0	0		0
	Construction						0	0	0	0	0	2,000,000	11,000,000	0	0	0		0
												13,000,000						
													15,050,000					
44	Reg. Rd. 22 Bayly St. from Harwood Ave. to Salem Rd. Ajax		22.25	1.0													Beyond forecast widen road from 4 to 6 lanes.	
	Total Prior Budget Allocations						0	0	0	0	0	0	0	0	0	0		0
	E.A.						0	0	0	0	0	0	0	0	500,000	0		0
	Design						0	0	0	0	0	0	0	0	0	500,000		0
	Property Acquisition						0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation						0	0	0	0	0	0	0	0	0	0		0
	Construction						0	0	0	0	0	0	0	0	0	0		0
												0						
													1,000,000					
45	Reg. Rd. 22 Victoria St. / Brock St. Intersection Whitby	R2002	1.23	N/A													Intersection modifications.	
	Total Prior Budget Allocations						0	0	0	0	0	0	0	0	0	0		0
	E.A.						0	0	0	0	0	0	0	0	0	0		0
	Design						0	220,000	0	0	0	0	0	0	0	0		0
	Property Acquisition						0	0	300,000	0	0	0	0	0	0	0		0
	Utility Relocation						0	0	0	200,000	0	0	0	0	0	0		0
	Construction						0	0	0	0	3,600,000	0	0	0	0	0		0
												3,600,000						
													4,320,000					

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS			
							2021	2022	2023	2024	2025	2026	2027	2028	2029					
46	<u>Req. Rd. 22</u> Victoria St. from South Blair St. to west of Thicksion Rd. Whitby	R1102	22.4	1.6													Construct new alignment and widen road to 5 lanes. <u>Associated Works</u> Feedermain - \$16,200,000			
	Total Prior Budget Allocations				15,461,000	0	0	0	0	0	0	0	0	0	0	0		0	15,461,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Construction				0	300,000	0	0	0	0	0	0	0	0	0	0		0	0	300,000
																15,761,000				
47	<u>Req. Rd. 22</u> Victoria St./Bloor St. from east of Thicksion Rd. to west of Stevenson Rd. Whitby / Oshawa	R0803	22.5	1.8													Widen road from 2/3 to 4/5 lanes. <u>Associated Works</u> Water Supply - \$12,500,000			
	Total Prior Budget Allocations				3,250,000	0	0	0	0	0	0	0	0	0	0	0		0	3,250,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Property Acquisition				0	500,000	0	0	0	0	0	0	0	0	0	0		0	0	500,000
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Construction				0	0	0	9,000,000	0	0	0	0	0	0	0	0		0	0	9,000,000
																12,750,000				
48	<u>Req. Rd. 22</u> Bloor St. from Ritson Rd. to Farewell St. Oshawa		22.7	1.0													Beyond forecast widen road from 3 to 5 lanes.			
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	E.A.				0	0	0	0	0	0	0	0	0	500,000	0	0		0	500,000	
	Design				0	0	0	0	0	0	0	0	0	0	500,000	0		0	500,000	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	500,000		0	500,000	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Construction				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
																1,500,000				
49	<u>Req. Rd. 22</u> Grandview St. Oshawa	R2023	22.8	0.7													Realignment and widen existing road to 4/5 lanes with new CP Rail grade separation. Timing subject to coordination with future MTO Hwy 401 / Harmony Rd. Interchange project.			
	Total Prior Budget Allocations				602,160	0	0	0	0	0	0	0	0	0	0	0		0	602,160	
	E.A.				0	200,000	0	0	0	0	0	0	0	0	0	0		0	200,000	
	Design				0	0	800,000	0	0	0	0	0	0	0	0	0		0	800,000	
	Property Acquisition				0	0	0	600,000	0	0	0	0	0	0	0	0		0	600,000	
	Utility Relocation				0	0	0	400,000	0	0	0	0	0	0	0	0		0	400,000	
	Construction				0	0	0	0	13,000,000	0	0	0	0	0	0	0		0	13,000,000	
																15,602,160				
50	<u>Req. Rd. 22</u> Bloor St. from Prestonvale Rd. to Courtice Rd. Clarington		22.9	1.8													Widen road to 3 lanes and modify profile. <u>Associated Works</u> Water Supply - Feedermain - \$5,600,000 (Townline Rd. to Trulls Rd.) Sanitary Sewer - Trunk Sewer \$57,600,000			
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	E.A.				0	0	0	300,000	0	0	0	0	0	0	0	0		0	300,000	
	Design				0	0	0	0	200,000	0	0	0	0	0	0	0		0	200,000	
	Property Acquisition				0	0	0	0	0	300,000	0	0	0	0	0	0		0	300,000	
	Utility Relocation				0	0	0	0	0	0	400,000	0	0	0	0	0		0	400,000	
	Construction				0	0	0	0	0	0	0	0	12,000,000	0	0	0		0	12,000,000	
																13,200,000				

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2021	2022	2023	2024	2025	2026	2027	2028	2029			
51	<u>Reg. Rd. 23</u> Lake Ridge Rd. from Bayly St. to Kingston Rd. - Dundas St. Ajax / Whitby	R0207	23.1	2.0													Widen from 2 to 4/5 lanes.	
	Total Prior Budget Allocations				760,000	0	0	0	0	0	0	0	0	0	0	0		760,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	500,000	0	0	0	0	0	0	0	0	0	0		500,000
	Property Acquisition				0	400,000	0	0	0	0	0	0	0	0	0	0		400,000
	Utility Relocation				0	400,000	0	0	0	0	0	0	0	0	0	0		400,000
	Construction				0	0	0	8,000,000	0	0	0	0	0	0	0	0		8,000,000
																	10,060,000	
52	<u>Reg. Rd. 23</u> Lake Ridge Rd. from Kingston Rd. - Dundas St. to Rossland Rd. Ajax / Whitby	R1809	23.2	2.0													Widen from 2 to 4/5 lanes.	
	Total Prior Budget Allocations				600,000	0	0	0	0	0	0	0	0	0	0	0		600,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	300,000	0	0	0	0	0	0	0	0	0	0		300,000
	Utility Relocation				0	0	0	400,000	0	0	0	0	0	0	0	0		400,000
	Construction				0	0	0	0	7,600,000	0	0	0	0	0	0	0		7,600,000
																	8,900,000	
53	<u>Reg. Rd. 23</u> Lake Ridge Rd. from 0.1 km north of Reg. Rd. 5 Chalk Lake Rd. Pickering/Whitby/Uxbridge/Scugog	R1718	N/A	2.9													Road rehabilitation.	
	Total Prior Budget Allocations				650,000	0	0	0	0	0	0	0	0	0	0	0		650,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	150,000	0	0	0	0	0	0	0	0	0	0		150,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	4,250,000	0	0	0	0	0	0	0	0		4,250,000
																	5,050,000	
54	<u>Reg. Rd. 23</u> Lake Ridge Rd. from 0.8 km south of Chalk Lake Rd. to 1.6 km north of Chalk Lake Rd. Uxbridge	R1618	N/A	2.4													Road rehabilitation including intersection modifications at Chalk Lake Rd.	
	Total Prior Budget Allocations				600,000	0	0	0	0	0	0	0	0	0	0	0		600,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	3,700,000	0	0	0	0	0	0	0	0	0	0		3,700,000
																	4,300,000	
55	<u>Reg. Rd. 26</u> Thickson Rd. from Wentworth St. to C.N. Rail Kingston Whitby	R0710	26.1	0.8													Reconstruct and widen road to 4 lanes. Associated Works Water Supply - \$215,000	
	Total Prior Budget Allocations				700,000	0	0	0	0	0	0	0	0	0	0	0		700,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	4,200,000	0	0	0	0	0	0	0	0	0	0		4,200,000
																	4,900,000	

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL PROJECT COST	DESCRIPTION AND REMARKS						
56	Req. Rd. 26			1.6													Widen from 5 to 7 lanes, including new structure.						
	Thickson Rd. from Consumers Dr. to Dundas St. Whitby						26.3																
	Total Prior Budget Allocations							0	0	0	0	0	0	0	0			0	0	0	0	0	
	E.A.							0	0	0	600,000	0	0	0	0			0	0	0	0	0	600,000
	Design							0	0	0	0	1,000,000	0	0	0			0	0	0	0	0	1,000,000
	Property Acquisition							0	0	0	0	0	1,500,000	0	0			0	0	0	0	0	1,500,000
	Utility Relocation							0	0	0	0	0	0	1,500,000	0			0	0	0	0	0	1,500,000
Construction		0	0	0	0	0	0	0	0	1,500,000	10,000,000	8,000,000	0	0	18,000,000								
																22,600,000							
57	Req. Rd. 26	R1810	1.26	N/A													Intersection modifications to include adding NB right turn lane, street lighting and AODA modifications.						
	Thickson Rd. / Burns St. Intersection Whitby																						
	Total Prior Budget Allocations							200,000	0	0	0	0	0	0	0			0	0	0	0	0	200,000
	E.A.							0	0	0	0	0	0	0	0			0	0	0	0	0	0
	Design							0	50,000	0	0	0	0	0	0			0	0	0	0	0	50,000
	Property Acquisition							0	0	0	0	0	0	0	0			0	0	0	0	0	0
	Utility Relocation							0	20,000	0	0	0	0	0	0			0	0	0	0	0	20,000
Construction		0	0	1,000,000	0	0	0	0	0	0	0	0	0	0	1,000,000								
																1,270,000							
58	Req. Rd. 26	R1912	1.27	N/A													Reconstruct and modify intersection.						
	Thickson Rd. / Rossland Rd. Intersection Whitby																						
	Total Prior Budget Allocations							300,000	0	0	0	0	0	0	0			0	0	0	0	0	300,000
	E.A.							0	0	0	0	0	0	0	0			0	0	0	0	0	0
	Design							0	0	0	0	0	0	0	0			0	0	0	0	0	0
	Property Acquisition							0	100,000	0	0	0	0	0	0			0	0	0	0	0	100,000
	Utility Relocation							0	0	150,000	0	0	0	0	0			0	0	0	0	0	150,000
Construction		0	0	0	3,500,000	0	0	0	0	0	0	0	0	0	3,500,000								
																4,050,000							
59	Req. Rd. 26	R1913	26.5	4.2													Widen road to 4/5 lanes.						
	Thickson Rd. from Taunton Rd. to Hwy 407 Whitby																						
	Total Prior Budget Allocations							1,000,000	0	0	0	0	0	0	0			0	0	0	0	0	1,000,000
	E.A.							0	0	0	0	0	0	0	0			0	0	0	0	0	0
	Design							0	0	0	0	0	0	0	0			0	0	0	0	0	0
	Property Acquisition							0	0	500,000	0	0	0	0	0			0	0	0	0	0	500,000
	Utility Relocation							0	0	0	1,000,000	0	0	0	0			0	0	0	0	0	1,000,000
Construction		0	0	0	0	0	18,800,000	0	0	0	0	0	0	0	18,800,000								
																21,300,000							
60	Req. Rd. 26		26.6	3.8													Beyond forecast widen from 2 to 5 lanes.						
	Thickson Rd. from Winchester Rd. to Baldwin St. Whitby																						
	Total Prior Budget Allocations							0	0	0	0	0	0	0	0			0	0	0	0	0	0
	E.A.							0	0	0	0	0	0	0	0			0	0	500,000	0	0	500,000
	Design							0	0	0	0	0	0	0	0			0	0	0	500,000	0	500,000
	Property Acquisition							0	0	0	0	0	0	0	0			0	0	0	0	0	0
	Utility Relocation							0	0	0	0	0	0	0	0			0	0	0	0	0	0
Construction		0	0	0	0	0	0	0	0	0	0	0	0	0	0								
																1,000,000							

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2021	2022	2023	2024	2025	2026	2027	2028	2029		
61	<u>Req. Rd. 27</u> Altona Rd. from north of Strouds Lane to Finch Ave. Pickering		27.2	1.5													Beyond forecast widen road from 2 to 3 lanes.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	
	E.A.				0	0	0	0	0	0	0	500,000	0	0	0	0	500,000
	Design				0	0	0	0	0	0	0	0	500,000	0	0	0	500,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	500,000	0	0	500,000
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	0	0	0	0	0	0	0	0
																1,500,000	
62	<u>Req. Rd. 28</u> Rossland Rd. / Cochrane St. Intersection Whitby	R1914	1.29	N/A													Intersection modifications.
	Total Prior Budget Allocations				250,000	0	0	0	0	0	0	0	0	0	0	0	250,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0	0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	50,000	0	0	0	0	0	0	0	0	0	50,000
	Construction				0	0	0	750,000	0	0	0	0	0	0	0	0	750,000
																1,050,000	
63	<u>Req. Rd. 28</u> Rossland Rd. / Garden St. Intersection Whitby	R1620	1.31	N/A													Intersection modifications.
	Total Prior Budget Allocations				300,000	0	0	0	0	0	0	0	0	0	0	0	300,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	200,000	0	0	0	0	0	0	0	0	0	0	200,000
	Property Acquisition				0	700,000	0	0	0	0	0	0	0	0	0	0	700,000
	Utility Relocation				0	300,000	0	0	0	0	0	0	0	0	0	0	300,000
	Construction				0	0	0	3,000,000	0	0	0	0	0	0	0	0	3,000,000
																4,500,000	
64	<u>Req. Rd. 28</u> Rossland Rd. from Ritson Rd. to Harmony Rd. Oshawa	R1811	28.1	1.7													Widen road to 5 lanes, including structure widening. <u>Associated Works</u> Water Supply - \$2,200,000
	Total Prior Budget Allocations				1,000,000	0	0	0	0	0	0	0	0	0	0	0	1,000,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0	0
	Property Acquisition				0	100,000	0	0	0	0	0	0	0	0	0	0	100,000
	Utility Relocation				0	0	0	0	300,000	0	0	0	0	0	0	0	300,000
	Construction				0	0	0	0	0	11,500,000	0	0	0	0	0	0	11,500,000
																12,900,000	
65	<u>Req. Rd. 28</u> Rossland Rd. from Harmony Rd. to east of Townline Rd. Oshawa	R0804	28.2	1.5													Construct new alignment to 3 lanes, including new bridge crossing of Harmony Creek tributary.
	Total Prior Budget Allocations				100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	0	500,000	0	0	0	0	0	0	0	500,000
	Property Acquisition				0	0	0	0	0	500,000	0	0	0	0	0	0	500,000
	Utility Relocation				0	0	0	0	0	0	500,000	0	0	0	0	0	500,000
	Construction				0	0	0	0	0	0	0	0	25,000,000	0	0	25,000,000	
																26,600,000	

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2021	2022	2023	2024	2025	2026	2027	2028	2029				
66	<u>Req. Rd. 29</u>	R1817	29.1	0.4													Widen from 5 to 6 lanes. Associated Works Water Supply - \$260,000		
	Liverpool Rd. from Highway 401 to Kingston Rd. Pickering																		
	Total Prior Budget Allocations				600,000	0	0	0	0	0	0	0	0	0	0	0		0	600,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition				0	0	100,000	0	0	0	0	0	0	0	0	0		0	100,000
	Utility Relocation				0	0	0	200,000	0	0	0	0	0	0	0	0		0	200,000
Construction	0	0	0	0	2,500,000	0	0	0	0	0	0	0	0	2,500,000					
																3,400,000			
67	<u>Req. Rd. 30</u>	R1818	N/A	0.8													Road reconstruction including slope stabilization.		
	York Durham Line from Wagg Rd. to Aurora Rd. Uxbridge																		
	Total Prior Budget Allocations				900,000	0	0	0	0	0	0	0	0	0	0	0		0	900,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Design				0	250,000	0	0	0	0	0	0	0	0	0	0		0	250,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
Construction	0	1,400,000	0	0	0	0	0	0	0	0	0	0	0	1,400,000					
																2,550,000			
68	<u>Req. Rd. 31</u>	R1915	N/A 1.34 1.35 1.36	1.0													Road rehabilitation including intersection modifications at Finley Ave., Monarch Ave., and Harwood Ave. Associated Works Water Supply - \$1,200,000		
	Westney Rd. from Finley Ave. to Harwood Ave. Ajax																		
	Total Prior Budget Allocations				500,000	0	0	0	0	0	0	0	0	0	0	0		0	500,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition				0	0	100,000	0	0	0	0	0	0	0	0	0		0	100,000
	Utility Relocation				0	0	0	300,000	0	0	0	0	0	0	0	0		0	300,000
Construction	0	0	0	0	4,800,000	0	0	0	0	0	0	0	0	4,800,000					
																5,700,000			
69	<u>Req. Rd. 31</u>	R1916	31.1	1.0													Widen from 5 to 7 lanes.		
	Westney Rd. from Bayly St. to Hwy 401 Ajax																		
	Total Prior Budget Allocations				300,000	0	0	0	0	0	0	0	0	0	0	0		0	300,000
	E.A.				0	300,000	0	0	0	0	0	0	0	0	0	0		0	300,000
	Design				0	600,000	0	0	0	0	0	0	0	0	0	0		0	600,000
	Property Acquisition				0	0	0	0	300,000	0	0	0	0	0	0	0		0	300,000
	Utility Relocation				0	0	0	0	0	300,000	0	0	0	0	0	0		0	300,000
Construction	0	0	0	0	0	0	300,000	0	6,700,000	0	0	0	0	6,700,000					
																8,500,000			
70	<u>Req. Rd. 31</u>	R1929	31.2	0.9													Widen from 5 to 7 lanes, including structure widening and intersection modifications at Ritchie Ave.		
	Westney Rd. from Hwy 401 to south of Kingston Rd. Ajax																		
	Total Prior Budget Allocations				398,000	0	0	0	0	0	0	0	0	0	0	0		0	398,000
	E.A.				0	100,000	0	0	0	0	0	0	0	0	0	0		0	100,000
	Design				0	600,000	0	0	0	0	0	0	0	0	0	0		0	600,000
	Property Acquisition				0	0	300,000	0	0	0	0	0	0	0	0	0		0	300,000
	Utility Relocation				0	0	0	350,000	0	0	0	0	0	0	0	0		0	350,000
Construction	0	0	0	0	0	4,600,000	0	0	0	0	0	0	0	4,600,000					
																6,348,000			

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2021	2022	2023	2024	2025	2026	2027	2028	2029			
71	Reg. Rd. 31 Westney Rd. from north of Rossland Rd. to Taunton Rd. Ajax	R1621	31.4	2.0													Widen road to 4 lanes.	
	Total Prior Budget Allocations				1,650,000	0	0	0	0	0	0	0	0	0	0	0		1,650,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	400,000	0	0	0	0	0	0	0	0	0	0		400,000
	Construction				0	12,500,000	0	0	0	0	0	0	0	0	0	0		12,500,000
														14,550,000				
72	Reg. Rd. 31 Westney Rd. from south to north of Greenwood Pickering	R0805	31.5	2.4													Construct new 2 lane Greenwood by-pass.	
	Total Prior Budget Allocations				650,000	0	0	0	0	0	0	0	0	0	0	0		650,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	400,000	0	0	0	0	0	0	0		400,000
	Property Acquisition				0	0	0	0	0	1,500,000	0	0	0	0	0	0		1,500,000
	Utility Relocation				0	0	0	0	0	0	500,000	0	0	0	0	0		500,000
	Construction				0	0	0	0	0	0	0	0	10,000,000	0	0	0		10,000,000
														13,050,000				
73	Reg. Rd. 33 Harmony Rd. from north of Coldstream Dr. to south of Conlin Rd. Oshawa	R1723	33.4	1.0													Widen from 2/3 to 5 lanes from north of Coldstream Dr. to south of Conlin Rd. Associated Works Water Supply - \$25,000 (2012), \$1,000,000 (2013) Sanitary Sewer - \$25,000 (2012), \$100,000 (2013)	
	Total Prior Budget Allocations				5,900,000	0	0	0	0	0	0	0	0	0	0	0		5,900,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	300,000	0	0	0	0	0	0	0	0	0	0		300,000
														6,200,000				
74	Reg. Rd. 33 Harmony Rd. from Conlin Rd. to Britannia Ave. Oshawa		33.5	0.8													Beyond forecast widen road from 2 to 4 lanes.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	500,000	0		500,000
	Design				0	0	0	0	0	0	0	0	0	0	0	500,000		500,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	0	0	0	0	0	0		0
														1,000,000				
75	Reg. Rd. 34 Enfield Rd. from north of Taunton Rd. to Highway 407 Clarington	R2022	N/A	1.0													Road rehabilitation.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	900,000	0	0	0	0	0	0	0	0	0	0		900,000
														900,000				

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS				
							2021	2022	2023	2024	2025	2026	2027	2028	2029						
76	<u>Req. Rd. 36</u> Hopkins St. Overpass Whitby	R0807	36	0.9													Construct new Hopkins St. overpass. <u>Associated Works</u> Water Supply - \$100,000				
	Total Prior Budget Allocations				385,000	0	0	0	0	0	0	0	0	0	0	0		0	385,000		
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	
	Design				0	0	0	500,000	0	0	0	0	0	0	0	0		0	0	500,000	
	Property Acquisition				0	0	0	0	400,000	0	0	0	0	0	0	0		0	0	400,000	
	Utility Relocation				0	0	0	0	0	400,000	0	0	0	0	0	0		0	0	400,000	
	Construction				0	0	0	0	0	0	0	13,800,000	0	0	0	0		0	13,800,000		
																				15,485,000	
77	<u>Req. Rd. 36</u> Hopkins St. from Consumers Dr. to Dundas St. Whitby		36.1	1.7													Widen from 2 to 3 lanes, with new CPR grade separation. <u>Associated Works</u> Water Supply - \$645,000 Sanitary Sewer - \$160,000				
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0			
	E.A.				0	0	0	0	500,000	0	0	0	0	0	0	0		0	500,000		
	Design				0	0	0	0	0	500,000	0	0	0	0	0	0		0	500,000		
	Property Acquisition				0	0	0	0	0	0	300,000	0	0	0	0	0		0	300,000		
	Utility Relocation				0	0	0	0	0	0	0	0	500,000	0	0	0		0	500,000		
	Construction				0	0	0	0	0	0	0	0	0	0	13,500,000	0		0	13,500,000		
																				15,300,000	
78	<u>Req. Rd. 37</u> Finch Ave. from Altona Rd. to Brock Rd. Pickering		37.1	5.8													Widen from 2 to 3 lanes. <u>Associated Works</u> Water Supply - \$5,600,000 Sanitary Sewer - \$200,000				
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0			
	E.A.				0	0	0	500,000	0	0	0	0	0	0	0	0		0	500,000		
	Design				0	0	0	0	500,000	0	0	0	0	0	0	0		0	500,000		
	Property Acquisition				0	0	0	0	0	500,000	0	0	0	0	0	0		0	500,000		
	Utility Relocation				0	0	0	0	0	0	0	1,000,000	0	0	0	0		0	1,000,000		
	Construction				0	0	0	0	0	0	0	0	16,000,000	8,000,000	0	0		0	24,000,000		
																				26,500,000	
79	<u>Req. Rd. 38</u> Whites Rd. from Bayly St. to Kingston Rd. Pickering		38.1	0.7													Beyond forecast widen road from 5 to 7 lanes, including structure widening.				
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0			
	E.A.				0	0	0	0	0	0	0	0	0	500,000	0	0		0	500,000		
	Design				0	0	0	0	0	0	0	0	0	0	500,000	0		0	500,000		
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	500,000		0	500,000		
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0		
	Construction				0	0	0	0	0	0	0	0	0	0	0	0		0	0		
																				1,500,000	
80	<u>Req. Rd. 38</u> Whites Rd. from north of Kingston Rd. to Finch Ave. Pickering		38.2	2.4													Widen road from 5 to 7 lanes, including structure replacement. <u>Associated Works</u> Water Supply - \$2,400,000				
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0			
	E.A.				0	0	300,000	0	0	0	0	0	0	0	0	0		0	300,000		
	Design				0	0	200,000	0	0	0	0	0	0	0	0	0		0	200,000		
	Property Acquisition				0	0	0	300,000	0	0	0	0	0	0	0	0		0	300,000		
	Utility Relocation				0	0	0	0	300,000	0	0	0	0	0	0	0		0	300,000		
	Construction				0	0	0	0	0	0	0	0	19,800,000	0	0	0		0	19,800,000		
																				20,900,000	

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2021	2022	2023	2024	2025	2026	2027	2028	2029				
81	<u>Reg. Rd. 38</u> Whites Rd. from south of Third Concession Rd. to Taunton Rd. Pickering	R2003	38.4	2.2													Construct new alignment to 6 lanes, with new bridge crossing of West Duffins Creek. The Region's portion shown is for 1% of the project cost. Seaton Landowners responsible for 99% of the project cost.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	400,000	0	0	0	0	0	0	0	0	0	0		0	400,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	0	0	700,000	0	0	0	0	0	0		0	700,000
																1,100,000			
82	<u>Reg. Rd. 41</u> Salem Rd. / Rossland Rd. Intersection Ajax		1.28	N/A													Intersection modifications.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	100,000	0	0	0	0	0	0	0	0	0		0	100,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	100,000	0	0	0	0	0	0	0	0		0	100,000
	Construction				0	0	0	0	1,600,000	0	0	0	0	0	0	0		0	1,600,000
																1,800,000			
83	<u>Reg. Rd. 52</u> Thornton Rd. from north of Stellar Dr. to King St. Oshawa	R1918	52.1	1.6													Widen from 2 to 4/5 lanes, with new CPR grade separation. <u>Associated Works</u> Water Supply - \$1,325,000 Sanitary Sewer - \$200,000		
	Total Prior Budget Allocations				500,000	0	0	0	0	0	0	0	0	0	0	0		0	500,000
	E.A.				0	0	200,000	0	0	0	0	0	0	0	0	0		0	200,000
	Design				0	0	800,000	0	0	0	0	0	0	0	0	0		0	800,000
	Property Acquisition				0	0	0	300,000	0	0	0	0	0	0	0	0		0	300,000
	Utility Relocation				0	0	0	0	500,000	0	0	0	0	0	0	0		0	500,000
	Construction				0	0	0	0	0	9,000,000	0	0	0	0	0	0		0	9,000,000
																11,300,000			
84	<u>Reg. Rd. 53</u> Stevenson Rd. / Phillip Murray Ave. Intersection Oshawa		1.42	N/A													Intersection modifications.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	70,000	0	0	0	0	0	0	0	0	0		0	70,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	50,000	0	0	0	0	0	0	0	0		0	50,000
	Construction				0	0	0	0	400,000	0	0	0	0	0	0	0		0	400,000
																520,000			
85	<u>Reg. Rd. 53</u> Stevenson Rd. from CPR Belleville to Bond St. Oshawa	R1819	53.1	1.2													Widen road from 4 to 5 lanes. <u>Associated Works</u> Water Supply - \$1,350,000 (Hwy 401 - Bond St.) Sanitary Sewer - \$920,000		
	Total Prior Budget Allocations				900,000	0	0	0	0	0	0	0	0	0	0	0		0	900,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition				0	200,000	0	0	0	0	0	0	0	0	0	0		0	200,000
	Utility Relocation				0	0	0	0	400,000	0	0	0	0	0	0	0		0	400,000
	Construction				0	0	0	0	0	7,300,000	0	0	0	0	0	0		0	7,300,000
																8,800,000			

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2021	2022	2023	2024	2025	2026	2027	2028	2029				
86	<u>Reg. Rd. 53</u> Stevenson Rd. from Bond St. to Rossland Rd. Oshawa	R1820	53.2	2.0													Widen road from 3/4 to 5 lanes. <u>Associated Works</u> Water Supply - \$3,600,000		
	Total Prior Budget Allocations						800,000	0	0	0	0	0	0	0	0	0		0	800,000
	E.A.						0	0	0	0	0	0	0	0	0	0		0	0
	Design						0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition						0	0	0	0	100,000	0	0	0	0	0		0	100,000
	Utility Relocation						0	0	0	0	0	400,000	0	0	0	0		0	400,000
	Construction						0	0	0	0	0	0	13,000,000	0	0	0		0	13,000,000
													14,300,000						
87	<u>Reg. Rd. 55</u> Townline Rd. from Beatrice Rd. to Taunton Rd. Oshawa/Clarington	R1821	55.3	0.9													Widen and urbanize road from 2 to 3 lanes from Whitelaw Ave to Taunton Road and storm sewer from Beatrice Street to Taunton Road.		
	Total Prior Budget Allocations						350,000	0	0	0	0	0	0	0	0	0		0	350,000
	E.A.						0	0	0	0	0	0	0	0	0	0		0	0
	Design						0	20,000	0	0	0	0	0	0	0	0		0	20,000
	Property Acquisition						0	80,000	0	0	0	0	0	0	0	0		0	80,000
	Utility Relocation						0	0	0	0	0	0	0	0	0	0		0	0
	Construction						0	200,000	1,400,000	0	0	0	0	0	0	0		0	1,600,000
													2,050,000						
88	<u>Reg. Rd. 56</u> Farewell St. from Harbour Rd. to Bloor St. Oshawa	R1720	N/A	1.6													Road rehabilitation/reconstruction. <u>Associated Works</u> Water Supply - \$660,000		
	Total Prior Budget Allocations						350,000	0	0	0	0	0	0	0	0	0		0	350,000
	E.A.						0	0	0	0	0	0	0	0	0	0		0	0
	Design						0	200,000	0	0	0	0	0	0	0	0		0	200,000
	Property Acquisition						0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation						0	0	0	0	0	0	0	0	0	0		0	0
	Construction						0	250,000	3,500,000	0	0	0	0	0	0	0		0	3,750,000
													4,300,000						
89	<u>Reg. Rd. 57</u> Bowmanville Ave. from Baseline Rd. to south of Reg. Hwy 2 Clarington	R1721	57.1	1.7													Widen road to 4 lanes from Baseline Rd. to S. of Hwy 2, including structure widening. <u>Associated Works</u> Water Supply - \$410,000 Sanitary Sewer - \$475,000		
	Total Prior Budget Allocations						1,300,000	0	0	0	0	0	0	0	0	0		0	1,300,000
	E.A.						0	0	0	0	0	0	0	0	0	0		0	0
	Design						0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition						0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation						0	0	0	0	0	0	0	0	0	0		0	0
	Construction						0	0	0	15,400,000	0	0	0	0	0	0		0	15,400,000
													16,700,000						
90	<u>Reg. Rd. 57</u> Bowmanville Ave. from south of Reg. Hwy 2 to north of Stevens Rd. Clarington	R1309	57.1 1.45	0.5													Intersection modifications at Reg. Hwy. 2 and Stevens Rd. <u>Associated Works</u> Sanitary Sewer - \$2,700,000		
	Total Prior Budget Allocations						1,680,000	0	0	0	0	0	0	0	0	0		0	1,680,000
	E.A.						0	0	0	0	0	0	0	0	0	0		0	0
	Design						0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition						0	200,000	0	0	0	0	0	0	0	0		0	200,000
	Utility Relocation						0	300,000	0	0	0	0	0	0	0	0		0	300,000
	Construction						0	0	8,400,000	0	0	0	0	0	0	0		0	8,400,000
													10,580,000						

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS					
							2021	2022	2023	2024	2025	2026	2027	2028	2029							
91	<u>Req. Rd. 57</u> Bowmanville Ave. from north of Stevens Rd. to Nash Rd. Clarington		57.2	1.3														Widen road to 4 lanes from north of Stevens Rd. to Nash Rd. <u>Associated Works</u> Sanitary Sewer - \$1,340,000				
	Total Prior Budget Allocations						0	0	0	0	0	0	0	0	0	0			0	0		
	E.A.						0	0	0	0	0	0	0	0	0	0			0	0	0	
	Design						0	0	0	500,000	0	0	0	0	0	0			0	0	0	500,000
	Property Acquisition						0	0	0	0	100,000	0	0	0	0	0			0	0	0	100,000
	Utility Relocation						0	0	0	0	0	500,000	0	0	0	0			0	0	0	500,000
	Construction						0	0	0	0	0	0	0	8,000,000	0	0			0	0	0	8,000,000
														<u>9,100,000</u>								
92	<u>Req. Rd. 57</u> Bowmanville Ave. from Taunton Rd. to Hwy 407 Clarington	R1722	N/A	2.1														Road rehabilitation/reconstruction in conjunction with bridge rehabilitation.				
	Total Prior Budget Allocations						300,000	0	0	0	0	0	0	0	0	0			0	0	300,000	
	E.A.						0	0	0	0	0	0	0	0	0	0			0	0	0	0
	Design						0	200,000	0	0	0	0	0	0	0	0			0	0	0	200,000
	Property Acquisition						0	0	0	0	0	0	0	0	0	0			0	0	0	0
	Utility Relocation						0	0	0	0	0	0	0	0	0	0			0	0	0	0
	Construction						0	0	0	1,500,000	0	0	0	0	0	0			0	0	0	1,500,000
														<u>2,000,000</u>								
93	<u>Req. Rd. 57</u> Bowmanville Ave. / Concession 7 Intersection Clarington	R1919	1.46	N/A														Intersection modifications.				
	Total Prior Budget Allocations						50,000	0	0	0	0	0	0	0	0	0			0	0	50,000	
	E.A.						0	0	0	0	0	0	0	0	0	0			0	0	0	0
	Design						0	0	200,000	0	0	0	0	0	0	0			0	0	0	200,000
	Property Acquisition						0	0	0	100,000	0	0	0	0	0	0			0	0	0	100,000
	Utility Relocation						0	0	0	0	100,000	0	0	0	0	0			0	0	0	100,000
	Construction						0	0	0	0	0	1,700,000	0	0	0	0			0	0	0	1,700,000
														<u>2,150,000</u>								
94	<u>Req. Rd. 58</u> Manning Rd. / Adelaide Ave. Interconnection from Garrard Rd. to Thornton Rd. Whitby / Oshawa	R0517	58.1	0.5														Construct new road to 3 lanes with new crossing of Corbett Creek. <u>Associated Works</u> Water Supply - \$930,000				
	Total Prior Budget Allocations						2,360,000	0	0	0	0	0	0	0	0	0			0	0	2,360,000	
	E.A.						0	0	0	0	0	0	0	0	0	0			0	0	0	0
	Design						0	0	0	0	0	0	0	0	0	0			0	0	0	0
	Property Acquisition						0	0	6,000,000	0	0	0	0	0	0	0			0	0	0	6,000,000
	Utility Relocation						0	0	0	0	0	0	0	0	0	0			0	0	0	0
	Construction						0	0	0	0	0	12,000,000	0	0	0	0			0	0	0	12,000,000
														<u>20,360,000</u>								
95	<u>Req. Rd. 58</u> Adelaide Ave. from Townline Rd. to Trulls Rd. Clarington	R0806	58.2	2.0														Construct new bridge crossing of Farewell Creek and construct new 3 lane road. <u>Associated Works</u> Sanitary Sewer - \$14,800,000				
	Total Prior Budget Allocations						1,500,000	0	0	0	0	0	0	0	0	0			0	0	1,500,000	
	E.A.						0	0	0	0	0	0	0	0	0	0			0	0	0	0
	Design						0	0	500,000	0	0	0	0	0	0	0			0	0	0	500,000
	Property Acquisition						0	0	0	0	2,500,000	2,500,000	0	0	0	0			0	0	0	5,000,000
	Utility Relocation						0	0	0	0	0	0	250,000	0	0	0			0	0	0	250,000
	Construction						0	0	0	0	0	0	0	0	22,000,000	0			0	0	0	22,000,000
														<u>29,250,000</u>								

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2021	2022	2023	2024	2025	2026	2027	2028	2029			
96	<u>Req. Rd. 59</u> Gibb St. from east of Stevenson Rd. to Simcoe St. Oshawa	R0604	59.1	1.4													2020 Glazier Medical Centre parking lot reconstruction. 2022 widen road from 3 to 4 lanes. <u>Associated Works</u> Water Supply - \$1,850,000 Sanitary Sewer - \$450,000	
	Total Prior Budget Allocations				11,250,000	0	0	0	0	0	0	0	0	0	0	0		11,250,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	1,100,000	0	0	0	0	0	0	0	0	0		1,100,000
	Construction				0	500,000	0	9,150,000	0	0	0	0	0	0	0	0		9,650,000
																		22,000,000
97	<u>Req. Rd. 59</u> Olive Ave. from Simcoe St. to Drew St. Oshawa	R2008	N/A	0.6													Road rehabilitation/reconstruction in conjunction with water/sewer project. <u>Associated Works</u> Water Supply - \$1,350,000 Sanitary Sewer - \$1,340,000	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		
	Design				0	0	0	0	0	0	0	0	0	0	0	0		
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		
	Construction				0	500,000	0	0	0	0	0	0	0	0	0	0		500,000
																		500,000
98	<u>Req. Rd. 59</u> Gibb St. / Olive Ave. Interconnection from Simcoe St. to Ritson Rd. Oshawa	R0116	59.2	1.0													Construct new road and widen existing from 2/3 to 4/5 lanes. <u>Associated Works</u> Water Supply - \$450,000 Sanitary Sewer - \$520,000	
	Total Prior Budget Allocations				7,586,000	0	0	0	0	0	0	0	0	0	0	0		7,586,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	700,000	0	0	0	0	0	0	0	0		700,000
	Property Acquisition				0	1,000,000	500,000	550,000	0	0	0	0	0	0	0	0		2,050,000
	Utility Relocation				0	0	0	0	950,000	0	0	0	0	0	0	0		950,000
	Construction				0	0	0	0	0	9,200,000	0	0	0	0	0	0		9,200,000
																		20,486,000
99	<u>Req. Rd. 60</u> Wentworth St. from Simcoe St. to Farewell St. Oshawa	R1823	N/A	1.5													Road rehabilitation/reconstruction. <u>Associated Works</u> Water Supply - \$1,550,000	
	Total Prior Budget Allocations				200,000	0	0	0	0	0	0	0	0	0	0	0		200,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	100,000	0	0	0	0	0	0	0	0	0	0		100,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	50,000	0	0	0	0	0	0	0	0	0	0		50,000
	Construction				0	0	2,500,000	0	0	0	0	0	0	0	0	0		2,500,000
																		2,850,000
100	<u>Req. Hwy. 2</u> Regional Highway 2 from Townline Rd. to Courtice Rd. Clarington		102.5	2.9													Modify corridor	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	400,000	0	0	0	0	0	0	0		400,000
	Design				0	0	0	0	0	200,000	0	0	0	0	0	0		200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	200,000	0	0	0	0		200,000
	Construction				0	0	0	0	0	0	0	0	0	3,500,000	0	0		3,500,000
																		4,300,000

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2021	2022	2023	2024	2025	2026	2027	2028	2029				
101	Reg. Hwy 2 Regional Highway 2 / Lambs Rd. Intersection Clarington	R1922	1.48	N/A													Intersection modifications.		
	Total Prior Budget Allocations				50,000	0	0	0	0	0	0	0	0	0	0	0		0	50,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Design				0	150,000	0	0	0	0	0	0	0	0	0	0		0	150,000
	Property Acquisition				0	0	50,000	0	0	0	0	0	0	0	0	0		0	50,000
	Utility Relocation				0	0	0	100,000	0	0	0	0	0	0	0	0		0	100,000
	Construction				0	0	0	0	1,150,000	0	0	0	0	0	0	0		0	1,150,000
															1,500,000				
102	Reg. Hwy 12 Baldwin St. from north of Taunton Rd. to north of Garden St. Whitby	R1623	112.2	3.0													Widen road from 2 to 4/5 lanes.		
	Total Prior Budget Allocations				1,000,000	0	0	0	0	0	0	0	0	0	0	0		1,000,000	
	E.A.				0	500,000	0	0	0	0	0	0	0	0	0	0		500,000	
	Design				0	0	500,000	0	0	0	0	0	0	0	0	0		500,000	
	Property Acquisition				0	0	0	500,000	0	0	0	0	0	0	0	0		500,000	
	Utility Relocation				0	0	0	0	1,400,000	0	0	0	0	0	0	0		1,400,000	
	Construction				0	0	0	0	0	13,000,000	0	0	0	0	0	0		13,000,000	
														16,900,000					
103	Reg. Hwy 47 Regional Highway 47, from York Durham Line to Goodwood Rd. Uxbridge		147.1	3.4													Widen from 2 to 4 lanes with realignment at Goodwood.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	500,000	0	0	0	0	0	0	0	0		500,000	
	Design				0	0	0	0	500,000	0	0	0	0	0	0	0		500,000	
	Property Acquisition				0	0	0	0	0	500,000	0	0	0	0	0	0		500,000	
	Utility Relocation				0	0	0	0	0	0	1,000,000	0	0	0	0	0		1,000,000	
	Construction				0	0	0	0	0	0	0	10,000,000	0	0	0	0		10,000,000	
														12,500,000					
104	Reg. Hwy 47 Regional Highway 47 / Concession 6 Intersection Uxbridge	R1826	1.49	N/A													Intersection modifications.		
	Total Prior Budget Allocations				350,000	0	0	0	0	0	0	0	0	0	0	0		350,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Property Acquisition				0	0	50,000	0	0	0	0	0	0	0	0	0		50,000	
	Utility Relocation				0	0	0	100,000	0	0	0	0	0	0	0	0		100,000	
	Construction				0	0	0	0	1,200,000	0	0	0	0	0	0	0		1,200,000	
														1,700,000					
Widenings, Reconstructions, Rehabilitations, New Connections and Intersection / Corridor Modifications Totals					111,234,459	63,000,000	71,670,000	79,450,000	65,300,000	61,200,000	80,450,000	94,200,000	83,500,000	78,250,000	86,100,000	874,354,459			

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2021	2022	2023	2024	2025	2026	2027	2028	2029		
Other Capital Program Items																	
105	Miscellaneous Road and Storm Sewer	M2053	N/A		400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,400,000	
106	Road Resurfacing and Rehabilitation	R2097	N/A		350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,850,000	Allowance for resurfacing/rehabilitation projects preparatory activities (design/property/utility relocation).
107	Road Resurfacing and Rehabilitation Program	R2098	N/A		530,000	965,000	2,500,000	2,500,000	2,600,000	2,600,000	2,700,000	2,800,000	2,900,000	3,000,000	3,000,000	26,095,000	
108	Locations	R2099	N/A		5,625,000	4,210,000	8,000,000	37,250,000	35,750,000	39,400,000	41,850,000	41,750,000	35,750,000	41,650,000	41,650,000	332,885,000	
109	Bridge and Pavement Management Program	M2054	O.1		250,000	300,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,800,000	Allowance for annual inventory updates and needs analysis (Structures portion to include biennial OSIM inspections, enhanced inspections, structural support services).
110	Signal Installation Program	M2021	I.99		1,700,000	1,700,000	1,700,000	1,700,000	1,825,000	1,825,000	1,825,000	1,825,000	1,825,000	1,950,000	1,950,000	19,825,000	New traffic signals, upgrades and underground infrastructure modifications.
111	Signal Modernization Program	M2022	N/A		1,220,000	1,220,000	1,305,000	1,220,000	1,240,000	1,270,000	1,295,000	1,325,000	1,150,000	1,180,000	1,205,000	13,630,000	Operational modifications and life-cycle upgrades.
112	Accessible Pedestrian Signal (APS) Installation Program	T2046	N/A		600,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	8,850,000	Accessible pedestrian signals and infrastructure modifications to conform with AODA.
113	Advance Traffic Management Systems (ATMS) Upgrades	T2041	N/A		100,000	1,060,000	100,000	100,000	100,000	100,000	200,000	100,000	100,000	100,000	700,000	2,760,000	System replacement, display wall upgrades, infrastructure modifications.
114	Road Safety Program	M2052	N/A		700,000	800,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	6,000,000	Roadside protection upgrades, Durham Vision Zero and Road Safety Engineering Studies.
114A	Durham Vision Zero Program	T2070	N/A		0	1,150,000	1,300,000	725,000	675,000	650,000	500,000	0	0	0	0	5,000,000	Durham Vision Zero Initiatives.
115	Intelligent Transportation System (ITS) Projects	T2040	O.6		910,000	710,000	515,000	655,000	510,000	700,000	695,000	505,000	455,000	550,000	425,000	6,630,000	Traveler Information, Systems Integration, Incident Management
116	Uninterruptible Power Supply (UPS) Installation Program	T2050	N/A		150,000	150,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,800,000	Annual installation program developed based on a priority criteria matrix.
117	Engineering Activities	M2055	O.1		450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	4,950,000	Allowance for growth related staff and consultant engineering work required at locations not identified in current capital program.
118	Property Acquisition	M2028	O.2		125,000	400,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,425,000	Allowance for growth related land purchases at locations not identified in current capital program.
119	Roadside Landscaping Projects	M2029	O.3		200,000	200,000	250,000	250,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,950,000	Allowance for boulevard enhancements (i.e. tree planting), replace dead ash trees.
120	Transportation Plans and Studies	R1009	O.5		150,000	150,000	150,000	150,000	150,000	150,000	500,000	150,000	150,000	150,000	150,000	2,000,000	Allowance to address TMP recommended actions and TMP updates.
121	Contingencies Development Related	M2030	O.4		335,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,335,000	
122	Contingencies Non-Development Related	M2031	N/A		50,000	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	
123	Regional Share of Services for Residential Subdivision Development	M2010	O.8		1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	300,000	300,000	300,000	300,000	300,000	11,100,000	Allowance for Region's share of road and storm infrastructure costs associated with development.
Other Capital Program Items Totals					15,445,000	16,765,000	21,220,000	49,950,000	48,400,000	52,245,000	53,815,000	52,705,000	46,580,000	52,830,000	53,330,000	463,285,000	

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL PROJECT COST	DESCRIPTION AND REMARKS
Structure Rehabilitations and Replacements																	
124	Structure Investigation Program	R2004	N/A		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	Allowance to complete structure investigations, including deck condition surveys, timber investigations, structural evaluations, load limit assessments, etc.
125	Bridge Deck Repairs Program	R2005	N/A		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000	Allowance for concrete bridge deck repairs, including spall repairs, deck waterproofing, barrier wall upgrades, etc.
126	Expansion Joint Replacement Program	R2006	N/A		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000	Allowance to replace expansion joints.
127	Culvert Repairs Program	R2007	N/A		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000	Allowance to repair culverts, including linings, concrete repairs, extensions, installing headwalls, etc.
128	<u>Reg. Rd. 2</u> Simcoe St. / Oshawa Creek Bridge, 0.75 km north of Taunton Rd. Oshawa	R1624	N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				325,000	0	0	0	0	0	0	0	0	0	0	325,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	
	Construction				0	4,825,000	0	0	0	0	0	0	0	0	0	4,825,000	
																5,150,000	
129	<u>Reg. Rd. 2</u> CPR Over Simcoe St. Bridge, 0.92 km north of Snowridge Ct. Oshawa	R2009	N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	
	Construction				0	500,000	0	0	0	0	0	0	0	0	0	500,000	
																500,000	
130	<u>Reg. Rd. 2</u> Seagrave Bridge, 0.55 km south of Saintfield Rd. Scugog		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	
	Design				0	0	150,000	0	0	0	0	0	0	0	0	150,000	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	
	Construction				0	0	0	0	2,000,000	0	0	0	0	0	0	2,000,000	
																2,150,000	
131	<u>Reg. Rd. 3</u> Bickle Bridge, 1.1 km east of Thickson Rd. Whitby		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	
	Design				0	0	0	0	125,000	0	0	0	0	0	0	125,000	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	
	Construction				0	0	0	0	0	0	2,000,000	0	0	0	0	2,000,000	
																2,125,000	

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL PROJECT COST	DESCRIPTION AND REMARKS
132	Reg. Rd. 3 Winchester Rd. Culvert, 0.3 km west of Given Rd. Oshawa		N/A	N/A													Culvert rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	75,000	0	0	0	0	0	0	0	0	75,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	1,000,000	0	0	0	0	0	0	1,000,000
																1,075,000	
133	Reg. Rd. 3 Enniskillen Bridge, 2.1 km west of Scugog Rd. Clarington		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	200,000	0	0	0	0	0	0	0	0	200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	0	2,400,000	0	0	0	0	0	2,400,000
																2,600,000	
134	Reg. Rd. 4 W.A. Twelvetrees Bridge, 0.3 km east of Whites Rd. Pickering	R1111	N/A	N/A													Bridge rehabilitation of existing 4 lane structure. Timing subject to coordination with future widening of structure.
	Total Prior Budget Allocations				220,000	0	0	0	0	0	0	0	0	0	0	0	220,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0	0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	2,100,000	0	0	0	0	0	0	0	0	2,100,000
																2,320,000	
135	Reg. Rd. 4 Taunton Rd. Culvert, 0.9 km east of Courtice Rd. Clarington		N/A	N/A													Culvert rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	75,000	0	0	0	0	0	0	0	0	75,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	1,000,000	0	0	0	0	0	0	1,000,000
																1,075,000	
136	Reg. Rd. 4 Hampton Bridge, 1.0 km west of Bowmanville Ave. Clarington	R1923	N/A	N/A													Bridge rehabilitation/replacement in conjunction with road rehabilitation.
	Total Prior Budget Allocations				200,000	0	0	0	0	0	0	0	0	0	0	0	200,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0	0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	1,700,000	0	0	0	0	0	0	0	1,700,000
																1,900,000	

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2021	2022	2023	2024	2025	2026	2027	2028	2029		
137	<u>Req. Rd. 4</u> Soper Creek Bridge, 2.97 km east of Liberty St. Clarington		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	125,000	0	0	0	0	0	0	0	0	0	125,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	1,500,000	0	0	0	0	0	0	0	1,500,000
																	1,625,000
138	<u>Req. Rd. 4</u> Wilmot Creek Bridge, 1.3 km east of Regional Road 42 Clarington		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	0	0	125,000	0	0	0	0	0	0	125,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	0	0	2,000,000	0	0	0	0	2,000,000
																	2,125,000
139	<u>Req. Rd. 5</u> Lot 20 Concession 8/9 Bridge, 0.5 km east of Sideroad 20 Scugog		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	0	0	0	0	0	0	0	50,000	0	50,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	0	0	0	0	0	0	0	0
																	50,000
140	<u>Req. Rd. 6</u> Saintfield Rd. Bridge, 4 km east of Highway 12 Scugog	R1626	N/A	N/A													Replace bridge over Layton River.
	Total Prior Budget Allocations				400,000	0	0	0	0	0	0	0	0	0	0	0	400,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0	0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	2,500,000	0	0	0	0	0	0	0	0	2,500,000
																	2,900,000

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
141	<u>Reg. Rd. 8</u> Siloam Bridge, 0.75 km west of Uxbridge Township Concession Rd. 3 Uxbridge	R1409	N/A	N/A													Bridge rehabilitation.		
	Total Prior Budget Allocations				300,000	0	0	0	0	0	0	0	0	0	0	0		0	300,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	1,100,000	0	0	0	0	0	0	0	0		0	0
																	1,400,000		
142	<u>Reg. Rd. 8</u> Reach St. Culvert, 0.4 km east of Lake Ridge Rd. Scugog		N/A	N/A													Culvert rehabilitation.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	75,000	0	0	0		0	75,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	0	0	0	0	0	0	0	0	1,000,000		0	1,000,000
																	1,075,000		
143	<u>Reg. Rd. 8</u> Nonquon Bridge, 0.45 km west of Highway 12 Scugog	R1924	N/A	N/A													Replace bridge over Nonquon River.		
	Total Prior Budget Allocations				100,000	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	200,000	0	0	0	0	0	0	0	0	0		0	200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	0	2,750,000	0	0	0	0	0	0	0		0	2,750,000
																	3,050,000		
144	<u>Reg. Rd. 11</u> Smith Bridge, 1.1 km west of Uxbridge Township Concession Road 3 Uxbridge	R1925	N/A	N/A													Bridge rehabilitation.		
	Total Prior Budget Allocations				100,000	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	1,300,000	0	0	0	0	0	0	0	0		0	1,300,000
																	1,400,000		
145	<u>Reg. Rd. 12</u> Dobson Bridge, 0.2 km east of McRae St. Brock		N/A	N/A													Bridge rehabilitation.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	125,000	0	0	0	0	0	0		0	125,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	0	0	0	0	0	0	1,500,000	0	0		0	1,500,000
																	1,625,000		

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS			
							2021	2022	2023	2024	2025	2026	2027	2028	2029					
146	<u>Reg. Rd. 13</u> Laurie Bridge, Zephyr Rd., 0.95 km west of Concession Road VI Uxbridge	R1926	N/A	N/A													Bridge rehabilitation.			
	Total Prior Budget Allocations				100,000	0	0	0	0	0	0	0	0	0	0	0		0	100,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Construction				0	0	0	1,300,000	0	0	0	0	0	0	0	0		0	0	1,300,000
																1,400,000				
147	<u>Reg. Rd. 15</u> Beaverton River Bridge, 0.1 km west of Highway 12 Brock	R1628	N/A	N/A													Bridge rehabilitation.			
	Total Prior Budget Allocations				300,000	0	0	0	0	0	0	0	0	0	0	0		0	300,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Construction				0	0	4,200,000	0	0	0	0	0	0	0	0	0		0	4,200,000	
																4,500,000				
148	<u>Reg. Rd. 15</u> McRae Bridge, 1.0 km west of Thorah Sideroad Brock		N/A	N/A													Bridge rehabilitation.			
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Design				0	0	0	0	0	0	125,000	0	0	0	0	0		0	0	125,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Construction				0	0	0	0	0	0	0	0	0	2,000,000	0	0		0	2,000,000	
																2,125,000				
149	<u>Reg. Rd. 16</u> Ritson Rd. Over CPR Bridge, 0.2 km south of Olive Ave. Oshawa	R1629	N/A	N/A													Bridge rehabilitation. Coordinate with Metrolinx extension to Bowmanville.			
	Total Prior Budget Allocations				250,000	0	0	0	0	0	0	0	0	0	0	0		0	250,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Construction				0	0	4,200,000	0	0	0	0	0	0	0	0	0		0	4,200,000	
																4,450,000				
150	<u>Reg. Rd. 16</u> Ritson Rd. Over CNR Bridge, 0.2 km south of Bloor St. Oshawa	R1411	N/A	N/A													Bridge rehabilitation. 50% of costs to be recovered from CNR as per Board Order No. 98034			
	Total Prior Budget Allocations				240,000	0	0	0	0	0	0	0	0	0	0	0		0	240,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Construction				0	0	0	0	4,000,000	0	0	0	0	0	0	0		0	4,000,000	
																4,240,000				

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL PROJECT COST	DESCRIPTION AND REMARKS
151	<u>Req. Rd. 16</u> Ritson Rd. Lot 8/9 Concession 4 Culvert, 0.01 km North of Given Rd. Oshawa		N/A	N/A													Culvert rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	75,000	0	0	0	0	0	0	0	0	75,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	1,000,000	0	0	0	0	0	0	1,000,000
																1,075,000	
152	<u>Req. Rd. 18</u> Newtonville Rd. Culvert, 0.37 km south of Concession Rd. 3 Clarington		N/A	N/A													Culvert rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	75,000	0	0	0	0	0	0	0	0	75,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	1,000,000	0	0	0	0	0	0	1,000,000
																1,075,000	
153	<u>Req. Rd. 18</u> Newtonville Rd. Culvert, 0.1 km north of Concession Rd. 4 Clarington		N/A	N/A													Culvert rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	75,000	0	0	0	0	0	0	0	0	75,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	1,000,000	0	0	0	0	0	0	1,000,000
																1,075,000	
154	<u>Req. Rd. 18</u> Kendal Bridge, 1.18 km south of Ganaraska Rd. Clarington		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	0	0	0	0	0	125,000	0	0	0	125,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	0	0	0	0	0	2,000,000	2,000,000	
																2,125,000	
155	<u>Req. Rd. 22</u> Bloor St. W. Over Oshawa Creek, 0.2 km west of Simcoe St. S. Oshawa		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0
	Design				0	0	0	0	200,000	0	0	0	0	0	0	0	200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction				0	0	0	0	0	0	2,500,000	0	0	0	0	2,500,000	
																2,700,000	

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
156	<u>Reg. Rd. 22</u> Bloor St. E. Over Harmony Creek Bridge, 0.15 km east of Harmony Rd. Oshawa		N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	50,000	0	0	0	0	0	0	0	0	0		50,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	350,000	0	0	0	0	0	0	0		350,000
																400,000		
157	<u>Reg. Rd. 23</u> Beaverton Bridge, 50 m north of Simcoe St. Brock	R1209	N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations				200,000	0	0	0	0	0	0	0	0	0	0	0		200,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	3,300,000	0	0	0	0	0	0	0	0	0		3,300,000
																3,500,000		
158	<u>Reg. Rd. 23</u> White's Creek Bridge, 1.45 km north of Simcoe St. Brock	R1827	N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations				750,000	0	0	0	0	0	0	0	0	0	0	0		750,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	50,000	0	0	0	0	0	0	0	0	0	0		50,000
																800,000		
159	<u>Reg. Rd. 24</u> Church St. Bridge, 0.13 km south of Highway 401 Ajax		N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	200,000		200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	0	0	0	0	0	0		0
																200,000		
160	<u>Reg. Rd. 26</u> Thickson Rd. Culvert at Wentworth St. Whitby		N/A	N/A													Culvert rehabilitation.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	75,000	75,000		75,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	0	0	0	0	0	0		0
																75,000		

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2021	2022	2023	2024	2025	2026	2027	2028	2029				
161	<u>Reg. Rd. 28</u> Rossland Rd. Over Oshawa Creek, 0.45 km east of Park Rd. Oshawa	R1927	N/A	N/A													Bridge rehabilitation.		
	Total Prior Budget Allocations				250,000	0	0	0	0	0	0	0	0	0	0	0		250,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	0	0	0	3,900,000	0	0	0	0	0	0	0		0	3,900,000
																	4,150,000		
162	<u>Reg. Rd. 29</u> Liverpool Rd. Over CNR Bridge, 0.1 km north of Bayly St. Pickering	R1630	N/A	N/A													Beyond forecast bridge rehabilitation.		
	Total Prior Budget Allocations				100,000	0	0	0	0	0	0	0	0	0	0	0		100,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	150,000	0	0		0	150,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	0	0	0	0	0	0	0	0	0		2,500,000	2,500,000
																	2,750,000		
163	<u>Reg. Rd. 31</u> Westney Rd. Over CPR Bridge, 0.4 km north of Taunton Rd. Ajax		N/A	N/A													Bridge rehabilitation.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	200,000	0	0	0	0	0	0	0		0	200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	0	0	0	0	0	2,500,000	0	0	0		0	2,500,000
																	2,700,000		
164	<u>Reg. Rd. 31</u> Bayles Bridge, 2.8 km east of Brock Rd. Ajax		N/A	N/A													Bridge rehabilitation.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	175,000	0	0	0	0	0		0	175,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	0	0	0	0	0	0	2,000,000	0	0		0	2,000,000
																	2,175,000		
165	<u>Reg. Rd. 33</u> Harmony Rd. Over CPR Bridge, 0.2 km south of Olive Ave. Oshawa		N/A	N/A													Bridge rehabilitation. Coordinate with Metrolinx extension to Bowmanville.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	200,000	0	0	0	0	0	0	0		0	200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0
	Construction				0	0	0	0	0	0	0	0	0	2,500,000	0	0		0	2,500,000
																	2,700,000		

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2021	2022	2023	2024	2025	2026	2027	2028	2029			
166	<u>Reg. Rd. 33</u> Hoskin Bridge, 0.55 km north of Rossland Rd. East Oshawa		N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	125,000	0	0	0	0	0		125,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	0	0	2,000,000	0	0	2,000,000		0
																2,125,000		
167	<u>Reg. Rd. 35</u> Wilson Rd. North Pedestrian Underpass, 0.69 km north of Rossland Rd. East Oshawa		N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	100,000	0	0	0	0		100,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	0	0	0	1,500,000	0	1,500,000		0
																1,600,000		
168	<u>Reg. Rd. 46</u> Brock St. Over CNR Bridge, 0.1 km south of Hwy. 401 Whitby	R1724	N/A	N/A	150,000	0											Bridge rehabilitation.	
	Total Prior Budget Allocations				150,000	0	0	0	0	0	0	0	0	0	0	0		150,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	1,750,000	0	0	0	0	1,750,000		0
																1,900,000		
169	<u>Reg. Rd. 50</u> Morgan Bridge, 3.1 km east of Reg. Rd. 51 Brock		N/A	N/A													Bridge rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	200,000	0	0	0	0	0	0		200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	0	2,000,000	0	0	0	2,000,000		0
																2,200,000		
170	<u>Reg. Rd. 53</u> Stevenson Rd. Over CNR Bridge, 0.9 km north of Wentworth St. Oshawa		N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	200,000	0	0	0	0	0		200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	0	0	2,500,000	0	0	2,500,000		0
																2,700,000		

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2021	2022	2023	2024	2025	2026	2027	2028	2029			
171	Reg. Rd. 53 Stevenson Rd. Over CPR Bridge, 0.4 km north of Lavelle St. Oshawa		N/A	N/A													Bridge rehabilitation. Coordinate with Metrolinx extension to Bowmanville.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	200,000	0	0	0	0	0	0		200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	0	0	2,500,000	0	0	0		2,500,000
																2,700,000		
172	Reg. Rd. 54 Park Rd. Over CPR Bridge, 0.48 km south of Gibb St. Oshawa		N/A	N/A													Beyond forecast bridge rehabilitation. Coordinate with Metrolinx extension to Bowmanville.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	150,000	0	0	0	0		150,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	0	0	0	0	0	2,000,000	0		2,000,000
																2,150,000		
173	Reg. Rd. 57 Bowmanville Creek Bridge, 1.9 km north of Region Highway 2 Clarington	R1529	N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations				150,000	0	0	0	0	0	0	0	0	0	0	0		150,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	50,000	0	0	0	0	0	0	0	0		50,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	0	0	0	2,500,000	0	0	0	0	0	0		2,500,000
																2,700,000		
174	Reg. Rd. 57 Robins Bridge, 0.77 km north of Taunton Rd. Clarington	R1728	N/A	N/A													Bridge rehabilitation in conjunction with road rehabilitation.	
	Total Prior Budget Allocations				100,000	0	0	0	0	0	0	0	0	0	0	0		100,000
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	1,500,000	0	0	0	0	0	0	0	0	0		1,500,000
																1,600,000		
175	Reg. Rd. 57 Bowmanville Ave. South Culvert, 0.4km north of Taunton Rd. Clarington		N/A	N/A													Culvert rehabilitation in conjunction with road rehabilitation.	
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0
	Construction				0	0	350,000	0	0	0	0	0	0	0	0	0		350,000
																350,000		

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2021	2022	2023	2024	2025	2026	2027	2028	2029				
176	<u>Req. Rd. 57</u> Bowmanville Ave. North Culvert, 2.8km north of Taunton Rd. Clarington		N/A	N/A													Culvert rehabilitation in conjunction with road rehabilitation.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	0	225,000	0	0	0	0	0	0	0	0	0		0	225,000
																	225,000		
177	<u>Req. Rd. 57</u> Burketon CPR Bridge, 3.3 km south of Shirley Rd. Clarington	R1633	N/A	N/A													Bridge Replacement.		
	Total Prior Budget Allocations				950,000	0	0	0	0	0	0	0	0	0	0	0		950,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	50,000	0	0	0	0	0	0	0	0	0		0	50,000
	Construction				0	0	0	4,000,000	0	0	0	0	0	0	0	0		0	4,000,000
																	5,000,000		
178	<u>Req. Rd. 58</u> Manning Rd. Culvert, 0.3 km east of Thickson Rd Whitby	R1634	N/A	N/A													Culvert rehabilitation.		
	Total Prior Budget Allocations				25,000	0	0	0	0	0	0	0	0	0	0	0		25,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	50,000	0	0	0	0	0	0	0	0		0	50,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	0	0	0	0	1,000,000	0	0	0	0	0	0		0	1,000,000
																	1,075,000		
179	<u>Req. Rd. 58</u> Adelaide Ave. W. Over Oshawa Creek Bridge, 0.6 km west of Simcoe St. Oshawa		N/A	N/A													Bridge rehabilitation.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	180,000	0	0	0	0	0	0	0	0		0	180,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	0	0	0	0	2,400,000	0	0	0	0	0	0		0	2,400,000
																	2,580,000		
180	<u>Req. Rd. 58</u> Adelaide Ave. Culvert, 0.05 km west of Wilson Rd. Oshawa		N/A	N/A													Culvert rehabilitation.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	75,000	0	0	0	0	0		0	75,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	0	0	0	0	0	0	0	0	1,000,000	0	0		0	1,000,000
																	1,075,000		

REGION OF DURHAM, WORKS DEPARTMENT

DRAFT 2020 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2020	2020 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS			
							2021	2022	2023	2024	2025	2026	2027	2028	2029					
181	<u>Reg. Rd. 58</u> Adelaide Ave. Culvert, 0.7 km east of Wilson Rd. Oshawa	R2010	N/A	N/A													Culvert rehabilitation.			
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0		0		
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0		0	0	
	Construction				0	150,000	0	0	0	0	0	0	0	0	0	0		0	0	150,000
																150,000				
182	<u>Reg. Rd. 59</u> Gibb St. Over Oshawa Creek Bridge, 0.4 km east of Park Rd. Oshawa	R1729	N/A	N/A	275,000	0												Bridge rehabilitation in conjunction with road rehabilitation.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0		275,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	0	0	4,100,000	0	0	0	0	0	0	0	0	0		0	4,100,000
																4,375,000				
183	<u>Reg. Hwy 2</u> Kingston Rd. Over Duffins Creek Bridge, 0.6 km west of Church St. Ajax		N/A	N/A														Bridge rehabilitation.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	200,000	0	0	0	0	0	0	0	0	0		0	200,000
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	0	0	0	0	3,000,000	0	0	0	0	0	0	0		0	3,000,000
																3,200,000				
184	<u>Reg. Hwy 47</u> Uxbridge Brook Culvert Uxbridge	R1635	N/A	N/A	2,750,000	0												Replace stone masonry arch culvert. Project construction is included with the Town of Uxbridge downtown storm water channel project.		
	Total Prior Budget Allocations				0	0	0	0	0	0	0	0	0	0	0	0	0		2,750,000	
	E.A.				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Design				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Property Acquisition				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Utility Relocation				0	0	0	0	0	0	0	0	0	0	0	0	0		0	
	Construction				0	2,500,000	0	0	0	0	0	0	0	0	0	0	0		0	2,500,000
																5,250,000				
Structure Rehabilitations and Replacements Totals					8,745,000	8,535,000	14,860,000	13,460,000	18,315,000	13,260,000	11,135,000	11,160,000	11,610,000	8,510,000	7,335,000	126,925,000				
GRAND TOTAL					135,424,459	88,300,000	107,750,000	142,860,000	132,015,000	126,705,000	145,400,000	158,065,000	141,690,000	139,590,000	146,765,000	1,464,564,459				

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2020 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 and 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.	



2020 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



2020 Business Plan

Works - Solid Waste Management

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
Expense Programs	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
WASTE MANAGEMENT FACILITIES:					
1 Oshawa	(164)	(21)	7	33	40
2 Scugog	(36)	(110)	(51)	52	1
3 Brock	88	15	25	(21)	4
4 Pickering	36	8	8	1	9
5 Clarington Environmental Facility	27	117	120	-	120
6 Durham Material Recovery Facility	-	-	-	-	-
7 Durham York Energy Centre	8,118	8,095	8,373	249	8,622
Subtotal	8,069	8,104	8,482	314	8,796
COLLECTION, PROCESSING, DISPOSAL:					
8 Collection Services					
(a) Garbage	5,056	5,091	5,204	65	5,269
(b) Blue Box Curbside Recycle	12,363	12,495	11,609	179	11,788
(c) Composting	3,652	3,454	3,383	234	3,617
(d) Other Diversion	76	95	154	(14)	140
Processing and Disposal					
8 Services					
(e) Garbage	1,725	1,925	1,960	24	1,984
(f) Blue Box Curbside Recycle	4,344	4,463	4,895	(281)	4,614
(g) Composting	6,742	6,899	6,566	223	6,789
(h) Other Diversion	2	19	20	3	23
(i) Diversion Promotional Items	285	346	348	-	348
(j) Waste Composition Study	-	-	-	-	-
Subtotal	34,245	34,787	34,139	433	34,572
COMMON SERVICES COSTS:					
9 Waste Administration	4,044	4,257	4,292	134	4,426
10 Administration	432	432	436	2	438
11 Facilities Management	2,359	2,299	2,140	118	2,258
12 Headquarters Shared Cost	206	206	181	30	211
13 Regional Corporate Costs	3,681	3,681	3,686	-	3,686
14 Waste Management Centre	744	787	742	-	742
15 Community Outreach	408	408	408	217	625
16 Environmental Studies	374	377	377	-	377
Subtotal	12,248	12,447	12,262	501	12,763
Total Operating Program Expenses	54,562	55,338	54,883	1,248	56,131

PROGRAM SUMMARY



2020 Business Plan

Works - Solid Waste Management

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
17 Blue Box Recoveries & Subsidies:					
Industry Funding	(5,904)	(5,762)	(5,762)	7	(5,755)
Revenues - Diversion Materials	(3,172)	(2,799)	(2,799)	781	(2,018)
Contribution from Waste Management Reserve Fund	(1,250)	(1,250)	-	(992)	(992)
Total Revenue & Recoveries	(10,326)	(9,811)	(8,561)	(204)	(8,765)
Net Program Expenses	44,236	45,527	46,322	1,044	47,366
18 Tangible Capital Assets:					
1 Operations - New	-	-	-	151	151
2 Operations - Replacement	1,147	1,147	111	59	170
3 Major Capital Projects	1,803	1,803	-	163,560	163,560
Tangible Capital Assets Subtotal	2,950	2,950	111	163,770	163,881
Tangible Capital Assets Revenue & Recoveries:					
Major Capital Projects - Debenture *	-	-	-	(130,800)	(130,800)
Major Capital Projects - Recovery From Reserve Fund *	-	-	-	(32,700)	(32,700)
Durham York Energy Centre TCA Revenue from York	-	-	-	(11)	(11)
Tangible Capital Assets Revenue & Recoveries Subtotal	-	-	-	(163,511)	(163,511)
Net Tangible Capital Assets	2,950	2,950	111	259	370
Net Program Expenses	47,186	48,477	46,433	1,303	47,736
Summary of Increase (Decrease)			(\$2,044)	-4.22%	(\$741) -1.53%

* Final approval of the 2020 Long Term Organic Management Plan project and financing are subject to further reports to Council.

PROGRAM SUMMARY



2020 Business Plan

Works - Solid Waste Management

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	63	Economic increases
Salaries & Benefits	87	Annualization (2.110 positions)
Salaries & Benefits	5	2020 Position Upgrade (0.330 position)
Operating Expenses	(52)	Property Tax and Utility decreases
Operating Expenses	(63)	Inflationary decreases (various)
Haulage and Disposal Contracts	(404)	Contract price decreases
Various	(16)	Line-by-Line Review
Contribution from Waste Management Reserve Fund	1,450	Reduced contribution
DYEC - Electrical Power Revenue	(50)	Price per Kilowatt Hour Increase
Minor Assets & Equipment	(50)	Remove one-time items (various)
Major Repairs & Renovations	(175)	Remove one-time items (various)
Tangible Capital Assets - New/Replacement	<u>(2,839)</u>	Remove one-time items (various)
	<u><u>(2,044)</u></u>	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Works - Solid Waste Management

\$'000

Waste Management Facilities

Oshawa Waste Management Facility

♦ Increase in costs for disposal, processing and haulage of materials including garbage, wood, yard waste and Municipal Household and Special Waste (MHSW) based on forecasted tonnes	33
♦ Decreased in temporary staffing based on forecasted requirements	(30)
♦ Adjustments to revenues and industry subsidies resulting from:	
♦ Discontinued subsidy for processing and recycling of tires (Ontario Tire Stewardship)	8
♦ Net reduction in user fee revenues due to reduction in chargeable tonnes	22
	33

Scugog Waste Management Facility

♦ Decrease in costs for disposal, processing and haulage of materials including garbage, wood, yard waste and MHSW based on forecasted tonnes	(9)
♦ Adjustments to revenues and industry subsidies resulting from:	
♦ Discontinued subsidy for processing and recycling of tires (Ontario Tire Stewardship)	6
♦ Net reduction in user fee revenues due to reduction in chargeable tonnes	37
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	18
	52

Brock Waste Management Facility

♦ Decrease in costs for disposal, processing and haulage of materials including garbage, wood, yard waste and MHSW based on forecasted tonnes	(2)
♦ Adjustments to revenues and industry subsidies resulting from:	
♦ Discontinued subsidy for processing and recycling of tires (Ontario Tire Stewardship)	1
♦ Net increase in user fee revenues due to an increase in chargeable tonnes	(8)
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	(12)
	(21)

Pickering Waste Management Facility

♦ Net reduction in user fee revenues due to reduction in chargeable tonnes	1
	1

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Works - Solid Waste Management

\$'000

Durham Material Recovery Facility

◆ Increase in costs for the removal of residual waste from recyclable materials due to an increase in tonnes removed	13
◆ Decrease in costs for the haulage and processing of glass waste from recyclable materials	(76)
◆ Decrease in processing costs due to anticipated tonnage and processing changes	(170)
◆ Decrease in recoveries from recycling programs due to anticipated tonnage and processing changes	281
◆ Increase in recoveries resulting from improved quality of recyclable materials resulting from improvements to the removal of residual waste	(48)
	<u>0</u>

Durham York Energy Centre

◆ Increase in projected volume of by-pass waste above the current 110,000 metric tonnes permitted processing capacity for Durham Region	86
◆ Increase in costs to support public education of facility operations	10
◆ Decrease in consulting for ongoing operational and technical support as per contract obligations	(100)
◆ Increase in consulting costs to reflect environmental monitoring for the Council directed second stack test	200
◆ Increase in advertising budget, resulting from requirements for notification during the undertaking of drafting a terms of reference for an expansion of the DYEC to 250,000 tonnes per year	50
◆ Decrease in recovery from York Region as a result of changes to the ongoing operational and technical support costs	10
◆ Adjustments to various accounts to reflect actual costs and forecasted requirements	(7)
	<u>249</u>

Collection, Processing, Disposal

Collection Services

◆ Increase in collection costs resulting from forecasted increase in stops based on Regional growth estimates	464
	<u>464</u>

Processing & Disposal Services

◆ Adjustments in costs due to revised tonnage estimates for organics and yard waste (\$223k); blue box (-\$281k); garbage (\$24k) and other diversion (\$3k)	(31)
	<u>(31)</u>
	<u>433</u>

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Works - Solid Waste Management

\$'000

Common Services Costs

Waste Administration

♦ Proposed new position representing 1.000 FTE, to start July 1 st 2020:	
♦ One (1) Manager, Policy & Transitioned Programs to provide support to navigating a complex planning process to optimize the efficiencies and effectiveness of extended responsibility programs (Annualized impact is \$192.5k) (1.000 FTE)	96
♦ Increase in full-time gapping to account for unplanned vacancies	(160)
♦ Consulting resources to assist in the development of waste rationalization studies	196
♦ Adjustments to various accounts to reflect actual costs and forecasted	2
	134

Administration

♦ Adjustments to various accounts to reflect actual costs and forecasted	2
	2

Facilities Management

♦ Proposed new position representing 0.055 FTEs, effective July 1st, 2020:	
♦ One (1) Senior Project Coordinator to provide support in the delivery of Facility related capital projects driven by growth and asset management requirements. This position is shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized impact is \$6k) (0.055 FTEs)	3
♦ Increase in snow removal costs at various locations based on historical actuals	130
♦ Increase in major repairs and renovations for asphalt maintenance at the waste management facilities	418
♦ Re-distribution of resources across funds based on a review of activities undertaken by the Design, Construction and Asset Management section	(464)
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements, including; hoist maintenance and inspections (\$10k), janitorial costs (\$4k) and various other accounts (\$17k)	31
	118

Headquarters Shared Cost

♦ Solid Waste Management share of costs related to the operation and maintenance of the Regional Headquarters	30
	30

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Works - Solid Waste Management

\$'000

Waste Management Centre

◆ One-time increase in Blue Box supplies for litter mitigation	1,000
◆ Contribution from Solid Waste Management Reserve Fund to offset the one time increase in Blue Box supplies for litter mitigation	(1,000)
	<u>0</u>

Community Outreach

◆ Increase costs for community outreach to enhance participation in programs, improving diversion and compliance with new waste legislation	217
	<u>217</u>

Revenues

Revenues - Blue Box Recoveries and Subsidies

◆ Decrease in Resource Productivity and Recovery Authority funding	7
◆ Increase in revenues from marketed diversion materials based on revised tonnage estimates and market prices	(206)
◆ Change in costs associated with the diversion of recyclable materials based on revised tonnage	987
◆ Contribution from Solid Waste Management Reserve Fund to help phase the impacts to marketed revenues resulting from the China Sword policy	(992)
	<u>(204)</u>

Tangible Capital Assets

◆ Program changes include the acquisition of new assets and the replacement of assets related to Solid Waste Management operations. Refer to capital schedules for detailed information	210
◆ Recovery from Region of York for new asset at the Durham York Energy Centre	(11)
	<u>199</u>

Major Capital Projects

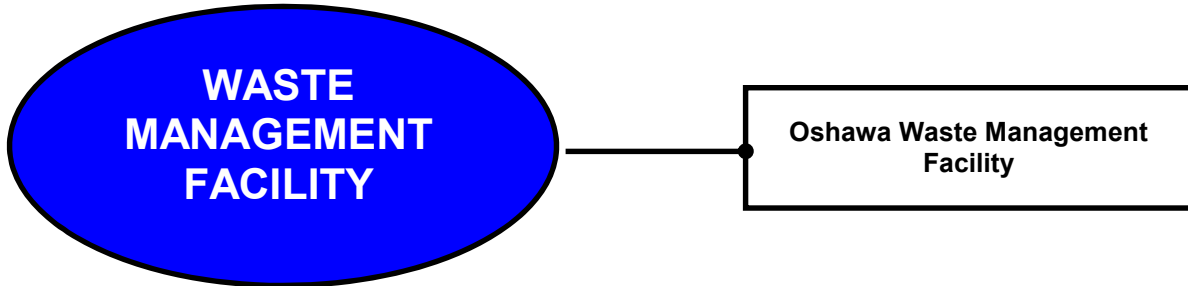
◆ Costs related to the development of the Organics Management Strategy (\$163.5M) and Landfill Remediation/Reclamation (\$60k)	163,560
◆ Preliminary financing. Final approval of the 2020 Long Term Organic Management Plan project and financing are subject to further reports to Council	(163,500)
	<u>60</u>
Total Program Changes	<u>1,303</u>

PROGRAM 1 OSHAWA WASTE MANAGEMENT FACILITY



2020 Program Detail

Works - Solid Waste Management



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

◆ 2020 Full Time Staff	17.000
2019 Full Time Staff	17.000

PROGRAM 1 OSHAWA WASTE MANAGEMENT FACILITY



2020 Program Detail

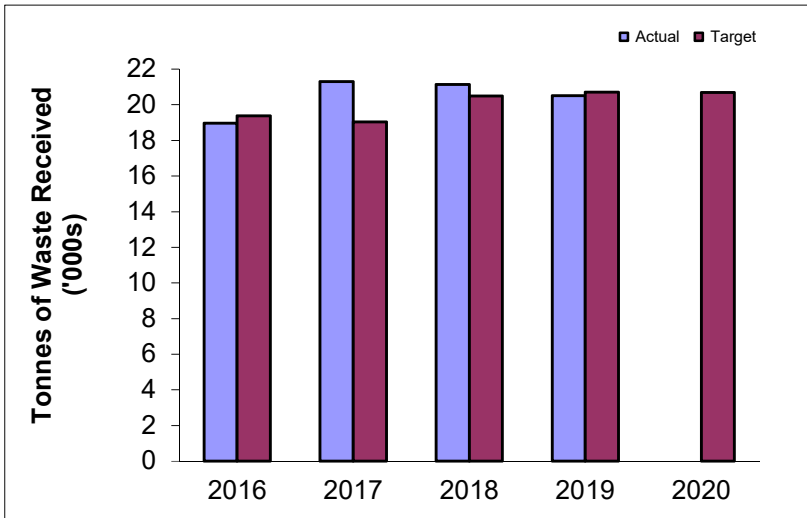
Works - Solid Waste Management

Performance Measurements:

In 2020:

- ◆ More than 218,000 customer vehicles are estimated to visit this site
- ◆ Estimated 20,700 tonnes of garbage, recyclables, compostables and re-useables to be received
- ◆ Estimated 6,000 tonnes of waste to be recycled, composted, or re-used

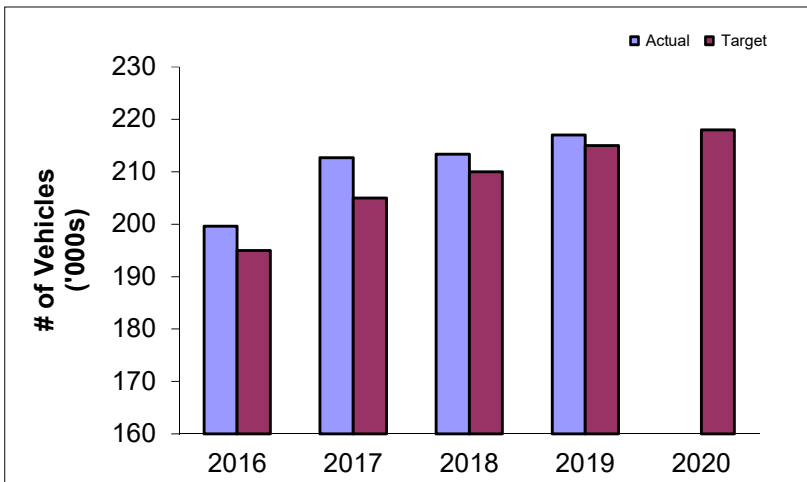
Community Impact:



Tonnes of All Waste Received

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

Community Impact:



of Customers Served

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

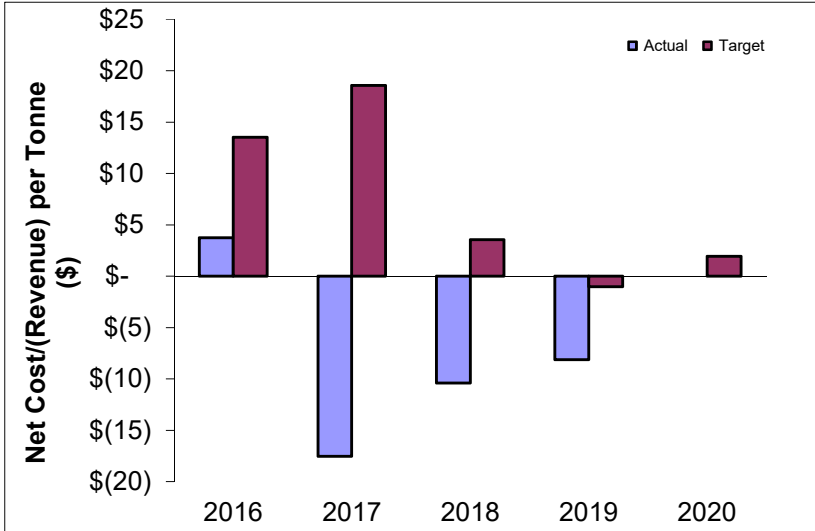
PROGRAM 1
 OSHAWA WASTE MANAGEMENT FACILITY



2020 Program Detail

Works - Solid Waste Management

Efficiency:



Net Cost/(Revenue) per Tonne

This measure reflects the net cost per tonne to process waste at this facility. Costs change annually as per managed haulage/disposal contracts.

**PROGRAM 1
OSHAWA WASTE MANAGEMENT FACILITY**



2020 Program Detail

**Works - Solid Waste
Management**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,257	1,490	1,512	(30)	1,482
Personnel Related	1	1	2	-	2
Communications	10	12	12	-	12
Supplies	6	2	2	-	2
Buildings & Grounds Operations	15	40	40	-	40
Equipment Maintenance & Repairs	251	165	165	-	165
Vehicle Operations	30	40	40	-	40
Contracted Services	1,132	1,041	1,047	33	1,080
Financial Expenses	27	15	15	-	15
Operating Expenses Subtotal	2,729	2,806	2,835	3	2,838
Tangible Capital Assets					
Replacement	100	100	107	-	107
Total Tangible Capital Assets	100	100	107	-	107
Total Expenses	2,829	2,906	2,942	3	2,945
Revenues					
Subsidy	(195)	(200)	(200)	8	(192)
Fees & Service Charges	(2,698)	(2,627)	(2,628)	22	(2,606)
Total Revenues	(2,893)	(2,827)	(2,828)	30	(2,798)
Net Program Expenses	(64)	79	114	33	147

* Tangible Capital Assets are stated separately on the Program Summary

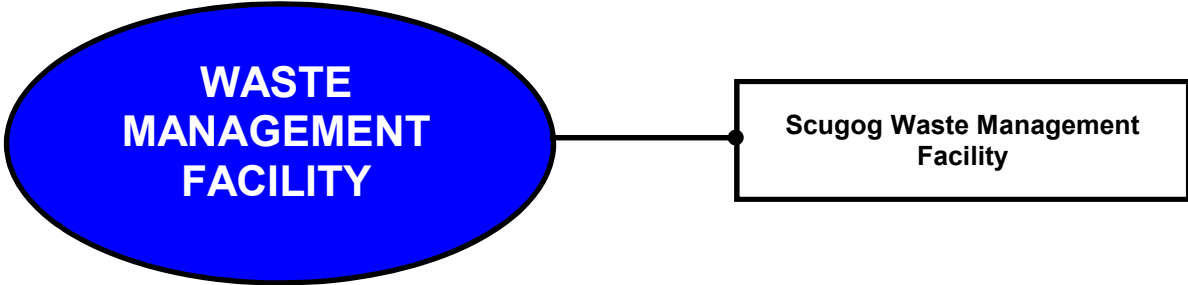
Net Program Expenses Per Above	147
Less: Tangible Capital Assets	(107)
Net Operating Program Expenses Per Program Summary	<u>40</u>

**PROGRAM 2
SCUGOG WASTE MANAGEMENT FACILITY**



2020 Program Detail

Works - Solid Waste Management



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

◆ 2020 Full Time Staff	5.000
2019 Full Time Staff	5.000

PROGRAM 2 SCUGOG WASTE MANAGEMENT FACILITY



2020 Program Detail

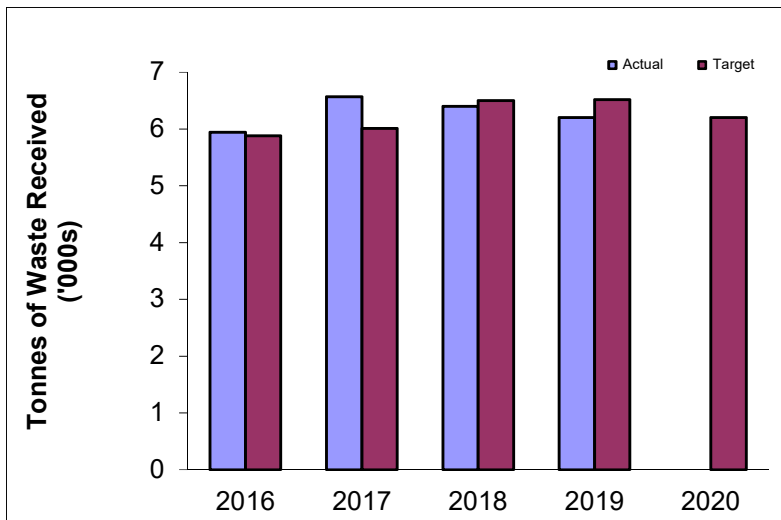
Works - Solid Waste Management

Performance Measurements:

In 2020:

- ◆ More than 55,000 customer vehicles are estimated to visit this site
- ◆ Estimated 6,200 tonnes of garbage, recyclables, compostables and re-useables to be received
- ◆ Estimated 2,000 tonnes of waste recycled, composted, or re-used

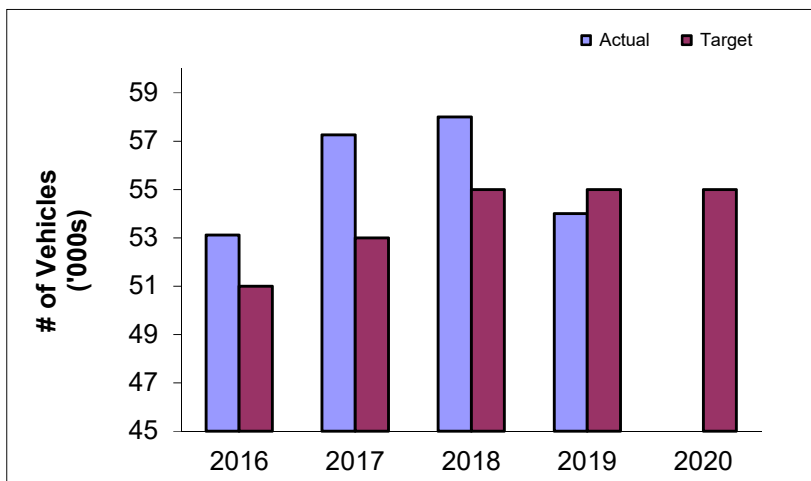
Community Impact:



Tonnes of All Waste Received

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

Community Impact:



of Customers Served

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

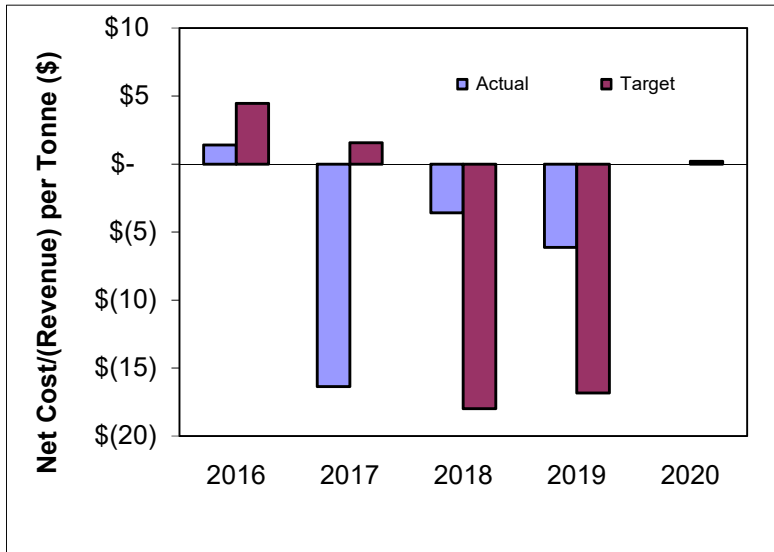
**PROGRAM 2
SCUGOG WASTE MANAGEMENT FACILITY**



2020 Program Detail

Works - Solid Waste Management

Efficiency:



Net Cost/(Revenue) per Tonne

This measure reflects the net cost per tonne to process waste at this facility. Costs change annually as per managed haulage/disposal contracts.

**PROGRAM 2
SCUGOG WASTE MANAGEMENT FACILITY**



2020 Program Detail

**Works - Solid Waste
Management**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	377	394	441	-	441
Personnel Related	1	4	4	(2)	2
Communications	5	6	6	-	6
Supplies	4	2	1	-	1
Buildings & Grounds Operations	6	12	12	-	12
Equipment Maintenance & Repairs	85	64	64	-	64
Vehicle Operations	-	-	-	20	20
Contracted Services	384	365	377	(9)	368
Financial Expenses	7	5	5	-	5
Operating Expenses Subtotal	869	852	910	9	919
Tangible Capital Assets					
Replacement	300	300	-	-	-
Total Tangible Capital Assets	300	300	-	-	-
Total Expenses	1,169	1,152	910	9	919
Revenues					
Subsidy	(135)	(140)	(139)	6	(133)
Fees & Service Charges	(770)	(822)	(822)	37	(785)
Total Revenues	(905)	(962)	(961)	43	(918)
Net Program Expenses	264	190	(51)	52	1

* Tangible Capital Assets are stated separately on the Program Summary

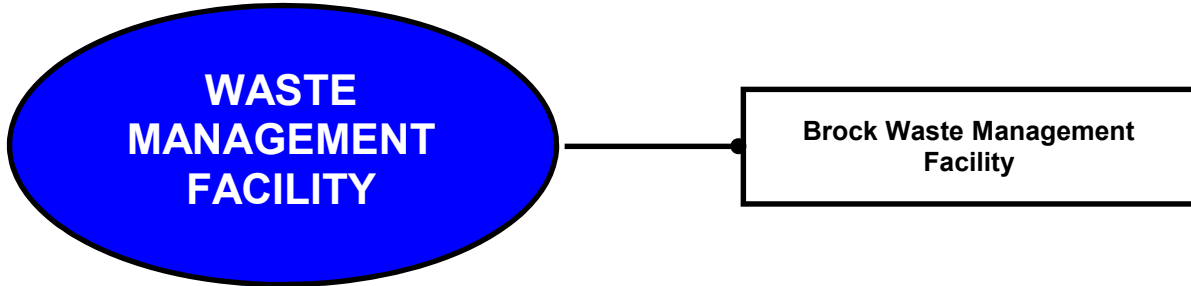
Net Program Expenses Per Above	1
Less: Tangible Capital Assets	-
Net Operating Program Expenses Per Program Summary	<u>1</u>

**PROGRAM 3
BROCK WASTE MANAGEMENT FACILITY**



2020 Program Detail

**Works - Solid Waste
Management**



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

◆ 2020 Full Time Staff	2.000
2019 Full Time Staff	2.000

PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



2020 Program Detail

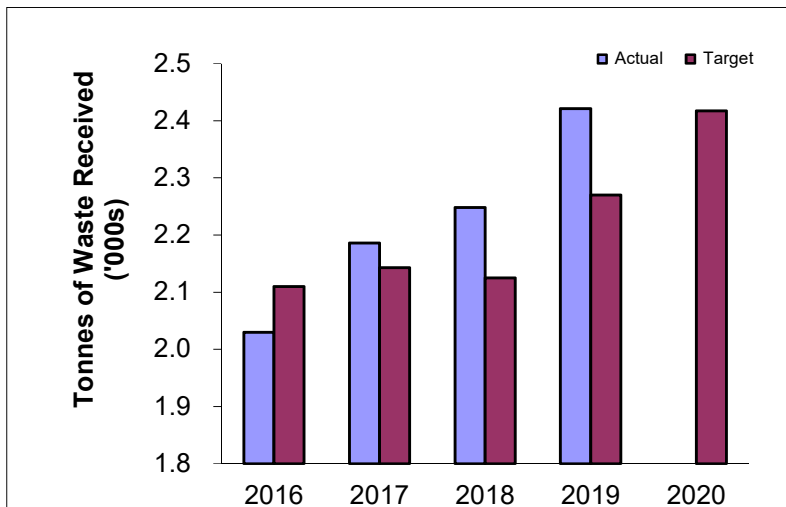
Works - Solid Waste Management

Performance Measurements:

In 2020:

- ◆ More than 14,000 customers are estimated to visit this site
- ◆ Estimated 2,400 tonnes of garbage, recyclables, compostables and re-useables received
- ◆ Estimated 1,000 tonnes of waste recycled, composted, or re-used

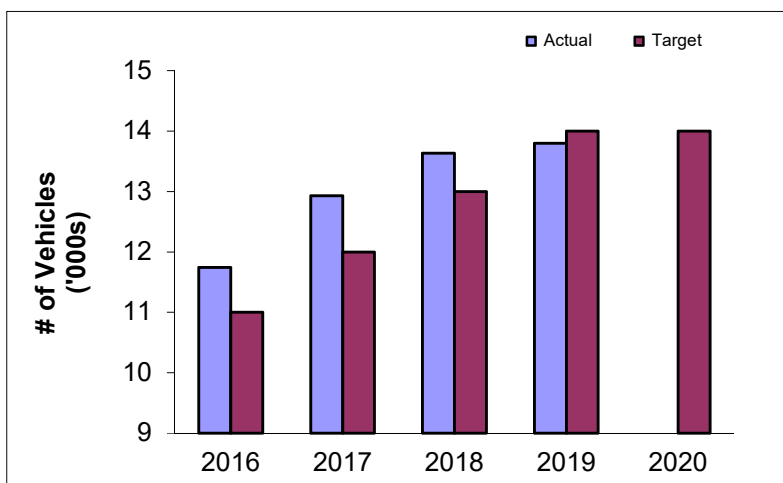
Community Impact:



Tonnes of All Waste Received

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

Community Impact:



of Customers Served

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

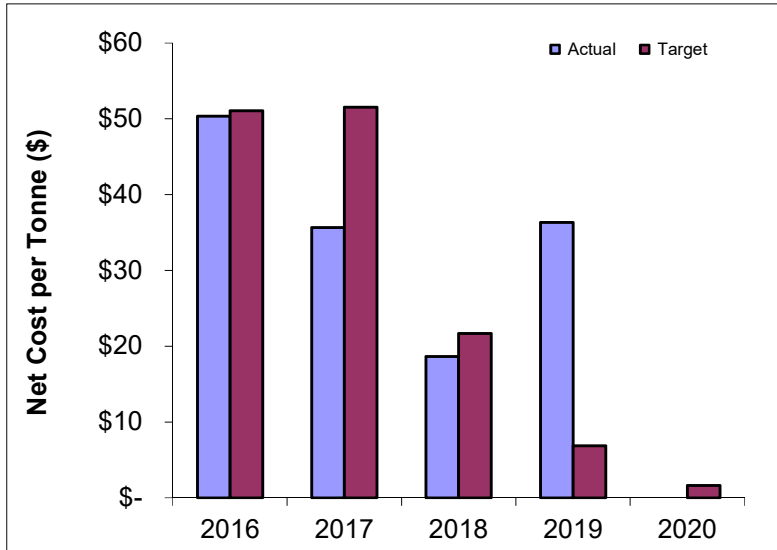
PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



2020 Program Detail

Works - Solid Waste Management

Efficiency:



Net Cost per Tonne

This measure reflects the net cost per tonne to process waste at this facility. Brock landfill operation closed in 2014 and all waste is hauled off-site at current contract prices.

**PROGRAM 3
BROCK WASTE MANAGEMENT FACILITY**



2020 Program Detail

**Works - Solid Waste
Management**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	253	178	181	-	181
Personnel Related	6	4	4	(3)	1
Communications	3	3	3	-	3
Supplies	1	1	1	-	1
Materials & Services	-	10	10	(9)	1
Buildings & Grounds Operations	15	15	15	-	15
Equipment Maintenance & Repairs	55	76	76	-	76
Contracted Services	161	150	156	(2)	154
Financial Expenses	4	3	3	-	3
Operating Expenses Subtotal	498	440	449	(14)	435
Tangible Capital Assets					
New	-	-	-	100	100
Replacement	725	725	-	-	-
Total Tangible Capital Assets	725	725	-	100	100
Total Expenses	1,223	1,165	449	86	535
Revenues					
Subsidy	(119)	(121)	(120)	1	(119)
Fees & Service Charges	(291)	(304)	(304)	(8)	(312)
Total Revenues	(410)	(425)	(424)	(7)	(431)
Net Program Expenses	813	740	25	79	104

* Tangible Capital Assets are stated separately on the Program Summary

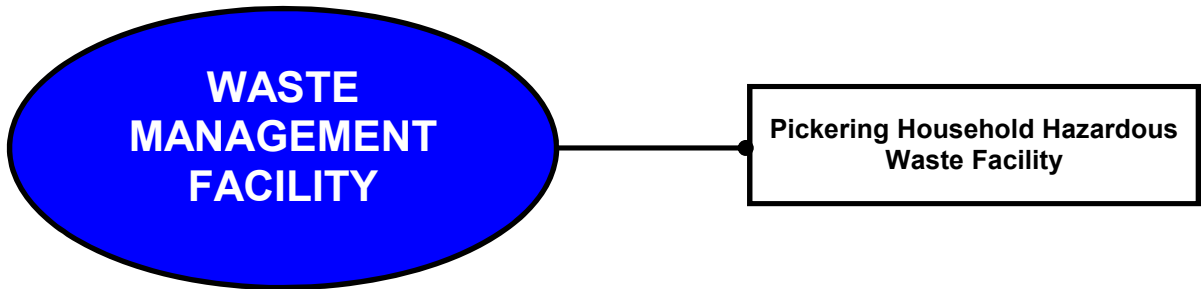
Net Program Expenses Per Above	104
Less: Tangible Capital Assets	(100)
Net Operating Program Expenses Per Program Summary	<u>4</u>

PROGRAM 4 PICKERING WASTE MANAGEMENT FACILITY



2020 Program Detail

**Works - Solid Waste
Management**



Purpose:

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

Description of Program Activities:

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

PROGRAM 4 PICKERING WASTE MANAGEMENT FACILITY



2020 Program Detail

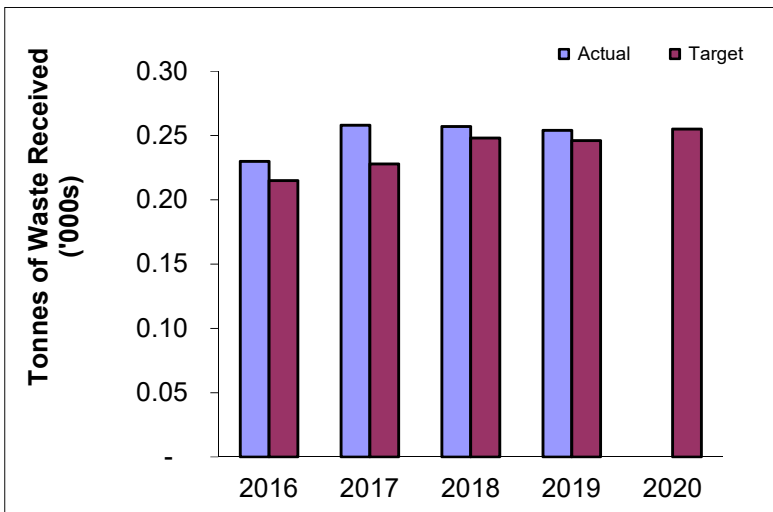
Works - Solid Waste Management

Performance Measurements:

In 2020:

- ◆ More than 3,000 customers estimated to visit the household hazardous waste depot
- ◆ Collection at the depot is a contracted service at a privately operated waste disposal facility

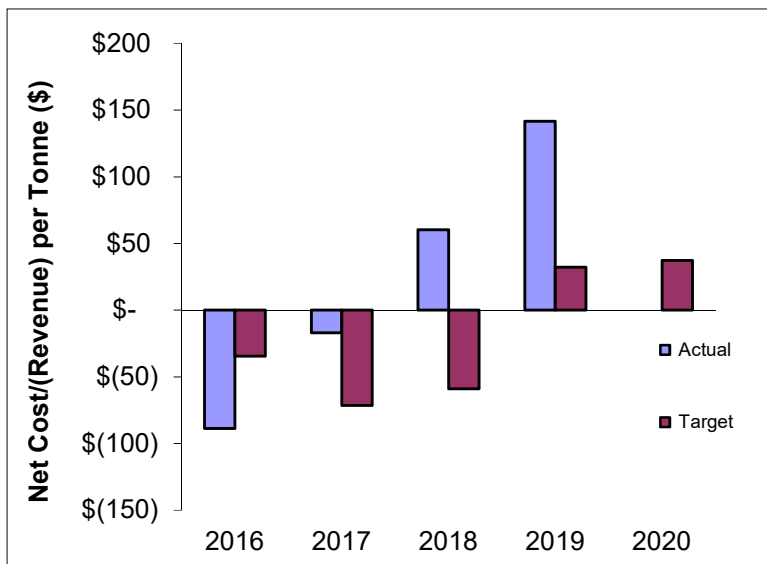
Community Impact:



Tonnes of Municipal Hazardous or Special Waste Received

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

Efficiency:



Net Cost/(Revenue) per Tonne

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

**PROGRAM 4
PICKERING WASTE MANAGEMENT FACILITY**



2020 Program Detail

**Works - Solid Waste
Management**

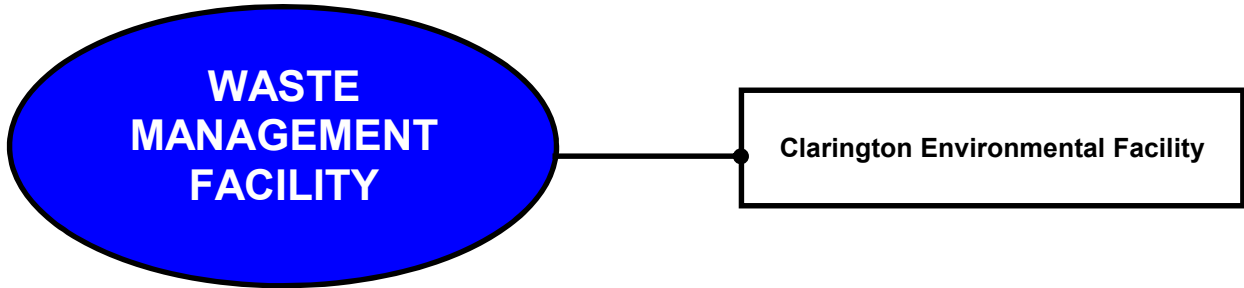
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Materials & Services	69	69	71	-	71
Contracted Services	100	72	70	-	70
Total Expenses	169	141	141	-	141
Revenues					
Subsidy	(124)	(124)	(124)	-	(124)
Fees & Service Charges	(9)	(9)	(9)	1	(8)
Total Revenues	(133)	(133)	(133)	1	(132)
Net Program Expenses	36	8	8	1	9

**PROGRAM 5
CLARINGTON ENVIRONMENTAL FACILITY**



2020 Program Detail

**Works - Solid Waste
Management**



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

◆ 2020 Full Time Staff	2.000
2019 Full Time Staff	2.000

**PROGRAM 5
CLARINGTON ENVIRONMENTAL FACILITY**



2020 Program Detail

**Works - Solid Waste
Management**

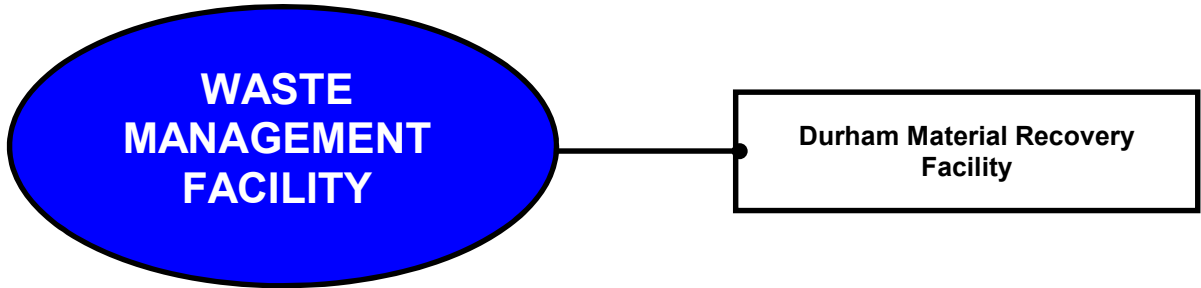
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	28	162	164	-	164
Personnel Related	-	1	1	-	1
Communications	-	2	2	-	2
Supplies	1	6	6	-	6
Equipment Maintenance & Repairs	10	10	10	-	10
Vehicle Operations	-	7	7	-	7
Contracted Services	8	50	51	-	51
Total Expenses	47	238	241	-	241
Revenues					
Subsidy	(19)	(115)	(115)	-	(115)
Fees & Service Charges	(1)	(6)	(6)	-	(6)
Total Revenues	(20)	(121)	(121)	-	(121)
Net Program Expenses	27	117	120	-	120

PROGRAM 6 DURHAM MATERIAL RECOVERY FACILITY



2020 Program Detail

**Works - Solid Waste
Management**



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- | | |
|------------------------|-------|
| ◆ 2020 Full Time Staff | 4.000 |
| 2019 Full Time Staff | 4.000 |

PROGRAM 6 DURHAM MATERIAL RECOVERY FACILITY



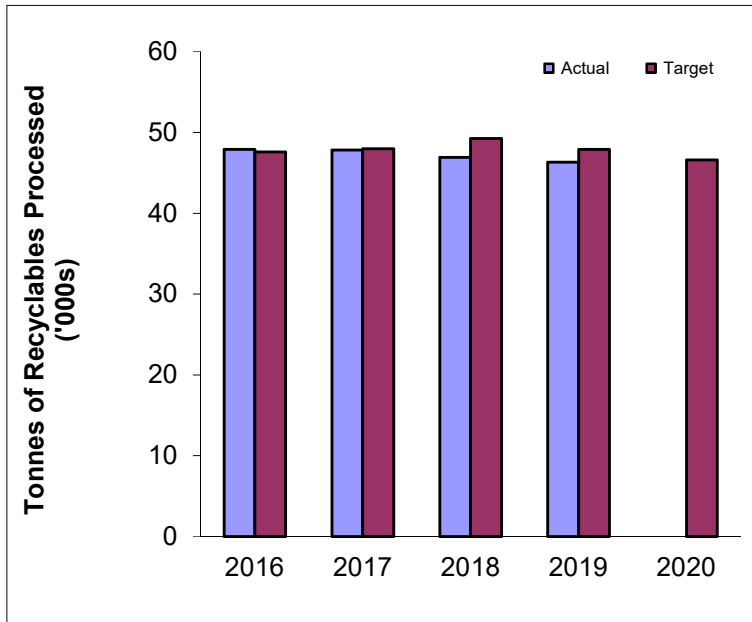
2020 Program Detail

Works - Solid Waste Management

Performance Measurements:

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

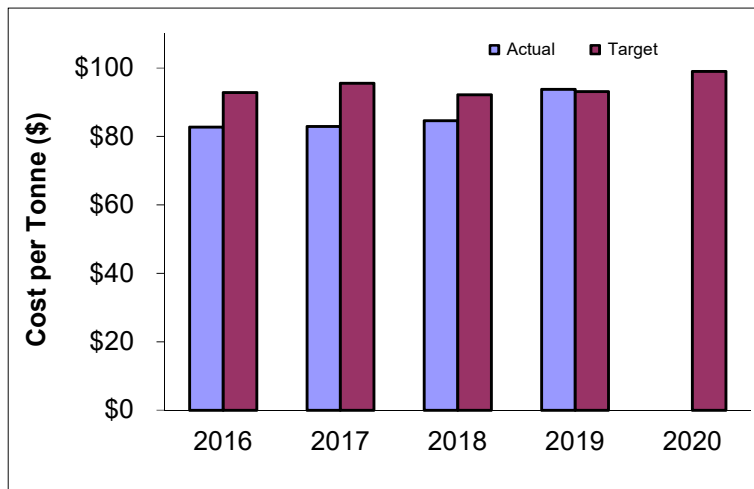
Community Impact:



Residential Recyclable Tonnes

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

Efficiency:



Cost per Tonne

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

**PROGRAM 6
DURHAM MATERIAL RECOVERY FACILITY**



2020 Program Detail

**Works - Solid Waste
Management**

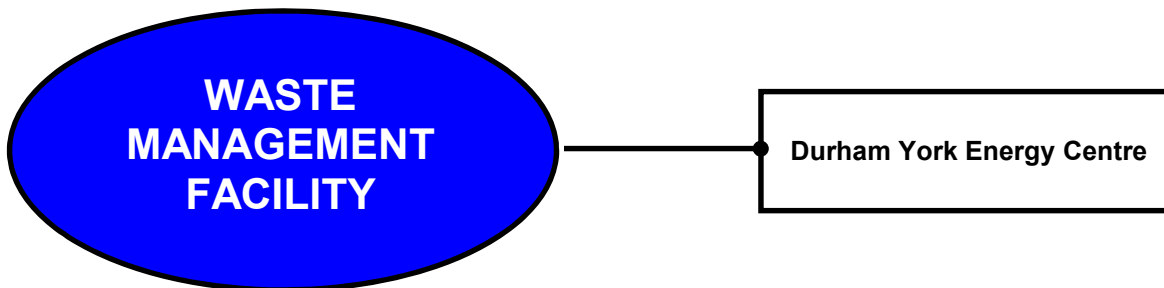
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	378	349	355	-	355
Communications	2	2	2	-	2
Materials & Services	-	13	13	-	13
Buildings & Grounds Operations	-	47	47	-	47
Equipment Maintenance & Repairs	25	22	22	-	22
Vehicle Operations	2	7	7	-	7
Contracted Services	4,207	4,293	4,719	(233)	4,486
Operating Expenses Subtotal	4,614	4,733	5,165	(233)	4,932
Inter-Departmental Transfers & Recoveries					
Service Recoveries	(4,344)	(4,463)	(4,895)	281	(4,614)
Inter-Departmental Transfers & Recoveries Subtotal	(4,344)	(4,463)	(4,895)	281	(4,614)
Gross Operating Expenses	270	270	270	48	318
Revenues					
Sundry Revenue	(270)	(270)	(270)	(48)	(318)
Total Revenues	(270)	(270)	(270)	(48)	(318)
Net Program Expenses	-	-	-	-	-

PROGRAM 7 DURHAM YORK ENERGY CENTRE



2020 Program Detail

Works - Solid Waste Management



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- | | |
|------------------------|-------|
| ◆ 2020 Full Time Staff | 3.000 |
| 2019 Full Time Staff | 3.000 |



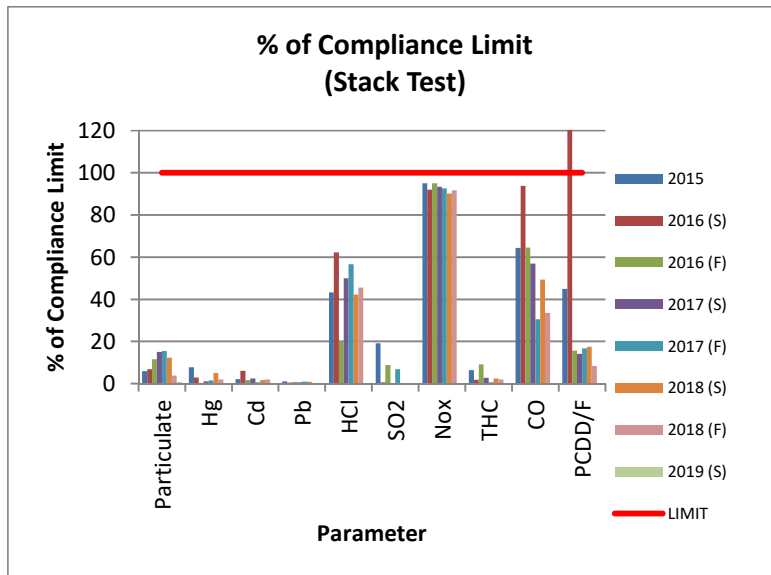
2020 Program Detail

Works - Solid Waste Management

Performance Measurements:

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

Environmental Impact:



% of Compliance Limit

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

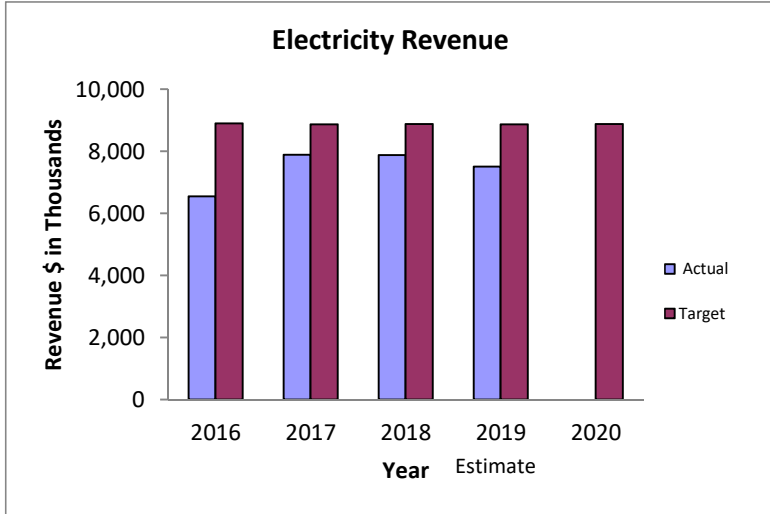
*The 2016 dioxin and furan result above 100% of the compliance limit (13.6 times the compliance limit), however for purposes of the graph we have chosen to show that it is the only recorded event of any parameter exceeding the compliance limit



2020 Program Detail

Works - Solid Waste Management

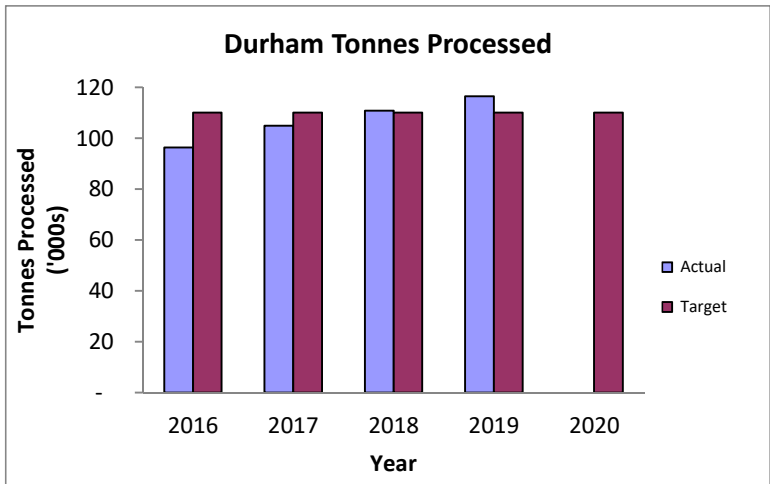
Efficiency:



Electricity Generation/Revenue

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

Efficiency:



Throughput Tonnes Processed (Durham only)

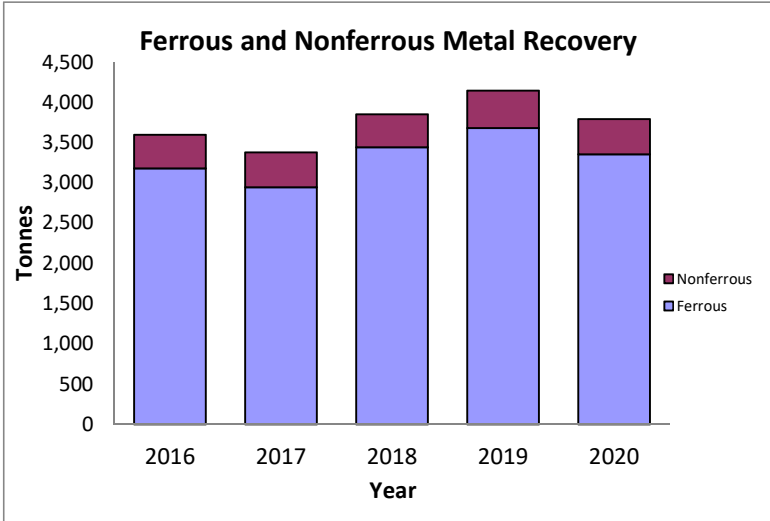
The DYEC is able to process 140,000 tonnes, with Durham's share of capacity being 110,000 tonnes. The DYEC contract with Covanta is a put-or-pay contract, therefore Durham pays for 110,000 tonnes to be processed regardless if waste is available or not.



2020 Program Detail

Works - Solid Waste Management

Efficiency:



Metal Recovery

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

**PROGRAM 7
DURHAM YORK ENERGY CENTRE**



2020 Program Detail

**Works - Solid Waste
Management**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	173	255	257	-	257
Personnel Related	2	8	8	(7)	1
Communications	14	14	14	50	64
Supplies	6	9	9	-	9
Utilities	3	7	2	-	2
Computer Maintenance & Operations	20	50	50	-	50
Purchased Services	44	17	17	10	27
Education Centre	16	16	16	-	16
Buildings & Grounds Operations	42	29	29	-	29
Equipment Maintenance & Repairs	3	3	3	-	3
Environmental / Operation Technical Support	274	350	375	(100)	275
Environmental Monitoring / Audit	400	318	293	-	293
Additional Stack Testing	200	200	-	200	200
Technical Support	25	25	25	-	25
Legal Fees	10	100	100	-	100
Contracted Services	17,696	17,696	18,164	86	18,250
Leased Facilities Expenses	9	8	8	-	8
Property Taxes	686	706	657	-	657
Gross Operating Expenses	19,623	19,811	20,027	239	20,266
Tangible Capital Assets					
New	-	-	-	50	50
York Cost Sharing	-	-	-	(11)	(11)
Total Tangible Capital Assets	-	-	-	39	39
Total Expenses	19,623	19,811	20,027	278	20,305
Revenues					
By-Product Materials	(400)	(488)	(488)	-	(488)
Electric Power Revenue	(7,037)	(7,037)	(7,087)	-	(7,087)
York Cost Sharing	(3,868)	(3,991)	(4,079)	10	(4,069)
Contribution from Waste Management Reserve Fund	(200)	(200)	-	-	-
Total Revenues	(11,505)	(11,716)	(11,654)	10	(11,644)
Net Program Expenses	8,118	8,095	8,373	288	8,661

**PROGRAM 7
DURHAM YORK ENERGY CENTRE**



2020 Program Detail

**Works - Solid Waste
Management**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget

* Tangible Capital Assets are stated separately on the Program Summary

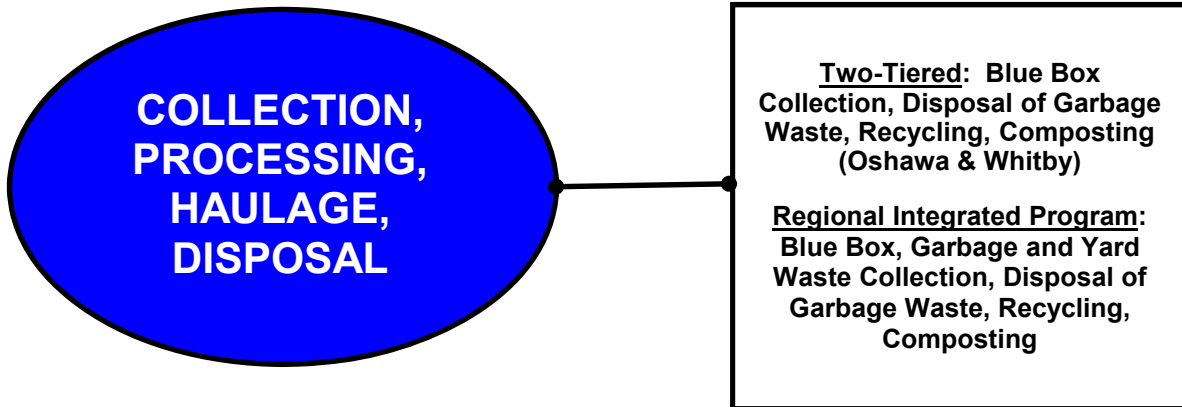
Net Program Expenses Per Above	8,661
Less: Tangible Capital Assets	(39)
Net Operating Program Expenses Per Program Summary	8,622

PROGRAM 8 COLLECTION, PROCESSING AND DISPOSAL



2020 Program Detail

Works - Solid Waste Management



Purpose:

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

Description of Program Activities:

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

PROGRAM 8 COLLECTION, PROCESSING AND DISPOSAL

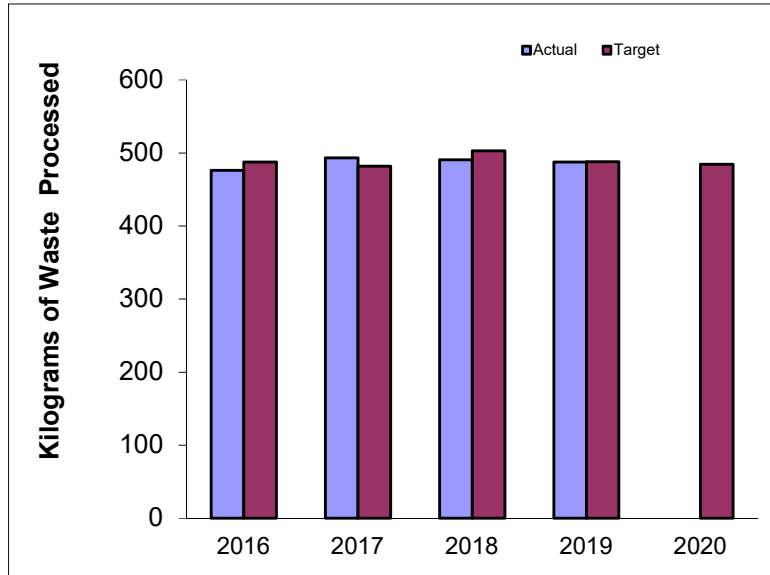


2020 Program Detail

Works - Solid Waste Management

Performance Measurements:

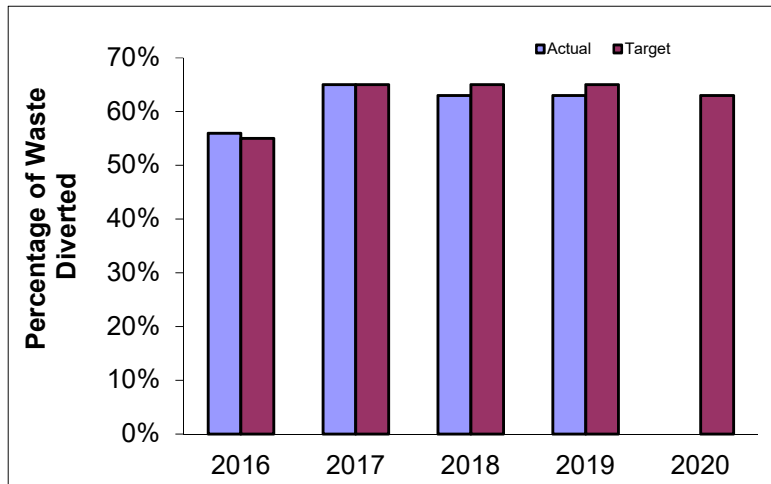
Effectiveness:



Residential Solid Waste Disposed - per household collection stop

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

Community Impact:



Regional Waste Diversion Rate

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

**PROGRAM 8
COLLECTION, PROCESSING AND DISPOSAL**



2020 Business Plan

**Works - Solid Waste
Management**

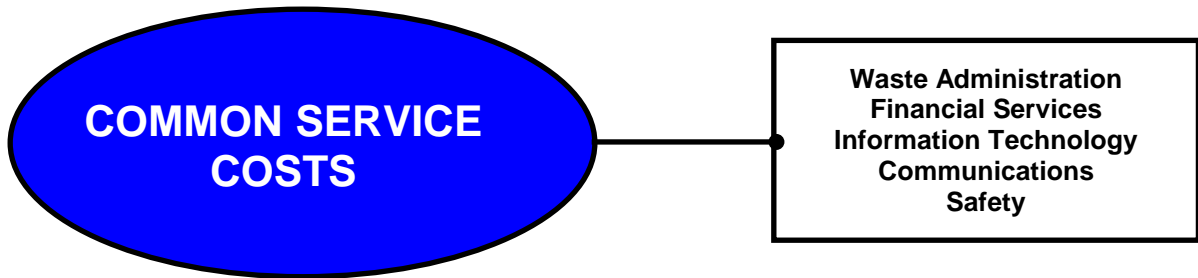
By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
Collection Services					
(a) Garbage	5,056	5,091	5,204	65	5,269
(b) Blue Box Curbside Recycle	12,363	12,495	11,609	179	11,788
(c) Composting	3,652	3,454	3,383	234	3,617
(d) Other Diversion	76	95	154	(14)	140
Collection Services Subtotal	21,147	21,135	20,350	464	20,814
Disposal & Processing Services					
(e) Garbage	1,725	1,925	1,960	24	1,984
(f) Blue Box Curbside Recycle	4,344	4,463	4,895	(281)	4,614
(g) Composting	6,742	6,899	6,566	223	6,789
(h) Other Diversion	2	19	20	3	23
(i) Diversion Promotional Items	285	346	348	-	348
(j) Waste Composition Study	-	-	-	-	-
Disposal & Processing Services Subtotal	13,098	13,652	13,789	(31)	13,758
Net Program Expenses	34,245	34,787	34,139	433	34,572

PROGRAM 9 WASTE ADMINISTRATION



2020 Program Detail

Works - Solid Waste Management



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- | | |
|------------------------|--------|
| ◆ 2020 Full time staff | 31.620 |
| 2019 Full time staff | 30.620 |
- ◆ One (1) Manager, Policy & Transitioned Programs to provide support to navigating a complex planning process to optimize the efficiencies and effectiveness of extended responsibility programs

**PROGRAM 9
WASTE ADMINISTRATION**



2020 Program Detail

**Works - Solid Waste
Management**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	3,376	3,498	3,539	(67)	3,472
Personnel Related	90	82	81	7	88
Communications	22	26	26	(1)	25
Supplies	19	23	23	-	23
Materials & Services	8	21	21	(13)	8
Equipment Maintenance & Repairs	2	1	1	-	1
Vehicle Operations	44	61	61	12	73
Professional Services	160	219	214	196	410
Operating Expenses Subtotal	3,721	3,931	3,966	134	4,100
Inter-Departmental Transfers & Recoveries					
Corporate Communications Charge	109	109	109	-	109
Corporate IT Charge	146	146	146	-	146
Corporate HR Charge	50	50	50	-	50
Finance Charge	64	64	64	-	64
Recovery - Works-General Tax	(3)	(3)	(3)	-	(3)
Recovery - Regional Environmental Lab	(18)	(14)	(14)	-	(14)
Inter-Departmental Transfers & Recoveries Subtotal	349	352	352	-	352
Gross Operating Expenses	4,070	4,283	4,318	134	4,452
Tangible Capital Assets					
New	-	-	-	1	1
Replacement	23	22	4	59	63
Total Tangible Capital Assets	23	22	4	60	64
Total Expenses	4,093	4,305	4,322	194	4,516
Revenues					
Fees & Service Charges	(6)	(6)	(6)	-	(6)
Sundry Revenue	(20)	(20)	(20)	-	(20)
Total Revenues	(26)	(26)	(26)	-	(26)
Net Program Expenses	4,067	4,279	4,296	194	4,490

**PROGRAM 9
WASTE ADMINISTRATION**



2020 Program Detail

**Works - Solid Waste
Management**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget

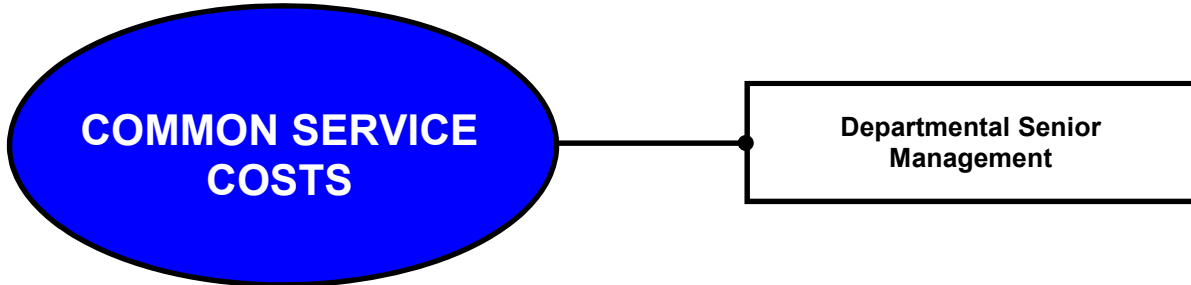
* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,490
Less: Tangible Capital Assets	(64)
Net Operating Program Expenses Per Program Summary	4,426



2020 Program Detail

**Works - Solid Waste
Management**



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- | | |
|------------------------|-------|
| ◆ 2020 Full Time Staff | 2.450 |
| 2019 Full Time Staff | 2.450 |

**PROGRAM 10
ADMINISTRATION**



2020 Program Detail

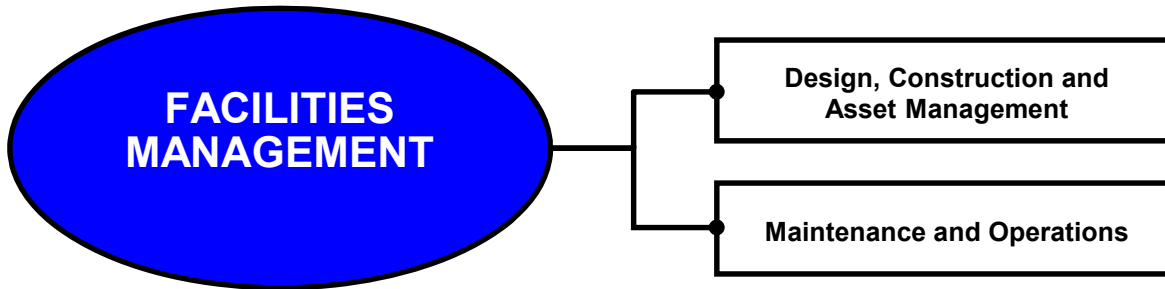
**Works - Solid Waste
Management**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	422	422	427	2	429
Personnel Related	10	10	9	-	9
Net Program Expenses	432	432	436	2	438



2020 Program Detail

**Works - Solid Waste
Management**



Purpose:

Provide overall lifecycle management for Regional facilities including:

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

Description of Program Activities:

The Region has 219 facilities with an estimated total area of 435,228 square metres (4.7 million square feet), which generate a significant number of repair and maintenance requests over the course of a year. Major Regional facilities with complex heating, ventilation and air conditioning systems and a large number of occupants create a unique and challenging environment for facility related work

Design, Construction and Asset Management

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



2020 Program Detail

**Works - Solid Waste
Management**

Description of Program Activities (continued):

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

Maintenance and Operations

- ◆ Water Supply and Water Pollution Control Plants and Pumping Stations, Traffic, Maintenance and Transit Depots, Solid Waste/Recycling locations, Childcare Centres, Paramedic Stations and leased facilities require support, each with special facility maintenance and property needs based on the clientele and use
- ◆ All Regional facilities require service contracts to complement the daily operation of the facility so client programs may be delivered effectively, such as boiler/heating/air systems, elevators, backflow prevention, fire and life safety, ground maintenance and custodial/environmental services
- ◆ Services provided: Planned preventative maintenance; Contract administration; Occupant support; 24/7 Emergency response; Custodial services
- ◆ In addition to the Region's 219 facilities, the Facilities Management division also looks after the security of the Regional Administration Headquarters building, including access control, security patrol and guard services, and CCTV installation, operation and maintenance
- ◆ Services provided: Security access control; Parking management; Response to Emergency Alarm System; Key control administration; Photo I.D. cards; 24/7 response to Security Systems Alarms

Description of Program Resources:

- ◆ 2020 Full Time Employees 4.015
- ◆ 2019 Full Time Employees 7.472

One (1) Senior Project Coordinator to support increase in project assignments and contracts as a result of emerging Health and Safety recommendations. This position is shared with General Tax, Water Supply and Sanitary Sewerage (0.055 FTE)

Transfer of one (1) vacant position from Engineering and Staff Support - Real Estate (0.04 FTE)

Decrease to reflect redistribution of resources across funds based on review of activities undertaken by the Design, Construction and Asset Management section (-3.552 FTE).

Performance Measurements:

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

**PROGRAM 11
FACILITIES MANAGEMENT**



2020 Program Detail

**Works - Solid Waste
Management**

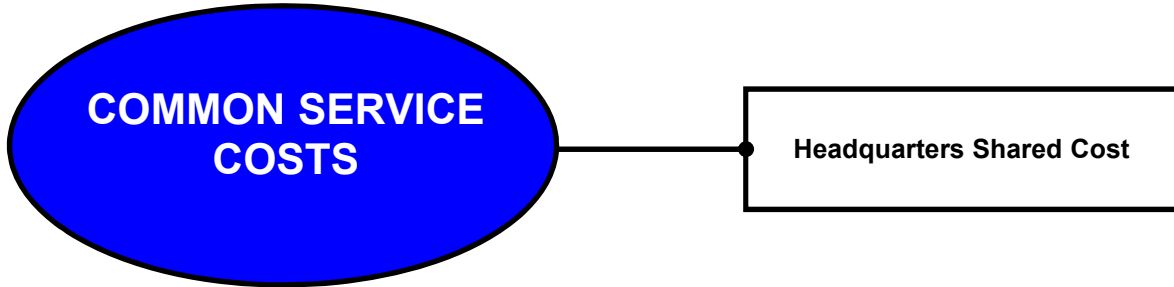
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	852	884	900	(403)	497
Payroll Maintenance Management - Recovery	(80)	(110)	(116)	(16)	(132)
Net Payroll Expenses	772	774	784	(419)	365
Personnel Related	27	28	27	(14)	13
Communications	7	7	7	(2)	5
Supplies	6	11	10	(1)	9
Utilities	125	134	130	-	130
Computer Maintenance & Operations	7	8	7	(4)	3
Materials & Services	7	7	7	1	8
Buildings & Grounds Operations	523	446	443	134	577
Equipment Maintenance & Repairs	19	8	10	8	18
Vehicle Operations	14	14	14	-	14
Professional Services	8	8	8	(3)	5
Contracted Services	82	87	87	3	90
Financial Expenses	144	144	144	(2)	142
Property Taxes	339	332	338	-	338
Minor Assets & Equipment	-	-	-	10	10
Major Repairs & Renovations	160	174	-	408	408
Operating Expenses Subtotal	2,240	2,182	2,016	119	2,135
Inter-Departmental Transfers & Recoveries					
Works-General Tax Charge	8	8	8	(4)	4
Works-Facilities Management Charge	111	109	116	3	119
Inter-Departmental Transfers & Recoveries Subtotal	119	117	124	(1)	123
Gross Operating Expenses	2,359	2,299	2,140	118	2,258
Net Program Expenses	2,359	2,299	2,140	118	2,258

**PROGRAM 12
HEADQUARTERS SHARED COST**



2020 Program Detail

**Works - Solid Waste
Management**



Purpose:

- ◆ Share of operating and maintenance costs for Regional Headquarters

**PROGRAM 12
HEADQUARTERS SHARED COST**



2020 Program Detail

**Works - Solid Waste
Management**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	397	-	397
Inter-Departmental Transfers & Recoveries Subtotal	412	421	397	-	397
Gross Operating Expenses	7,471	7,682	6,712	532	7,244
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,593	-	4,593
Total Debt Charges	4,594	4,594	4,593	-	4,593

**PROGRAM 12
HEADQUARTERS SHARED COST**



2020 Program Detail

**Works - Solid Waste
Management**

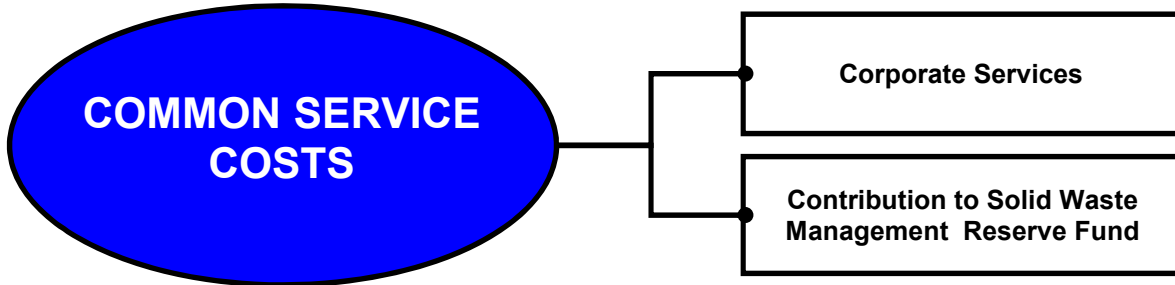
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	206	206	181	30	211

PROGRAM 13 REGIONAL CORPORATE COSTS



2020 Program Detail

Works - Solid Waste Management



Purpose:

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

Description of Program Activities:

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

**PROGRAM 13
REGIONAL CORPORATE COSTS**



2020 Program Detail

**Works - Solid Waste
Management**

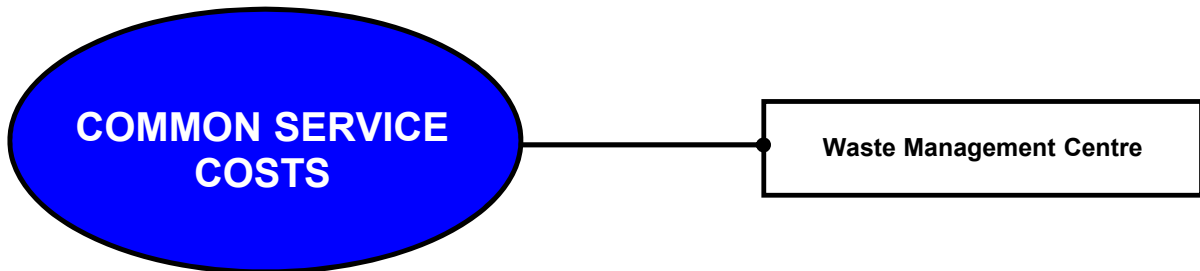
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contribution to Reserves / Reserve Funds	2,575	2,575	2,575	-	2,575
Operating Expenses Subtotal	2,575	2,575	2,575	-	2,575
Inter-Departmental Transfers & Recoveries					
Departmental Charges	1,106	1,106	1,111	-	1,111
Inter-Departmental Transfers & Recoveries Subtotal	1,106	1,106	1,111	-	1,111
Net Program Expenses	3,681	3,681	3,686	-	3,686

PROGRAM 14 WASTE MANAGEMENT CENTRE



2020 Program Detail

Works - Solid Waste Management



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- | | |
|------------------------|-------|
| ◆ 2020 Full Time Staff | 6.000 |
| 2019 Full Time Staff | 6.000 |



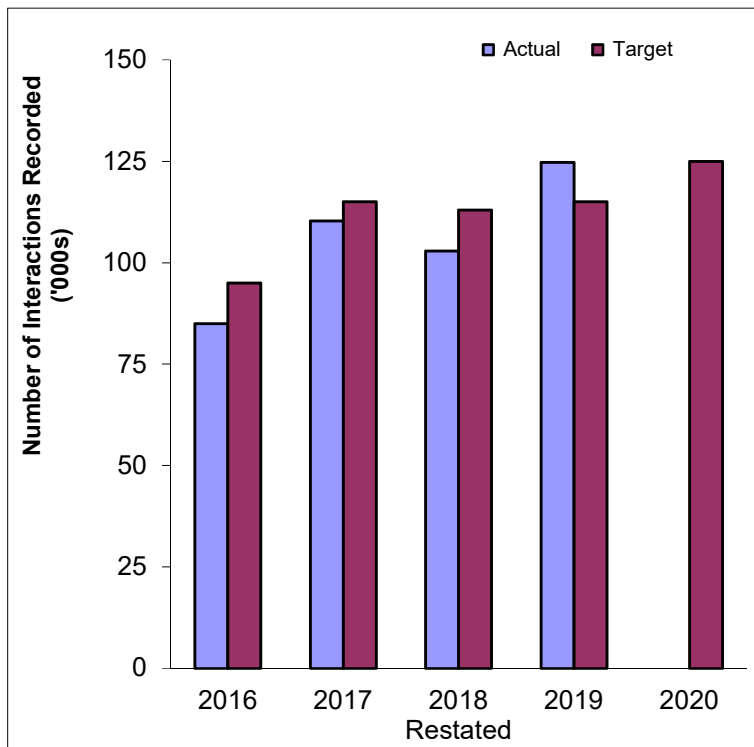
2020 Program Detail

Works - Solid Waste Management

Performance Measurements:

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

Customer Service Impact:



Number of Interactions Recorded

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

**PROGRAM 14
WASTE MANAGEMENT CENTRE**



2020 Program Detail

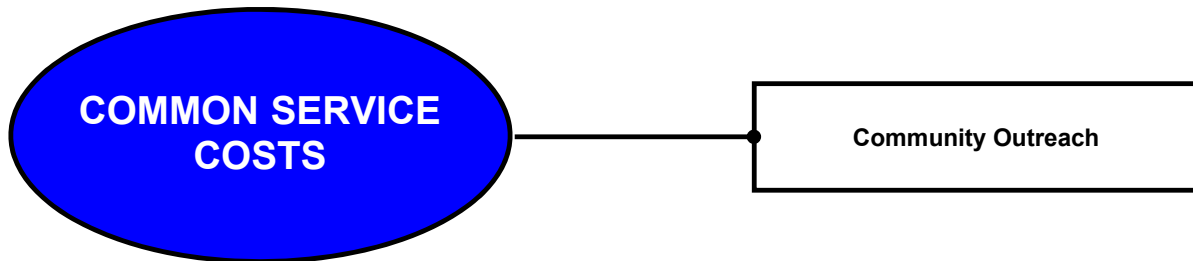
**Works - Solid Waste
Management**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	576	567	573	-	573
Personnel Related	-	1	1	-	1
Communications	30	35	35	-	35
Supplies	5	6	6	-	6
Materials & Services	5	6	5	(2)	3
Equipment Maintenance & Repairs	1	1	1	1	2
Contracted Services	425	400	400	-	400
Financial Expenses	1	-	-	1	1
Minor Assets & Equipment	-	50	-	1,000	1,000
Total Expenses	1,043	1,066	1,021	1,000	2,021
Revenues					
Fees & Service Charges	(299)	(279)	(279)	-	(279)
Reserve Fund Financing	-	-	-	(1,000)	(1,000)
Total Revenues	(299)	(279)	(279)	(1,000)	(1,279)
Net Program Expenses	744	787	742	-	742



2020 Program Detail

**Works - Solid Waste
Management**



Purpose:

- ◆ To protect and enhance the environment with a focus on organics management, diversion and waste reduction
- ◆ To promote and encourage correct participation in waste diversion programs
- ◆ To invest in modernizing key messaging to continuously improve accessibility through various current and future technological platforms
- ◆ To promote compliance with Regional waste management policies and by-laws

Description of Program Activities:

- ◆ Use radio, newspapers, television, mobile app, mobile public space advertising and the Region's website
- ◆ Provide waste collection calendars, brochures, door hangers and notices to residents about Regional waste programs
- ◆ Develop educational materials to support existing school 'eco' certification programs
- ◆ Special public events and promotions by all media sources i.e. Compost events, Waste Fair, Truckload Sales, Waste Reduction Week
- ◆ Special waste collection programs, such as batteries
- ◆ Provide various waste reduction related campaign messaging
- ◆ Develop secondary school curriculum linked presentation, DYEC tours and school bussing incentives
- ◆ Develop various technologies such as videos and web-based games to support school education and aid in current participation in programs



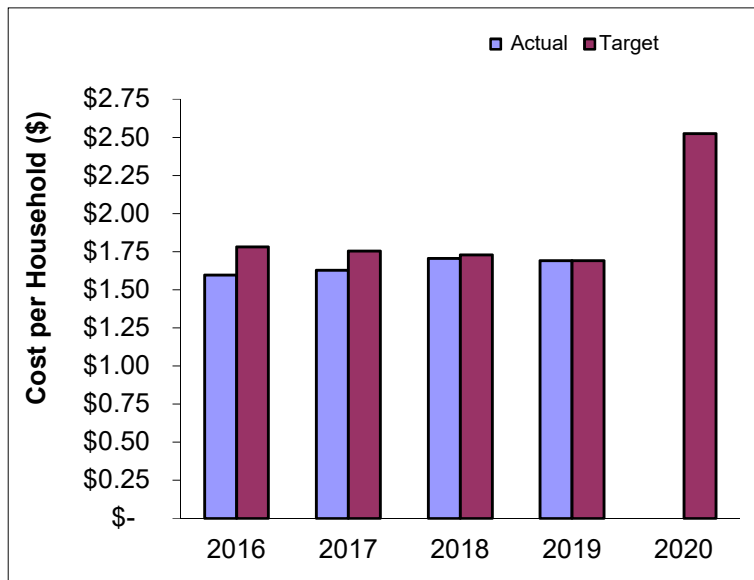
2020 Program Detail

Works - Solid Waste Management

Performance Measurements:

- ◆ Approximately 60,000 mobile app downloads with 62,000 reminders distributed
- ◆ Approximately 110,000 waste collection calendars distributed
- ◆ 550 x 30 second radio messages broadcast over four local community radio stations
- ◆ 1,300 commercials on Global News Durham
- ◆ Large coloured display ads in community newspapers including 'Ask Katherine' and an increase in mobile public space advertising
- ◆ Over 3,500 students reached through school program engagement

Efficiency:



Cost Per Household

Household data from Planning Department:

2016	229,005
2017	232,495
2018	236,040
2019	241,270

Revised with most current data reflected (2019-INFO-90)

**PROGRAM 15
COMMUNITY OUTREACH**



2020 Program Detail

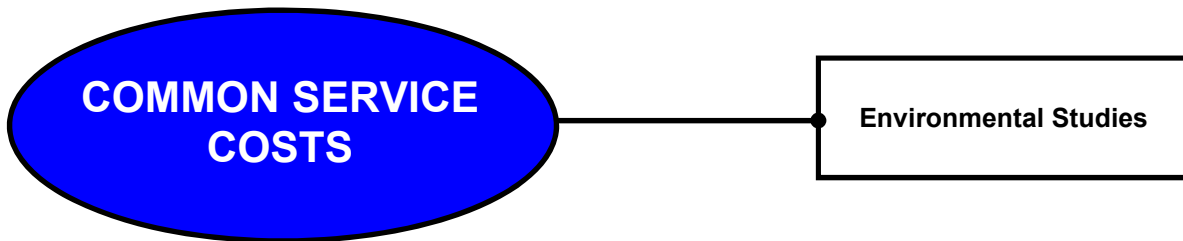
**Works - Solid Waste
Management**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Communications	408	408	408	217	625
Net Program Expenses	408	408	408	217	625



2020 Program Detail

**Works - Solid Waste
Management**



Purpose:

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

Description of Program Activities:

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

Performance Measurements:

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



2020 Program Detail

**Works - Solid Waste
Management**

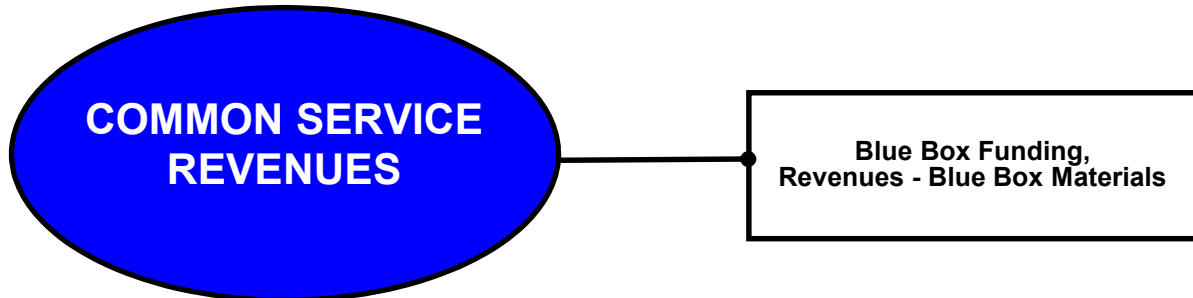
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Materials & Services	50	75	75	-	75
Buildings & Grounds Operations	99	127	127	(49)	78
Professional Services	225	175	175	49	224
Net Program Expenses	374	377	377	-	377

PROGRAM 17 BLUE BOX REVENUES AND SUBSIDIES



2020 Program Detail

Works - Solid Waste Management



Purpose:

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

Description of Program Activities:

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

PROGRAM 17 BLUE BOX REVENUES AND SUBSIDIES

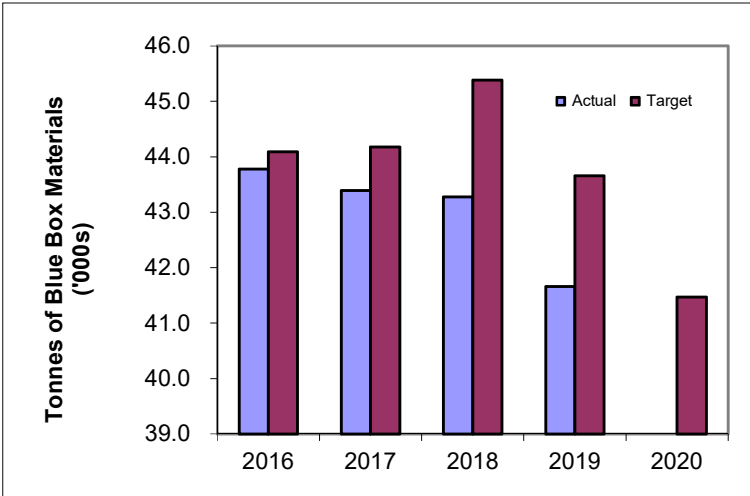


2020 Program Detail

Works - Solid Waste Management

Performance Measurements:

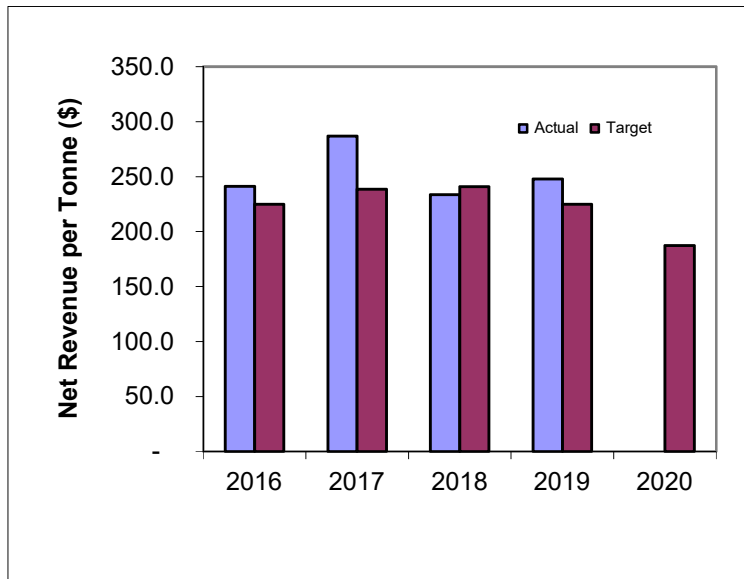
Community Impact:



Tonnes of Blue Box Materials Marketed and Sold

This chart now reflects the difficulty in marketing blue box material as a result of the loss of the China market.

Efficiency:



Net Revenue Received per Tonne

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

**PROGRAM 17
BLUE BOX REVENUES AND SUBSIDIES**



2020 Program Detail

**Works - Solid Waste
Management**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contracted Services	529	551	550	987	1,537
Total Expenses	529	551	550	987	1,537
Revenues and Recoveries					
Industry Funding	(5,904)	(5,762)	(5,762)	7	(5,755)
Revenue - Diversion Materials	(3,701)	(3,350)	(3,349)	(206)	(3,555)
Contribution from Waste Management Reserve Fund	(1,250)	(1,250)	-	(992)	(992)
Total Revenues and Recoveries	(10,855)	(10,362)	(9,111)	(1,191)	(10,302)
Net Program Expenses	(10,326)	(9,811)	(8,561)	(204)	(8,765)

**PROGRAM 18
TANGIBLE CAPITAL ASSETS**



2020 Business Plan

**Works - Solid Waste
Management**

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
18 Tangible Capital Assets:	\$	\$	\$	\$	\$
Operations - New	-	-	-	151	151
Operations - Replacement	1,147	1,147	111	59	170
Major Capital Projects	1,803	1,803	-	163,560	163,560
Tangible Capital Assets Subtotal	2,950	2,950	111	163,770	163,881
Tangible Capital Assets Revenue & Recoveries:					
Major Capital Projects - Debenture *	-	-	-	(130,800)	(130,800)
Major Capital Projects - Recovery From Reserve Fund *	-	-	-	(32,700)	(32,700)
Durham York Energy Centre TCA Revenue from York	-	-	-	(11)	(11)
Tangible Capital Assets Revenue & Recoveries Subtotal	-	-	-	(163,511)	(163,511)
Net Tangible Capital Assets Program Expenses	2,950	2,950	111	259	370

* Final approval of the 2020 Long Term Organic Management Plan project and financing are subject to further reports to Council.

TANGIBLE CAPITAL ASSETS - NEW



2020 Business Plan

Works - Solid Waste

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	Waste Total	Other Financing	Net Waste
03. Brock Waste Management Facility	Brock WMF	Forklift	76	1	\$ 100,000	\$100,000	\$100,000	\$0	\$100,000
09. Waste Administration	Waste Admin	Desktop Computer	392	1	\$ 1,030	\$1,030	\$1,030	\$0	\$1,030
07. Durham-York Energy Centre	Durham/York Energy Centre	Website DYEC	229	1	\$ 50,000	\$50,000	\$50,000	(\$10,700)	\$39,300
Grand Total						\$151,030	\$151,030	(\$10,700)	\$140,330

Tangible Capital Asset Program Summary

1 Operations - New	<u>151,030</u>
	<u>151,030</u>



2020 Business Plan

TANGIBLE CAPITAL ASSETS - REPLACEMENT

Works - Solid Waste

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	Waste Total	Other Financing	Net Waste
01. Oshawa Waste Management Facility	Waste Facilities	Roll-off Bin Replacement Program	318	17	\$ 6,294	\$107,000	\$107,000	\$0	\$107,000
09. Waste Administration	Financial Services	Computers & Monitors Refresh	55	1	\$ 685,214	\$685,214	\$58,511	\$0	\$58,511
	Waste Facilities	Office Chairs	230	2	\$ 500	\$1,000	\$1,000	\$0	\$1,000
		Computer Printer	54	1	\$ 3,000	\$3,000	\$3,000	\$0	\$3,000
Grand Total						\$796,214	\$169,511	\$0	\$169,511

Tangible Capital Asset Program Summary

2 Operations - Replacement	169,511
	169,511



2020 Program Detail

Works - Solid Waste Management

MAJOR CAPITAL PROJECTS

Purpose:

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

Description of Program Activities:

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



The Regional Municipality of Durham

2020 - 2029 Forecast - Major Capital

Works - Solid Waste Management

ITEM	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	2029 BUDGET ESTIMATES	TOTAL PROJECT ESTIMATES
Expenses											
1 Closed Landfill sites - Environmental protection, compliance and rehabilitation											
Oshawa landfill			1,345,000	420,000	220,000	550,000	150,000	150,000	3,350,000	150,000	2,985,000
Remediation - Erosion and leachate control											3,350,000
Rehabilitation - Site repurposing (greenspace)											-
Blackstock landfill (Port Perry) ¹											-
Rehabilitation of mined landfill - landscaping											-
Scugog landfill		60,000	500,000	940,000	-						560,000
Remediation - Purchase Contaminant Attenuation Zone											940,000
Rehabilitation - Site repurposing (greenspace)											-
Scott landfill (Uxbridge) ²											-
Landfill Reclamation (Mining)	60,000	4,164,800									4,224,800
Subtotal	\$60,000	\$4,224,800	\$1,845,000	\$1,360,000	\$220,000	\$550,000	\$150,000	\$150,000	\$3,350,000	\$150,000	\$12,059,800
2 New Clarington MHSW Facility - construction/Call Centre staff relocation											
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3 Long-term Organics Management Plan ³											
Transfer, mixed waste pre-sort and anaerobic digestion to increase organics diversion											163,500,000
Design and construction (assuming P3 DBOM contract)	163,500,000										
Subtotal	\$163,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$163,500,000
4 Durham/York Energy Centre ⁴											
Expansion EA and potential waste heat recovery project											210,000,000
Expansion EA process and consulting (could take 4 to 10 years to complete)						10,000,000				200,000,000	
Consultant investigation - additional waste heat utilization / project construction ⁵		100,000	900,000								1,000,000
Subtotal	\$0	\$100,000	\$900,000	\$0	\$0	\$10,000,000	\$0	\$0	\$0	\$200,000,000	\$211,000,000
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									
Subtotal	\$0	\$11,100,000	\$3,152,500	\$500,000	\$1,100,000	\$3,152,500	\$0	\$0	\$0	\$0	\$19,005,000
6 Upgrades of Equipment at Material Recovery Facility (MRF) ⁷											
Equipment upgrades (Efficiency enhancements and maximize revenues/diversion)		660,000	260,000								920,000
Subtotal	\$0	\$660,000	\$260,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$920,000
7 Long Term Waste Management Master Plan ⁸											
Consultant investigations and public consultation		300,000									300,000
Sub-total	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
TOTAL MAJOR CAPITAL EXPENSES	\$163,560,000	\$16,384,800	\$6,157,500	\$1,860,000	\$1,320,000	\$13,702,500	\$150,000	\$150,000	\$3,350,000	\$200,150,000	\$406,784,800
Contribution from Reserve Fund ⁹	\$ 32,700,000										
Debtenture ⁹	\$ 130,800,000										
Total Other Funding	\$ 163,500,000										\$163,500,000
NET SOLID WASTE MANAGEMENT TAX CONTRIBUTION - MAJOR CAPITAL	\$60,000	\$16,384,800	\$6,157,500	\$1,860,000	\$1,320,000	\$13,702,500	\$150,000	\$150,000	\$3,350,000	\$200,150,000	\$243,284,800

- Notes:**
- The \$1.4 million Blackstock landfill mining pilot was 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 forecast assumes a DBOM service delivery. 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. 120,000 tonnes of post-diversion garbage residue disposed in 2019 (excess to contingency landfill). In 2019, \$60,000 was 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.
 - A consultant study is proposed in 2021 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 was recommended. (funded from operating)
The currently estimated cost of optimization forecast for 2021 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 \$2.1 million to effectively separate marketable materials and reduce residual contamination. Staff will pursue any available grant funding opportunities.
 - A new Solid Waste Master Plan was proposed to be developed through a consulting study to guide the Region through to 2040.
 - Final approval of the 2020 Long Term Organic Management Plan project and financing are subject to further reports to Council.

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2020 Business Plan

Public 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.



2020 Business Plan

Public 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, extreme cold weather conditions and the 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, research and policy 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.



2020 Business Plan

Public 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



2020 Business Plan

Public 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

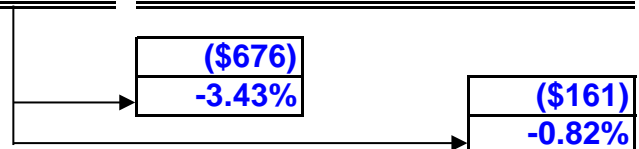


2020 Business Plan

Public Health

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Healthy Living **	8,890	10,115	12,745	(100)	12,645
2 Healthy Families **	6,993	7,726	7,692	43	7,735
3 Infectious Diseases **	12,633	13,078	13,972	118	14,090
4 Health Protection **	5,482	5,581	5,782	(1)	5,781
5 Health Analytics and Administration	5,586	6,265	6,384	50	6,434
6 Facilities Management	578	594	568	5	573
7 Headquarters Shared Cost	2,040	2,040	1,793	298	2,091
Operating Subtotal	42,202	45,399	48,936	413	49,349
Tangible Capital Assets*:					
New	52	52	-	66	66
Replacement	387	387	408	2,080	2,488
Provincial Subsidy	(52)	(52)	-	(80)	(80)
Federal Grant	-	-	-	(10)	(10)
Recovery from Reserves	-	-	-	(2,000)	(2,000)
Tangible Capital Assets Subtotal	387	387	408	56	464
Total Program Expenses	42,589	45,786	49,344	469	49,813
Revenue Programs					
8 Contribution from Province - Mandatory Programs **	(26,079)	(26,079)	(30,313)	46	(30,267)
Total Revenue Programs	(26,079)	(26,079)	(30,313)	46	(30,267)
Net Program Expenses	16,510	19,707	19,031	515	19,546

Summary of Increase (Decrease)



* Excludes Tangible Capital Assets in 100% funded programs

** In response to the change in the provincial funding model, Provincial Subsidy has been removed from the previously 100% funded programs (Expense Programs 1 - 4) and is now reflected in Contribution from Province - Mandatory Programs (Expense Program 8). This change is reflected in the Base Budget.

PROGRAM SUMMARY



2020 Business Plan

Public Health

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	529	Economic increases
Operating Expenses	(3)	Utility savings
Operating Expenses	(247)	Headquarter shared cost
Operating Expenses	95	Inflationary increases
Major Repairs & Renovations	(30)	Remove one-time items
Tangible Capital Assets - New	(67)	Reduced requirement
Tangible Capital Assets - Replacement	22	Increased requirement
Provincial Subsidy - Mandatory	(404)	Seniors Dental program funding
Provincial Subsidy - Other	102	Removal of one-time funding
Various	(671)	Line-by-Line review savings
	(676)	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Public Health

(\$,000's)

Healthy Living

Chronic Disease Prevention

◆ Allocation of resources to Vision Screening (\$5K)	(5)
◆ Adjustments to reflect actual costs and forecasted requirements in Communications	(10)
Subtotal	<u>(15)</u>

School Health

◆ Allocation of resources to Vision Screening program	(455)
Subtotal	<u>(455)</u>

Injury Prevention

◆ Transfer of 1 Assistant Manager position to Immunization	(160)
Subtotal	<u>(160)</u>

Vision Screening

◆ Allocation of resources to deliver Vision Screening program from Chronic Disease Prevention (\$5k) and School Health (\$455k)	460
Subtotal	<u>460</u>

SFOA, Enforcement

◆ New Position: 1 Tobacco Enforcement Officer, effective July 1, 2020, related to cannabis use enforcement activities and the Regional Smoke-Free By-law (Annualized cost is \$108k)	54
◆ Adjustments to various accounts to align with historical actuals and forecasted requirements	16
Subtotal	<u>70</u>

Seniors Dental

◆ Tangible Capital Assets - New - Dental Instruments and Office Equipment including: automated washer (\$10k), autoclave (\$26k), other IPAC equipment (\$6k), dental chairs and units (\$210k), endo instruments (\$31k), restorative instruments (\$43k), surgical instruments (\$20k), digital sensors (\$21k), lab and dentures (\$10k), nitrous oxide system and parts (\$10k), smartboard (\$7k) and laptop for new staff (\$15k)	409
◆ Capital costs for new clinic space and renovations	2,048
◆ Anticipated 100% Provincial capital funding for new equipment and clinic space	(2,457)
Subtotal	<u>-</u>
	<u>(100)</u>

Healthy Families

Prenatal and Newborn

◆ New Position: 1 part-time Clerk 1 to support Healthy Families Breastfeeding Clinic (0.6 FTE)	44
◆ Adjustments to various accounts to align with historical actuals and forecasted requirements	(1)
	<u>43</u>

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Public Health

(\$,000's)

Infectious Diseases

Immunization PHD

◆ 1 Assistant Manager transferred from Injury Prevention (\$160k) and reclassified to 1 Public Health Nurse (\$-40k)	120
Subtotal	<u>120</u>

Infectious Diseases PHD

◆ Adjustments to various accounts to align with historical actuals	12
Subtotal	<u>12</u>

Sexual Health PHD

◆ Decrease in car allowance (\$10K) and conferences (\$4K) based on program requirements	(14)
Subtotal	<u>(14)</u>
	<u>118</u>

Health Protection

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)
◆ Adjustments to various accounts to align with historical actuals	(1)
	<u>(1)</u>

Health Analytics and Administration

Administration

◆ One-time cost for the purchase of pandemic supplies to maintain stock required to be on hand in the event of an outbreak	50
◆ Adjustments to various accounts to align with historical actuals and forecasted requirements	(10)
Subtotal	<u>40</u>

Health Analytics and Policy

◆ Increase in costs for conference (\$5k) and phones (\$5k) related to recent staff additions	10
Subtotal	<u>10</u>
	<u>50</u>

Facilities Management

◆ Adjustments to various accounts to align with historical actuals	5
	<u>5</u>

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Public Health

(\$,000's)

Headquarters Shared Costs

♦ Public Health's share of costs related to the operations and maintenance of Regional Headquarters	298
	298

Tangible Capital Assets

NEW

♦ Computer for part-time Clerk 1 to support Breastfeeding Clinic	2
♦ Computer for Durham Connection live chat line	2
♦ Smartboard	7
♦ New laptop for Tobacco Enforcement Officer	2
♦ Computers (\$22k) for expanded role of casual staff that requires client documentation and fax machine (\$2k) to meet requirements of the <i>Immunization of School Pupils Act</i>	24
♦ Purchase and install electrical vehicle charging stations	29
	Subtotal 66

REPLACEMENT

♦ One-time replacement of 4 large vaccine fridges contingent on Provincial funding.	80
♦ Space Optimization - 101 Consumers	2,000
	Subtotal 2,080

FINANCING

♦ Anticipated one-time 100% Provincial funding for vaccine fridges.	(80)
♦ Federal Grant towards the purchase and installation of electrical vehicle charging stations	(10)
♦ Recovery from Reserves	(2,000)
	Subtotal (2,090)
	56

Revenues

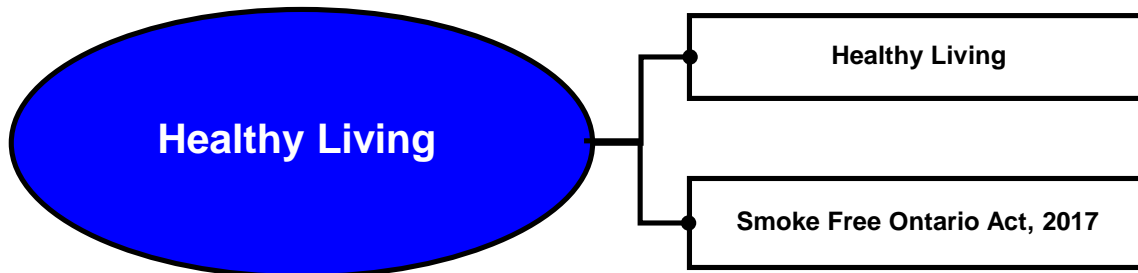
♦ Anticipated reduction of Provincial Subsidy	46
	46

Total Program Changes 515



2020 Program Detail

Public Health



Purpose:

- ◆ To improve adoption of healthy living behaviours and reduce the burden of preventable chronic diseases of public health importance, substance use, and reduce the burden of illness from preventable injuries.
- ◆ To reduce health inequities related to chronic diseases, injuries, and substance use.

Description of Program Activities:

- ◆ **Healthy Living:** Working in partnership with schools, workplaces, coalitions, health and social services providers, and community agencies, the Healthy Living program addresses the health needs of the general public and priority populations by developing evidence-informed chronic disease prevention, injury prevention, and substance use programs. Programs and activities address topics such as healthy eating, physical activity, healthy sexuality, cancer prevention, oral health promotion, mental health promotion, alcohol and substance use, harm reduction, concussions and injury prevention, falls prevention, and road and off-road safety. Staff works in collaboration with school communities to achieve optimal health of school age children and youth including vision screening of senior kindergarten students. Program activities also include enforcement of the *Healthy Menu Choices Act, 2015* and the *Skin Cancer Prevention Act, 2013*. The oral health component of the Healthy Living program includes dental screening and oral health education for adults enrolled with Ontario Works as well as provision of Healthy Smiles Ontario, which provides oral health services to identified children in need and the Ontario Seniors Dental Care Program which provides oral health services to eligible low-income seniors 65 years of age or older.
- ◆ **Smoke-Free Ontario Act (SFOA):** Promotes and enforces *Smoke-Free Ontario Act, 2017* (SFOA). Enforcement and tobacco and cannabis control activities include education, inspections of places regulated under the SFOA (e.g. tobacco vendors, schools, bars and restaurants), issuance of warnings and charges, response to complaints, and implementation of children and youth prevention programs.



2020 Program Detail

Public Health

Description of Program Resources:

◆ 2020 Full Time Staff = 109.7

New: 1 Tobacco Enforcement Officer related to cannabis use enforcement activities and the Regional Smoke - Free By-Law.
1 Assistant Manager transferred to Infectious Diseases and reclassified to a Public Health Nurse.

2019 Full Time Staff = 109.7

(Restated)

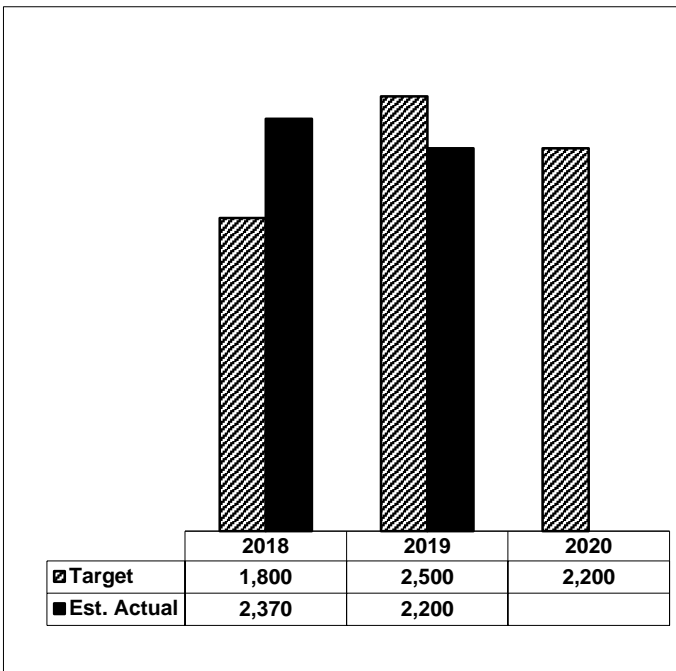
Performance Measurements:

Healthy Living undertakes numerous activities towards achieving its objectives.

The following represent some of the performance indicators:

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

Performance Data:



Tobacco/E-Cigarette Vendor Inspections

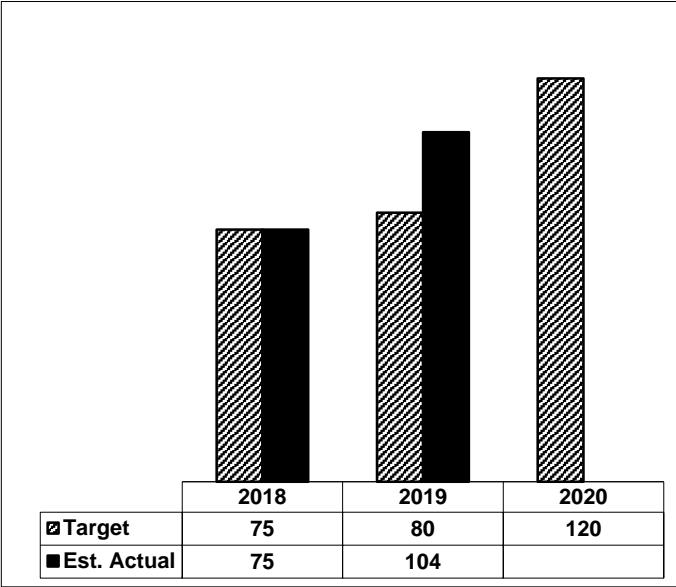
Tobacco and e-cigarette vendors are inspected according to provincial Enforcement Directives and the Ontario Public Health Standards.



2020 Program Detail

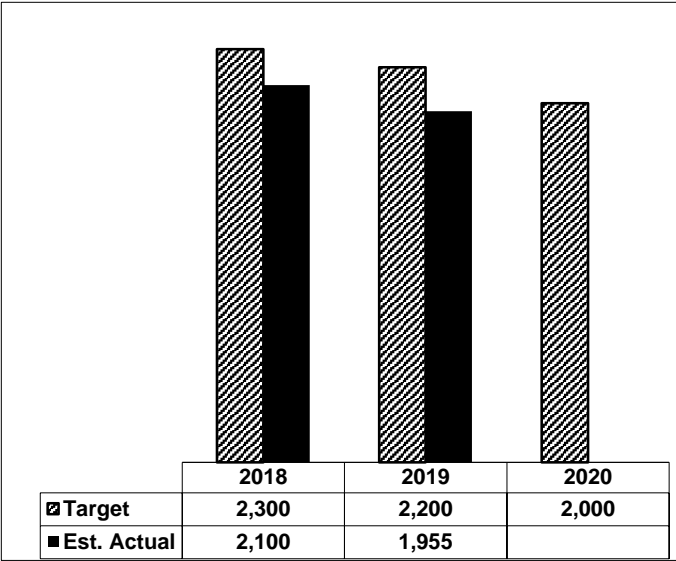
Public Health

Performance Data (continued):



Smoking/E-Cigarette Related Charges

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



Public Health Nurse School Visits

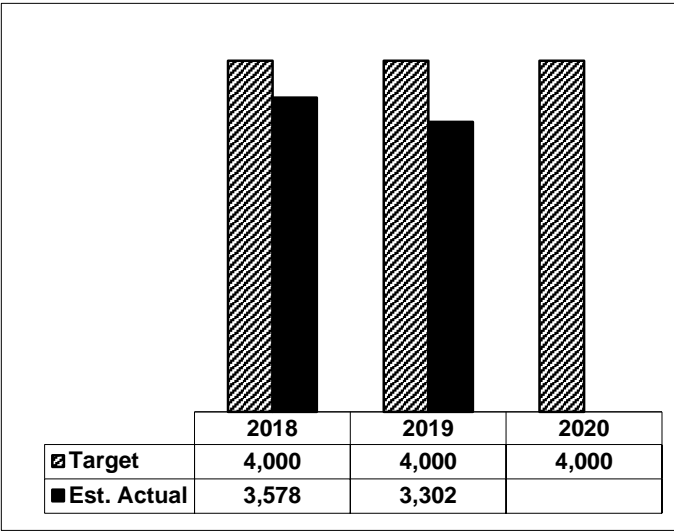
Public health nurses from the Healthy Living program work with schools to implement comprehensive strategies to promote health.



2020 Program Detail

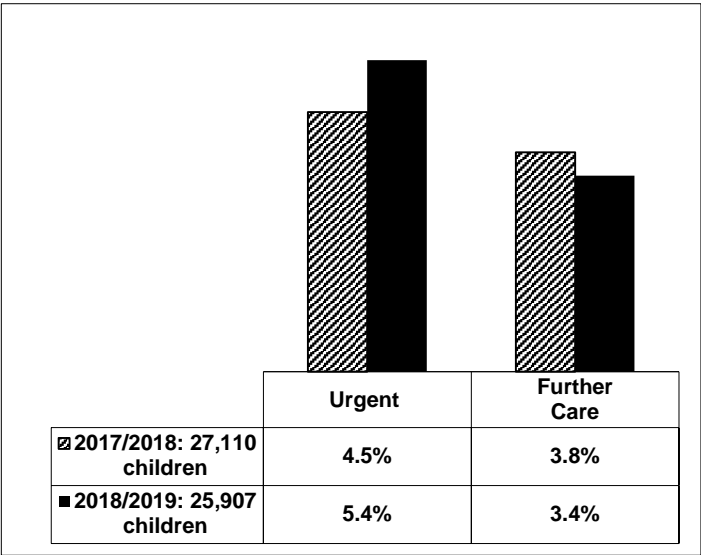
Public Health

Performance Data (continued):



Healthy Smiles Ontario

Clinical dental services were provided by Oral Health staff for 3,302 children in 2019.



Dental Screening

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

**PROGRAM 1
HEALTHY LIVING**



2020 Program Detail

Public Health

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	10,822	12,490	12,642	(105)	12,537
Personnel Related	157	223	223	5	228
Communications	197	309	254	(10)	244
Supplies	283	468	550	3	553
Medical Care	90	90	90	-	90
Materials & Services	17	20	20	-	20
Equipment Maintenance & Repairs	9	9	9	5	14
Professional Services	373	474	474	-	474
Leased Facilities Expenses	6	75	75	2	77
Major Repairs & Renovations	41	-	-	-	-
Operating Expenses Subtotal	11,995	14,158	14,337	(100)	14,237
Inter-Departmental Transfers & Recoveries					
Health Charge - Substance Use	50	50	50	-	50
Health Charge - Dental Office	32	33	33	-	33
Health Recovery - Nurse	(50)	(50)	(50)	-	(50)
Inter-Departmental Transfers & Recoveries Subtotal	32	33	33	-	33
Gross Operating Expenses	12,027	14,191	14,370	(100)	14,270
Tangible Capital Assets					
New	-	-	-	2,459	2,459
Capital Fund Contribution	60	-	-	-	-
Total Tangible Capital Assets	60	-	-	2,459	2,459
Total Expenses	12,087	14,191	14,370	2,359	16,729
Revenues					
Provincial Subsidy	(3,197)	(4,065)	(1,614)	(2,457)	(4,071)
Sundry Revenue	-	(11)	(11)	-	(11)
Total Revenues	(3,197)	(4,076)	(1,625)	(2,457)	(4,082)
Net Program Expenses	8,890	10,115	12,745	(98)	12,647

**PROGRAM 1
HEALTHY LIVING**



2020 Program Detail

Public Health

Summary by Program Type

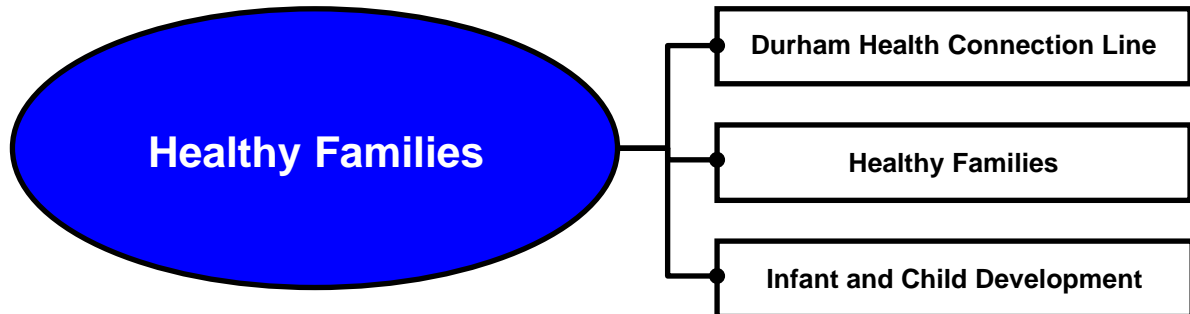
Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
HL-Chronic Disease Prevention	1,759	2,050	2,046	(15)	2,031
HL-School Health	2,970	3,651	3,599	(455)	3,144
HL-Determinants of Health	180	182	186	-	186
HL-CNO Initiative	127	123	125	-	125
HL-Injury Prevention	861	1,072	1,077	(159)	918
HL-Vision Screening	422	-	-	460	460
HL-Substance Use	1,165	1,416	1,386	-	1,386
HL-Harm Reduction	261	250	252	-	252
HL-Needle Exchange	90	90	90	-	90
HL-Dental Screening OH	1,275	1,458	1,259	-	1,259
HL-HSO-OH	1,699	1,691	1,740	-	1,740
HL-HSO-Seniors Dental	284	1,211	1,615	-	1,615
HL-Tobacco Control Co-ord PHD	118	125	127	-	127
HL-SFOA-Youth Engagement PHC	80	80	80	-	80
HL-SFOA-Enforcement HP	622	711	710	69	779
HL-SFOA-Prosecution HP	16	16	16	-	16
HL-SFOA-ECA-HP	98	65	62	-	62
Gross Operating Expenses	12,027	14,191	14,370	(100)	14,270
Tangible Capital Assets					
HL-HSO-Seniors Dental	60	-	-	2,457	2,457
HL-SFOA-Enforcement HP	-	-	-	2	2
Total Tangible Capital Assets	60	-	-	2,459	2,459
Revenues					
HL-Chronic Disease Prevention	-	(11)	(11)	-	(11)
HL-Determinants of Health	(180)	(181)	-	-	-
HL-CNO Initiative	(121)	(121)	-	-	-
HL-Harm Reduction	(250)	(250)	-	-	-
HL-Needle Exchange	(90)	(90)	-	-	-
HL-HSO-OH	(1,432)	(1,432)	-	-	-
HL-HSO-Seniors Dental	(344)	(1,211)	(1,614)	(2,457)	(4,071)
HL-Tobacco Control Co-ord PHD	(100)	(100)	-	-	-
HL-SFOA-Youth Engagement PHC	(80)	(80)	-	-	-
HL-SFOA-Enforcement HP	(519)	(519)	-	-	-
HL-SFOA-Prosecution HP	(16)	(16)	-	-	-
HL-SFOA-ECA-HP	(65)	(65)	-	-	-
Total Revenues	(3,197)	(4,076)	(1,625)	(2,457)	(4,082)
Net Program Expenses	8,890	10,115	12,745	(98)	12,647



2020 Program Detail

Public Health



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- ◆ 2020 Full Time Staff = 88.5
- ◆ 2019 Full Time Staff = 88.5 (Restated)

Performance Measurements:

Healthy Families undertakes numerous activities towards achieving its purpose.

The following represents some of the performance indicators:

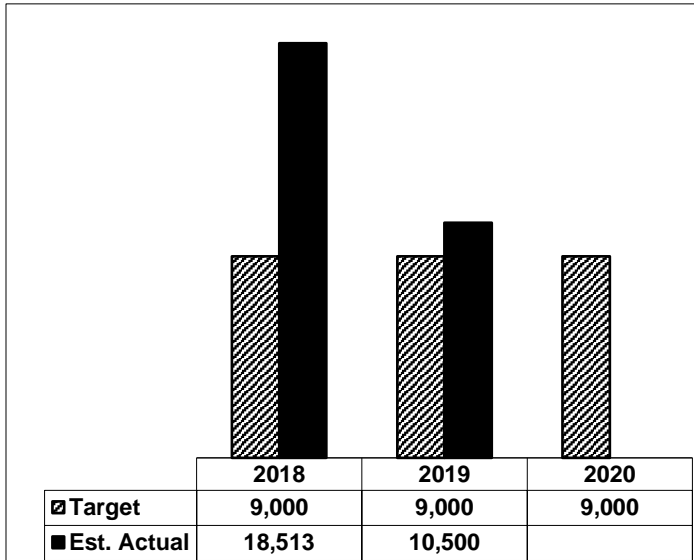
- ◆ Durham Health Connection Line Calls
- ◆ New Mothers Attending Breastfeeding Clinics
- ◆ Number of Home Visits to Clients in the Healthy Babies, Healthy Children Program
- ◆ Children Served/Waitlist for Infant and Child Development Program



2020 Program Detail

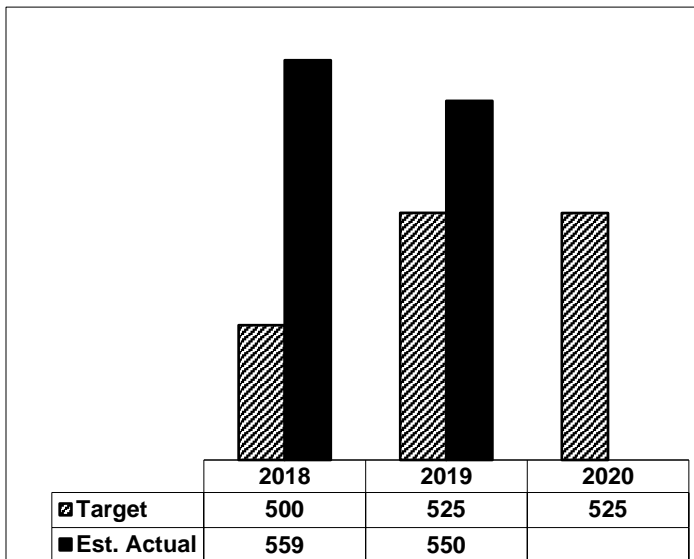
Public Health

Performance Data:



Durham Health Connection Line Calls

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



New Mothers Attending Breastfeeding Clinics

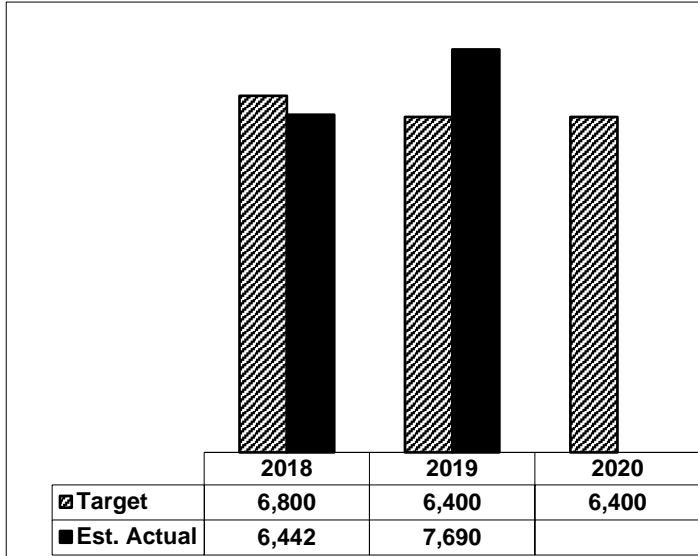
Mothers attend breastfeeding clinics for information and counselling on lactation concerns.



2020 Program Detail

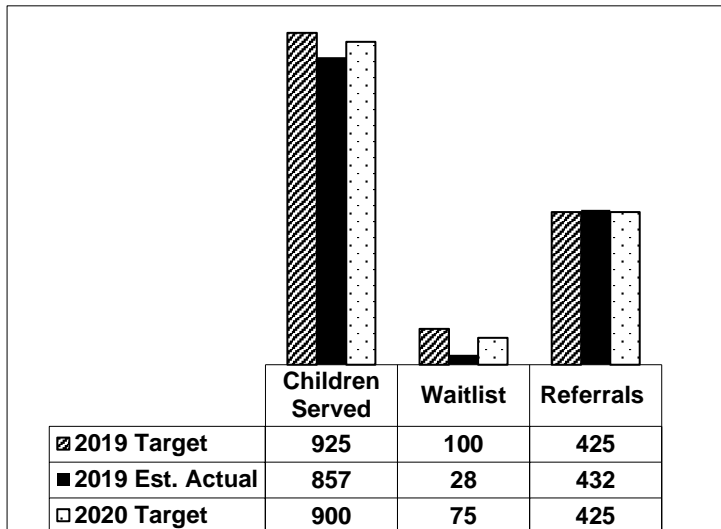
Public Health

Performance Data (continued):



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

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



**Children Served/Waitlist For
Infant & Child Development
Program**

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

**PROGRAM 2
HEALTHY FAMILIES**



2020 Program Detail

Public Health

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	10,423	11,054	11,040	45	11,085
Personnel Related	241	261	262	-	262
Communications	118	187	173	(6)	167
Supplies	114	121	112	6	118
Medical Care	-	-	-	-	-
Materials & Services	2	11	12	(2)	10
Equipment Maintenance & Repairs	-	1	1	-	1
Professional Services	25	31	31	(10)	21
Leased Facilities Expenses	5	5	5	-	5
Financial Expenses	2	2	2	-	2
Operating Expenses Subtotal	10,930	11,673	11,638	33	11,671
Inter-Departmental Transfers & Recoveries					
Recovery - Children Services	(122)	(122)	(122)	-	(122)
Inter-Departmental Transfers & Recoveries Subtotal	(122)	(122)	(122)	-	(122)
Gross Operating Expenses	10,808	11,551	11,516	33	11,549
Tangible Capital Assets					
New	-	-	-	2	2
Replacement	24	24	25	-	25
Total Tangible Capital Assets	24	24	25	2	27
Total Expenses	10,832	11,575	11,541	35	11,576
Revenues					
Provincial Subsidy	(3,839)	(3,839)	(3,839)	-	(3,839)
Fees & Service Charges	-	(10)	(10)	10	-
Total Revenues	(3,839)	(3,849)	(3,849)	10	(3,839)
Net Program Expenses	6,993	7,726	7,692	45	7,737

**PROGRAM 2
HEALTHY FAMILIES**



2020 Program Detail

Public Health

Summary by Program Type

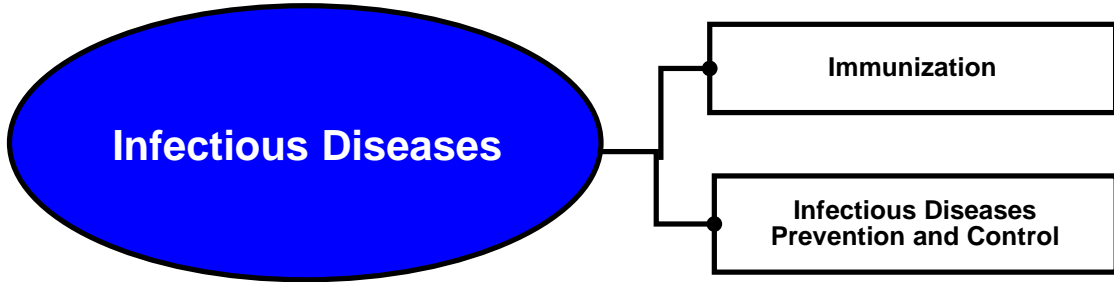
Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
HF-Durham Hlth Connection Line	917	786	797	-	797
HF-Prenatal and Newborn	2,711	2,867	2,809	43	2,852
HF-Child and Youth	1,778	1,880	1,903	-	1,903
HF-Hlthy Babies Hlthy Children	3,661	4,020	3,985	-	3,985
HF-Infant Child Development	1,741	1,998	2,022	(10)	2,012
Gross Operating Expenses	10,808	11,551	11,516	33	11,549
Tangible Capital Assets					
HF-Durham Hlth Connection Line	-	-	-	2	2
HF-Hlthy Babies Hlthy Children	19	19	20	-	20
HF-Infant Child Development	5	5	5	-	5
Total Tangible Capital Assets	24	24	25	2	27
Revenues					
HF-Hlthy Babies Hlthy Children	(2,848)	(2,848)	(2,848)	-	(2,848)
HF-Infant Child Development	(991)	(1,001)	(1,001)	10	(991)
Total Revenues	(3,839)	(3,849)	(3,849)	10	(3,839)
Net Program Expenses	6,993	7,726	7,692	45	7,737



2020 Program Detail

Public Health



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- ◆ 2020 Full Time Staff = 108.4 1 Assistant Manager transferred from Healthy Living and reclassified to a Public Health Nurse
- 2019 Full Time Staff = 107.4 (Restated)



2020 Program Detail

Public Health

Performance Measurements:

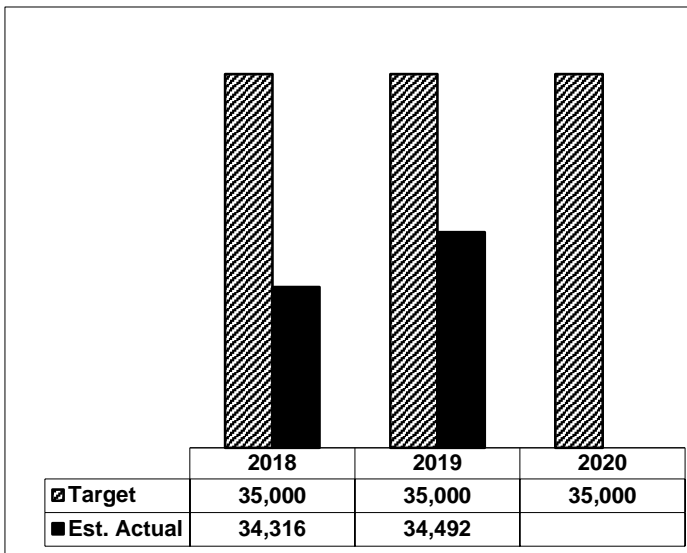
Infectious Diseases undertakes numerous activities in meeting its purpose. The following represents some of the performance indicators:

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

Performance Data:

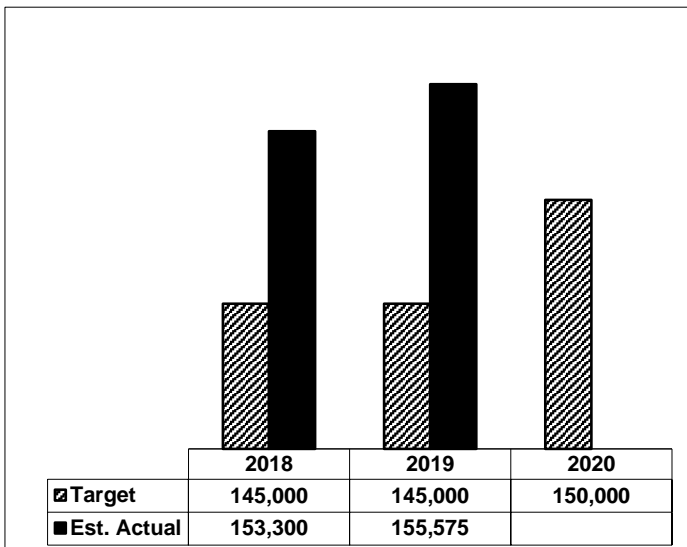
Vaccines Administered

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



Influenza Vaccine Distributed

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

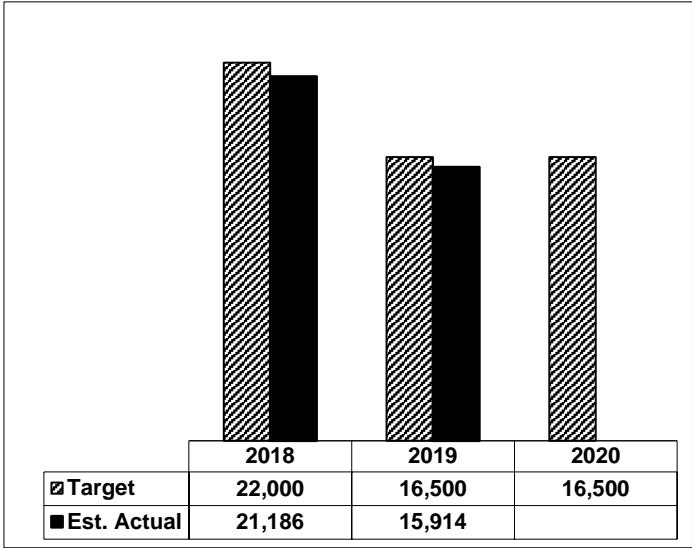




2020 Program Detail

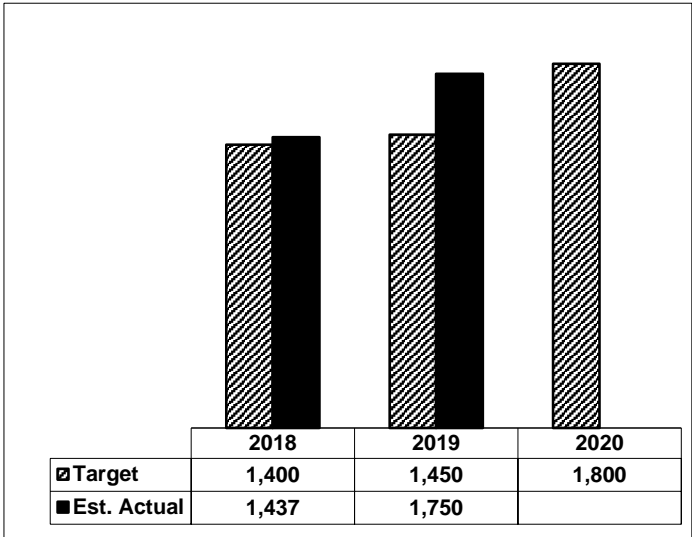
Public Health

Performance Data (continued):



Number of Notification Questionnaires Distributed

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



Animal Bites Investigated for Rabies

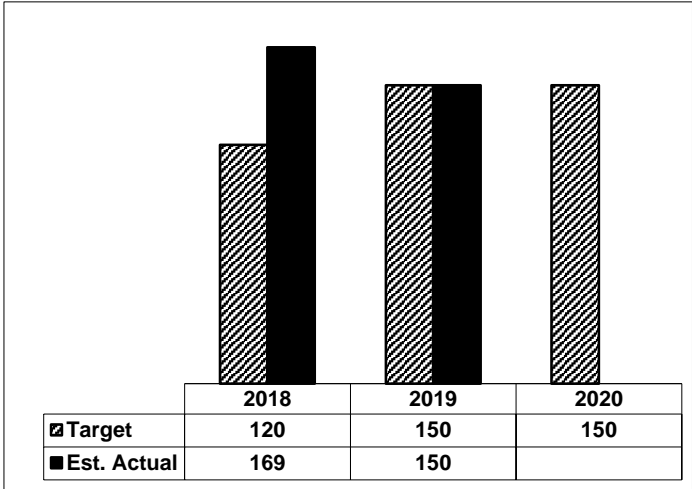
Public Health inspectors investigate reported animal bites to humans, and isolate animals to prevent rabies cases in humans.



2020 Program Detail

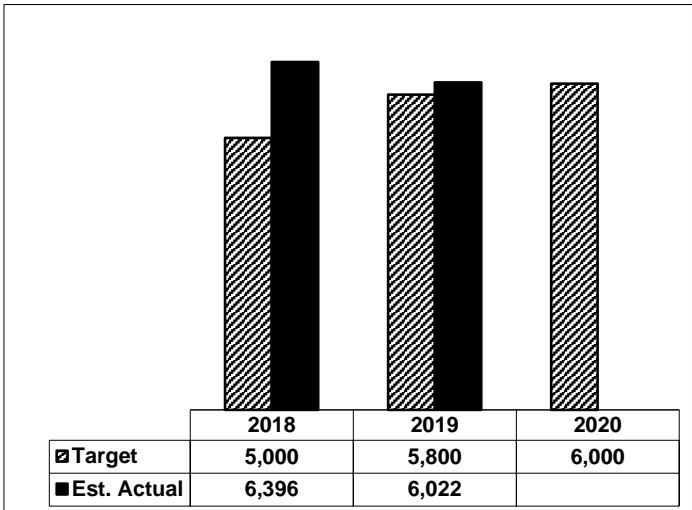
Public Health

Performance Data (continued):



Infectious Diseases Outbreaks Investigated

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



Infectious Diseases Cases and Contacts Investigated

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

**PROGRAM 3
INFECTIOUS DISEASES**



2020 Program Detail

Public Health

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	13,165	13,416	13,181	120	13,301
Personnel Related	200	231	231	3	234
Communications	115	239	209	(1)	208
Supplies	246	312	245	(26)	219
Medical Care	43	41	41	10	51
Materials & Services	235	245	237	4	241
Equipment Maintenance & Repairs	10	6	6	3	9
Professional Services	101	121	101	5	106
Leased Facilities Expenses	3	7	7	-	7
Financial Expenses	1	1	1	-	1
Operating Expenses Subtotal	14,119	14,619	14,259	118	14,377
Inter-Departmental Transfers & Recoveries					
Recovery - Health	(21)	(21)	(21)	-	(21)
Inter-Departmental Transfers & Recoveries Subtotal	(21)	(21)	(21)	-	(21)
Gross Operating Expenses	14,098	14,598	14,238	118	14,356
Tangible Capital Assets					
New	54	54	-	24	24
Replacement	-	-	-	80	80
Provincial Subsidy	(52)	(52)	-	(80)	(80)
Total Tangible Capital Assets	2	2	-	24	24
Total Expenses	14,100	14,600	14,238	142	14,380
Revenues					
Provincial Subsidy	(1,207)	(1,257)	-	-	-
Fees & Service Charges	(198)	(200)	(200)	-	(200)
Sale of Publications	(62)	(65)	(65)	-	(65)
Total Revenues	(1,467)	(1,522)	(265)	-	(265)
Net Program Expenses	12,633	13,078	13,973	142	14,115

**PROGRAM 3
INFECTIOUS DISEASES**



2020 Program Detail

Public Health

Summary by Program Type

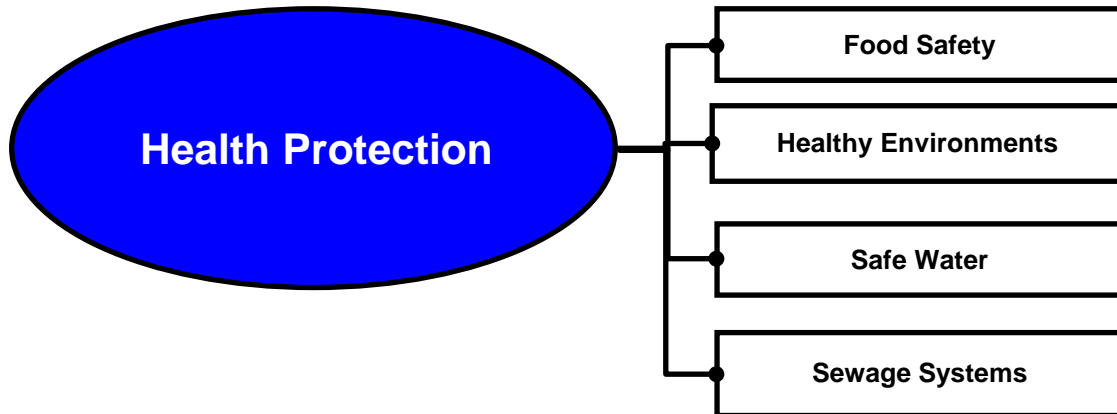
Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
IDPC-Panorama Readiness PHD	-	50	-	-	-
IDPC-Immunization PHD	7,045	7,008	6,905	120	7,025
IDPC-Infect Disease Enhnce PHD	667	831	638	-	638
IDPC-Prevention HP	95	91	93	-	93
IDPC-Infectious Diseases PHD	1,507	1,902	1,895	12	1,907
IDPC-Infectious Diseases HP	2,880	2,926	2,928	-	2,928
IDPC-Sexual Health PHD	1,904	1,790	1,779	(14)	1,765
Gross Operating Expenses	14,098	14,598	14,238	118	14,356
Tangible Capital Assets					
IDPC-Immunization PHD	-	-	-	24	24
IDPC-Infectious Diseases HP	2	2	-	-	-
Total Tangible Capital Assets	2	2	-	24	24
Revenues					
IDPC-Panorama Readiness PHD	-	(50)	-	-	-
IDPC-Immunization PHD	(185)	(185)	(185)	-	(185)
IDPC-Infect Disease Enhnce PHD	(667)	(667)	-	-	-
IDPC-Prevention HP	(90)	(90)	-	-	-
IDPC-Infectious Diseases HP	(450)	(450)	-	-	-
IDPC-Sexual Health PHD	(75)	(80)	(80)	-	(80)
Total Revenues	(1,467)	(1,522)	(265)	-	(265)
Net Program Expenses	12,633	13,078	13,973	142	14,115



2020 Program Detail

Public Health



Purpose:

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

Description of Program Activities:

- ◆ **Food Safety:** The Health Department enforces the *Health Protection and Promotion Act (HPPA)*, *Healthy Menu Choices Act, 2015 (HMCA)* and their regulations by: conducting routine and complaint-based inspections of all food premises; providing education and training to food handlers and food service providers; and taking appropriate enforcement actions where necessary. Cases of suspected foodborne illnesses are investigated and outbreaks of foodborne illness are responded to. Communications regarding safe food handling practices, food recalls and foodborne illnesses support public awareness and community engagement. The DineSafe Durham inspection disclosure program provides the public with results from food premises inspections in the Region of Durham.
- ◆ **Healthy Environments:** The Health Department responds to and investigates all inquiries and complaints regarding local potential health hazards. Regular inspections are conducted of public facilities that serve priority populations such as recreational camps, seasonal farm worker accommodations, ice arenas and schools. Public awareness activities include developing and implementing risk communication strategies and providing educational material and information to the public about health hazards in the environment. Collaboration with community partners includes participation on Regional climate change initiatives and implementation of a Cold Warning/Heat Warning and Information System. A system is in place to manage potassium iodide (KI) Pill distribution related to nuclear emergency preparedness in collaboration with Ontario Power Generation and other key stakeholders. Program activities also include the provision of 24/7 on-call availability to receive and respond to health hazards/emergencies in the community, public health emergency preparation and response, including ongoing review/revision of the Health Department Emergency Master Plan and participation in emergency exercises.



2020 Program Detail

Public Health

Description of Program Activities (continued):

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

Description of Program Resources:

- ◆ 2020 Full Time Staff = 46.7
2019 Full Time Staff = 46.7 (Restated)

Performance Measurements:

Health Protection undertakes numerous activities towards achieving its purpose.

The following represents some of the performance indicators:

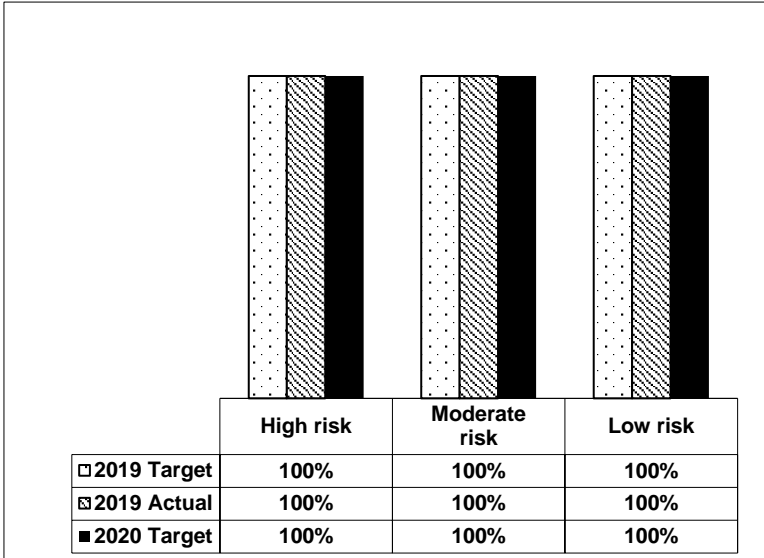
- ◆ Food Premises Inspection Frequency
- ◆ Food Premises Inspection Volume
- ◆ West Nile Virus Orders Issued
- ◆ Stagnant Water Assessments
- ◆ Inspections of Sewage Systems



2020 Program Detail

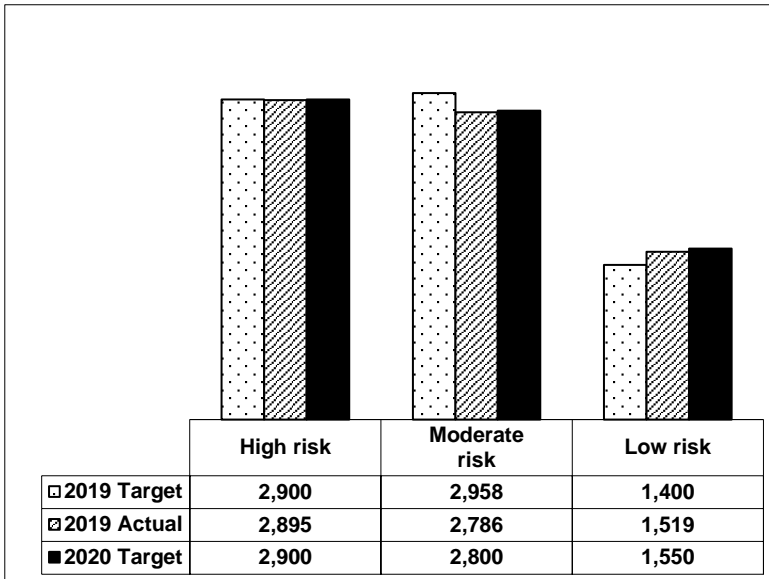
Public Health

Performance Data:



Food Premises Inspection Frequency

[High-3; Moderate-2; Low-1 per year]
Risk assessments are used to prioritize inspections.



Food Premises Inspection Volume

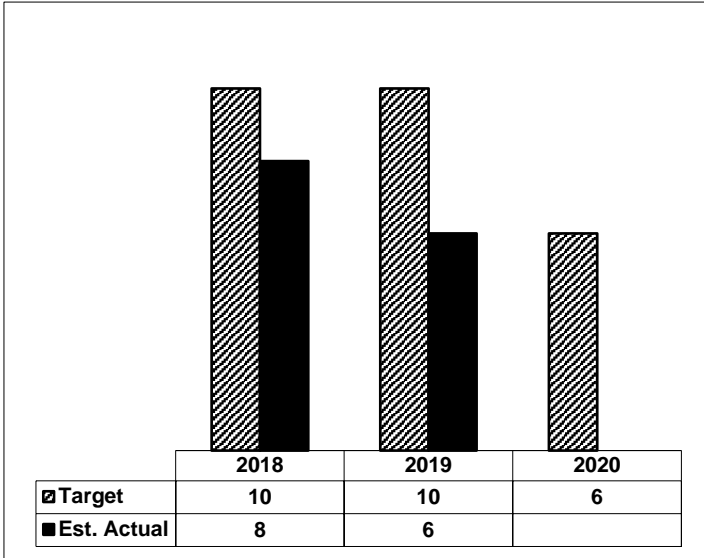
[High-3; Moderate-2; Low-1 per year]
With the exception of Healthy Menu Choices Act, 2015 (HMCA) inspections, the number of inspections is determined by risk category, and number of premises.



2020 Program Detail

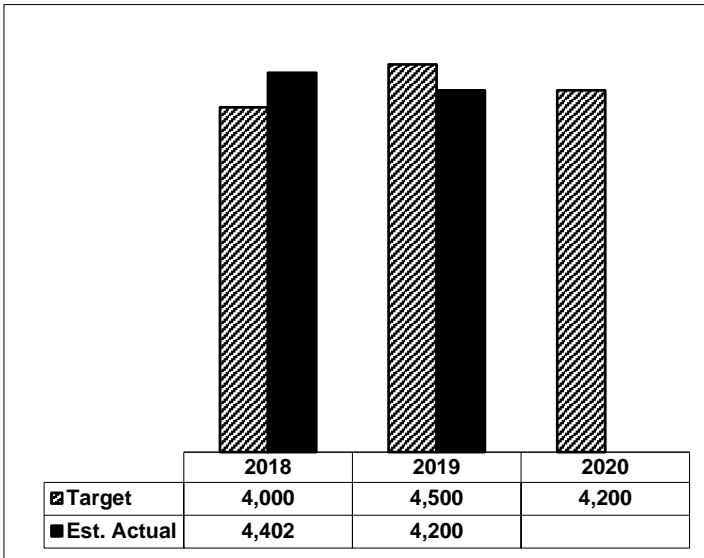
Public Health

Performance Data (continued):



West Nile Virus Orders Issued

Enforcement orders are issued for stagnant water, and charges can be laid under the HPPA.



Stagnant Water Assessments

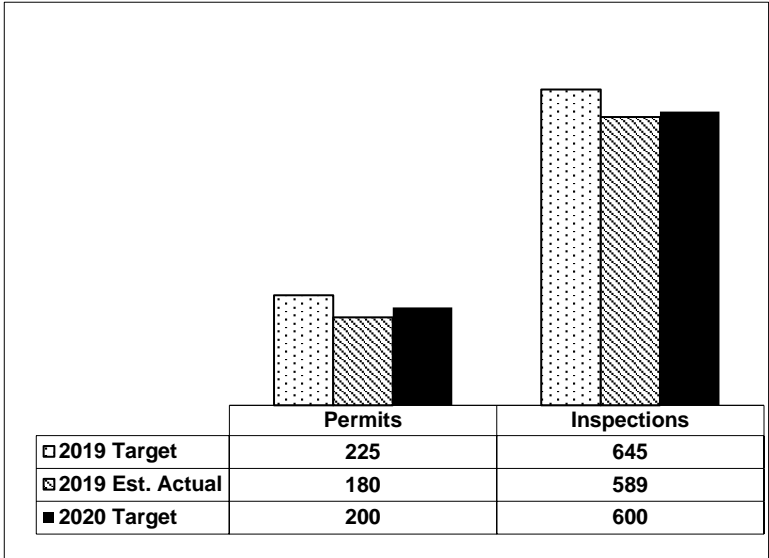
Sites with stagnant water conditions are assessed to determine if measures need to be taken to reduce the potential for West Nile virus spread.



2020 Program Detail

Public Health

Performance Data (continued):



**Inspections of Sewage Systems
(OBC - Part 8)**

Inspections and re-inspections of sewage systems occur prior to issuance of building permits; and on complaints of malfunctioning systems.

**PROGRAM 4
HEALTH PROTECTION**



2020 Program Detail

Public Health

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	5,914	5,990	6,055	20	6,075
Personnel Related	219	240	239	-	239
Communications	51	96	73	-	73
Supplies	99	93	79	-	79
Materials & Services	5	14	9	(1)	8
Equipment Maintenance & Repairs	-	3	3	-	3
Professional Services	13	17	15	-	15
Leased Facilities Expenses	-	1	1	-	1
Operating Expenses Subtotal	6,301	6,454	6,474	19	6,493
Transfers from Related Entities					
NextGen Fees	5	5	6	-	6
Transfers from Related Entities Subtotal	5	5	6	-	6
Inter-Departmental Transfers & Recoveries					
Health Charge	21	21	21	-	21
Inter-Departmental Transfers & Recoveries Subtotal	21	21	21	-	21
Gross Operating Expenses	6,327	6,480	6,501	19	6,520
Tangible Capital Assets					
New	13	13	-	-	-
Total Tangible Capital Assets	13	13	-	-	-
Total Expenses	6,340	6,493	6,501	19	6,520
Revenues					
Provincial Subsidy	(204)	(183)	(10)	-	(10)
Fees & Service Charges	(654)	(729)	(709)	(20)	(729)
Total Revenues	(858)	(912)	(719)	(20)	(739)
Net Program Expenses	5,482	5,581	5,782	(1)	5,781

**PROGRAM 4
HEALTH PROTECTION**



2020 Program Detail

Public Health

Summary by Program Type

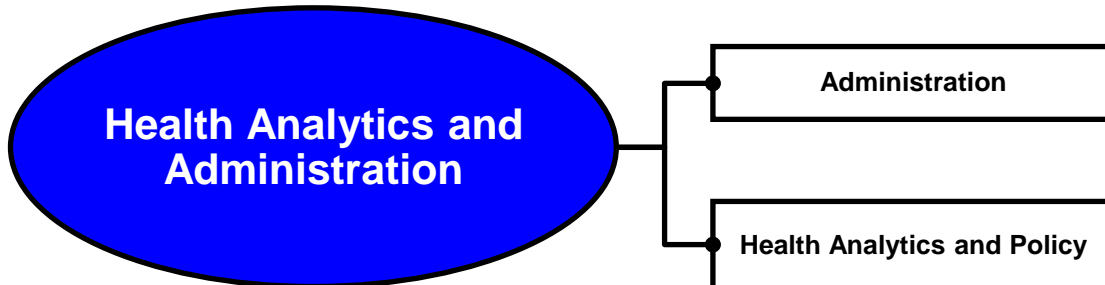
Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
HP-Food Safety	2,346	2,284	2,291	-	2,291
HP-Enhanced Food Safety	83	91	90	-	90
HP-PHI Practicum Grant	10	10	10	-	10
HP-Safe Water	1,533	1,486	1,488	-	1,488
HP-Enhanced Safe Water	49	53	54	-	54
HP-Healthy Environments HP	1,414	1,471	1,494	(4)	1,490
HP-Emergency Mgmt HP	216	317	320	3	323
HP-Emergency Mgmt PHN	58	59	60	-	60
HP-KI Pill Distribution	225	225	225	-	225
HP-Part 8 Ont Building Code	321	373	378	-	378
HP-Sewage System Main Inspect	72	111	91	20	111
Gross Operating Expenses	6,327	6,480	6,501	19	6,520
Tangible Capital Assets					
HP-Food Safety	6	6	-	-	-
HP-Healthy Environments HP	7	7	-	-	-
Total Tangible Capital Assets	13	13	-	-	-
Revenues					
HP-Food Safety	(111)	(93)	(93)	-	(93)
HP-Enhanced Food Safety	(83)	(83)	-	-	-
HP-PHI Practicum Grant	(10)	(10)	(10)	-	(10)
HP-Safe Water	(42)	(42)	-	-	-
HP-Enhanced Safe Water	(48)	(48)	-	-	-
HP-KI Pill Distribution	(225)	(225)	(225)	-	(225)
HP-Part 8 Ont Building Code	(266)	(300)	(300)	-	(300)
HP-Sewage System Main Inspect	(72)	(111)	(91)	(20)	(111)
Total Revenues	(857)	(912)	(719)	(20)	(739)
Net Program Expenses	5,483	5,581	5,782	(1)	5,781



2020 Program Detail

Public Health



Purpose:

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

Description of Program Activities:

- ◆ **Administration:** Program responsibilities are broad and include the operational and support activities required for effective and efficient operations of the Health Department. Staff management activities include assistance/support with staffing, payroll, accounting, human resources, and liaison with other Regional departments to ensure efficiency and consistency. Financial activities include assistance/support with the preparation of Regional and provincial budgets, financial statements, agreements, and related reports. Assistance/support is provided to programs through preparation of reports/correspondence, data entry, records maintenance, and response to inquiries from the public. Privacy and security activities include development and implementation of policies/procedures, privacy education and training, conducting privacy impact assessments where required, and responding to information requests. Community resource and development activities include the development of educational, promotional and resource materials, communication with the public and the media on public health issues and programs, and maintenance of the Health & Wellness website.
- ◆ **Health Analytics and Policy:**
 - **Health Analytics and Research:** Activities include working collaboratively with programs to effectively address the health needs of the community through population health assessment, identification of populations at risk, timely health status surveillance and reporting, program evaluation, research and knowledge exchange, and consultation.
 - **Health Policy and Equity:** Provides policy expertise, advice and support across the Health Department on the development of policy initiatives and initiatives to improve health equity in Durham Region. Activities include meeting provincial and regional reporting requirements, supporting evidence-informed decisions, policy development, and providing support to programs to address health inequities through training, tools and program planning support.

PROGRAM 5 HEALTH ANALYTICS AND ADMINISTRATION



2020 Program Detail

Public Health

Description Of Program Resources:

- ♦ 2020 Full Time Staff = 38.5
2019 Full Time Staff = 38.5 (Restated)

**PROGRAM 5
HEALTH ANALYTICS AND ADMINISTRATION**



2020 Program Detail

Public Health

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	4,313	4,919	5,082	-	5,082
Personnel Related	109	118	98	-	98
Communications	126	133	128	-	128
Supplies	123	91	91	50	141
Computer Maintenance & Operations	213	260	260	-	260
Materials & Services	143	139	139	-	139
Equipment Maintenance & Repairs	23	23	23	-	23
Professional Services	86	144	123	-	123
Leased Facilities Expenses	1	5	5	-	5
Financial Expenses	49	49	49	-	49
Operating Expenses Subtotal	5,186	5,881	5,998	50	6,048
Inter-Departmental Transfers & Recoveries					
Corporate IT Charge	272	272	272	-	272
Corporate HR Charge	256	256	259	-	259
Recovery - Social Assistance	(86)	(86)	(87)	-	(87)
Inter-Departmental Transfers & Recoveries Subtotal	442	442	444	-	444
Gross Operating Expenses	5,628	6,323	6,442	50	6,492
Tangible Capital Assets					
New	-	-	-	9	9
Replacement	317	317	343	-	343
Total Tangible Capital Assets	317	317	343	9	352
Total Expenses	5,945	6,640	6,785	59	6,844
Revenues					
Provincial Subsidy	(27)	(43)	(43)	-	(43)
Sundry Revenue	(15)	(15)	(15)	-	(15)
Total Revenues	(42)	(58)	(58)	-	(58)
Net Program Expenses	5,903	6,582	6,727	59	6,786

**PROGRAM 5
HEALTH ANALYTICS AND ADMINISTRATION**



2020 Program Detail

Public Health

Summary by Program Type

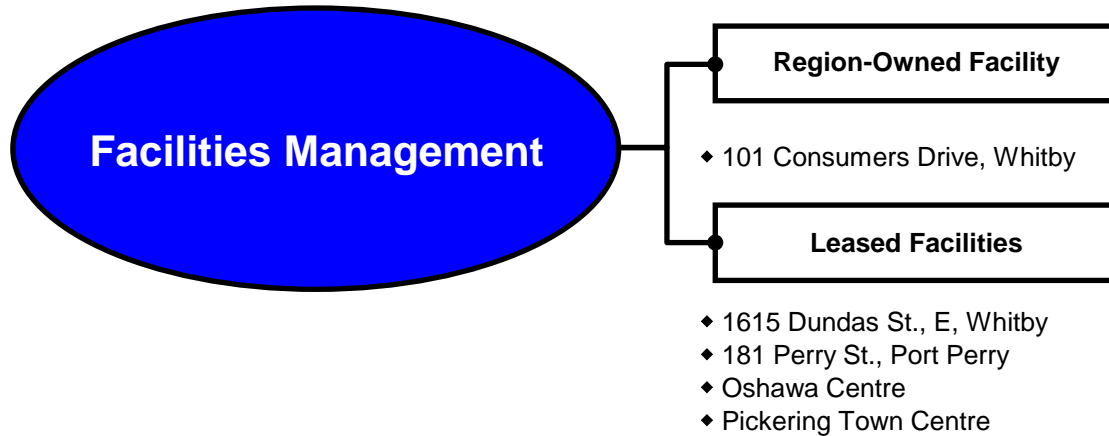
Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
General	4,155	4,808	4,759	40	4,799
HARP	917	943	1,109	10	1,119
HR Services	256	256	259	-	259
IT Services	272	273	272	-	272
MOH Remuneration	28	43	43	-	43
Gross Operating Expenses	5,628	6,323	6,442	50	6,492
Tangible Capital Assets					
General	317	317	343	9	352
Total Tangible Capital Assets	317	317	343	9	352
Revenues					
General	(15)	(15)	(15)	-	(15)
MOH Remuneration	(27)	(43)	(43)	-	(43)
Total Revenues	(42)	(58)	(58)	-	(58)
Net Program Expenses	5,903	6,582	6,727	59	6,786



2020 Program Detail

Public Health



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

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

Performance Measurements:

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

**PROGRAM 6
FACILITIES MANAGEMENT**



2020 Program Detail

Public Health

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Supplies	1	2	2	-	2
Utilities	19	35	32	-	32
Materials & Services	6	5	4	-	4
Buildings & Grounds Operations	53	47	41	4	45
Equipment Maintenance & Repairs	4	1	1	-	1
Contracted Services	100	79	91	-	91
Leased Facilities Expenses	357	358	357	-	357
Financial Expenses	10	10	10	-	10
Major Repairs & Renovations	30	30	-	-	-
Operating Expenses Subtotal	580	567	538	4	542
Inter-Departmental Transfers & Recoveries					
Works - Facilities Management Charge	31	60	63	1	64
Health Recovery - Dental Office	(33)	(33)	(33)	-	(33)
Inter-Departmental Transfers & Recoveries Subtotal	(2)	27	30	1	31
Gross Operating Expenses	578	594	568	5	573
Tangible Capital Assets					
New	-	-	-	29	29
Replacement	70	70	65	2,000	2,065
Federal Grant	-	-	-	(10)	(10)
Recovery from Reserves	-	-	-	(2,000)	(2,000)
Total Tangible Capital Assets	70	70	65	19	84
Net Program Expenses	648	664	633	24	657

**PROGRAM 7
HEADQUARTERS SHARED COST**



2020 Program Detail

Public Health

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 7
HEADQUARTERS SHARED COST**



2020 Program Detail

Public Health

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	2,040	2,040	1,793	298	2,091

PROGRAM 8 CONTRIBUTION FROM PROVINCE



2020 Program Detail

Public Health

Purpose:

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

Description of Program Activities:

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

**PROGRAM 8
CONTRIBUTION FROM PROVINCE**



2020 Program Detail

Public Health

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Provincial Subsidy	(26,079)	(26,079)	(30,313)	46	(30,267)
Total Revenues	(26,079)	(26,079)	(30,313)	46	(30,267)
Net Program Expenses	(26,079)	(26,079)	(30,313)	46	(30,267)

TANGIBLE CAPITAL ASSETS - NEW



2020 Program Detail

Public Health

Description	Qty	Unit Cost	Total
		\$	\$
MACHINERY & EQUIPMENT			
<u>Healthy Living - Program 1</u>			
Smoke Free Ontario Act			
1 Tablets	1	2,500	2,500
		Subtotal	<u>2,500</u>
<u>Healthy Families - Program 2</u>			
Durham Health Connection Line			
15 Standard Laptop (chat line)	1	1,700	1,700
		Subtotal	<u>1,700</u>
<u>Infectious Diseases - Program 3</u>			
Immunization			
17 Fax Machine	1	2,000	2,000
18 Mobile Laptops	9	2,500	22,500
		Subtotal	<u>24,500</u>
<u>Health Analytics and Administration - Program 5</u>			
Administration			
19 Standard Laptop	1	1,700	1,700
20 Smartboard		7,000	7,000
		Subtotal	<u>8,700</u>
<u>Facilities Management - Program 6</u>			
Facilities Management			
21 Electric Vehicle Charging Stations	2	14,525	29,050
		Subtotal	<u>29,050</u>
Subtotal Reflected on Program Summary			<u><u>66,450</u></u>
Programs - 100% Funded, but Supplemented with Regional Contributions			
Oral Health (included on Program Detail Page)			
2 Automated Washer	1	10,000	10,000
3 Autoclave	3	8,800	26,400
4 IPAC Equipment	1	5,800	5,800
5 Endo Instruments Kit & Accessories	3	10,300	30,900
6 Restorative Instruments & Accessories	12	3,600	43,200
7 Surgical Instruments Kits & Hand Pieces	2	9,800	19,600
8 Digital Sensors	3	7,000	21,000
9 Lab and Dentures	1	10,000	10,000
10 Nitrous Oxide System	1	4,000	4,000
11 Other parts N2O	1	6,000	6,000
12 Dental Chairs and Units	3	70,000	210,000
13 Smartboard	1	7,000	7,000
14 Standard Laptops	9	1,700	15,300
15 Office Renovations/New Clinic space - Oral Health Clinic			2,047,800
		Subtotal	<u>2,457,000</u>
Total TCA New			<u><u>2,523,450</u></u>

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

Public Health

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
<u>Health Analytics and Administration - Program 5</u>			
3 Standard Laptops	80	1,700	136,000
4 Mobile Laptops	32	2,500	80,000
5 Printers	10	1,000	10,000
6 Environmental Health Mobile Laptops	15	2,500	37,500
7 Environmental Health Printers	15	700	10,500
8 Furniture (Cabinets, Workstations for Accessibility etc)			40,000
9 Network Equipment including Servers			10,000
10 Standard Laptops For Health Emergency Operating Centre	11	1,700	18,700
		Subtotal	<u>342,700</u>
<u>Infectious Diseases - Program 3</u>			
Immunization			
11 Large Vaccine Fridges (4)	4	20,000	80,000
		Subtotal	<u>80,000</u>
BUILDING			
<u>Facilities Management - Program 6</u>			
12 Space Optimization - 101 Consumers			2,000,000
13 Network Upgrade (VoIP) - Pickering			65,000
		Subtotal	<u>2,065,000</u>
Subtotal Reflected on Program Summary			<u><u>2,487,700</u></u>
Programs - 100% Funded, but Supplemented with Regional Contributions			
<u>Healthy Families - Program 2</u>			
Healthy Babies, Healthy Children			
1 Mobile Laptops	8	2,500	20,000
Infant Child Development			
2 Mobile Laptops	2	2,500	5,000
		Subtotal	<u>25,000</u>
Total TCA New			<u><u>2,512,700</u></u>

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PARAMEDIC RESPONSE STATIONS

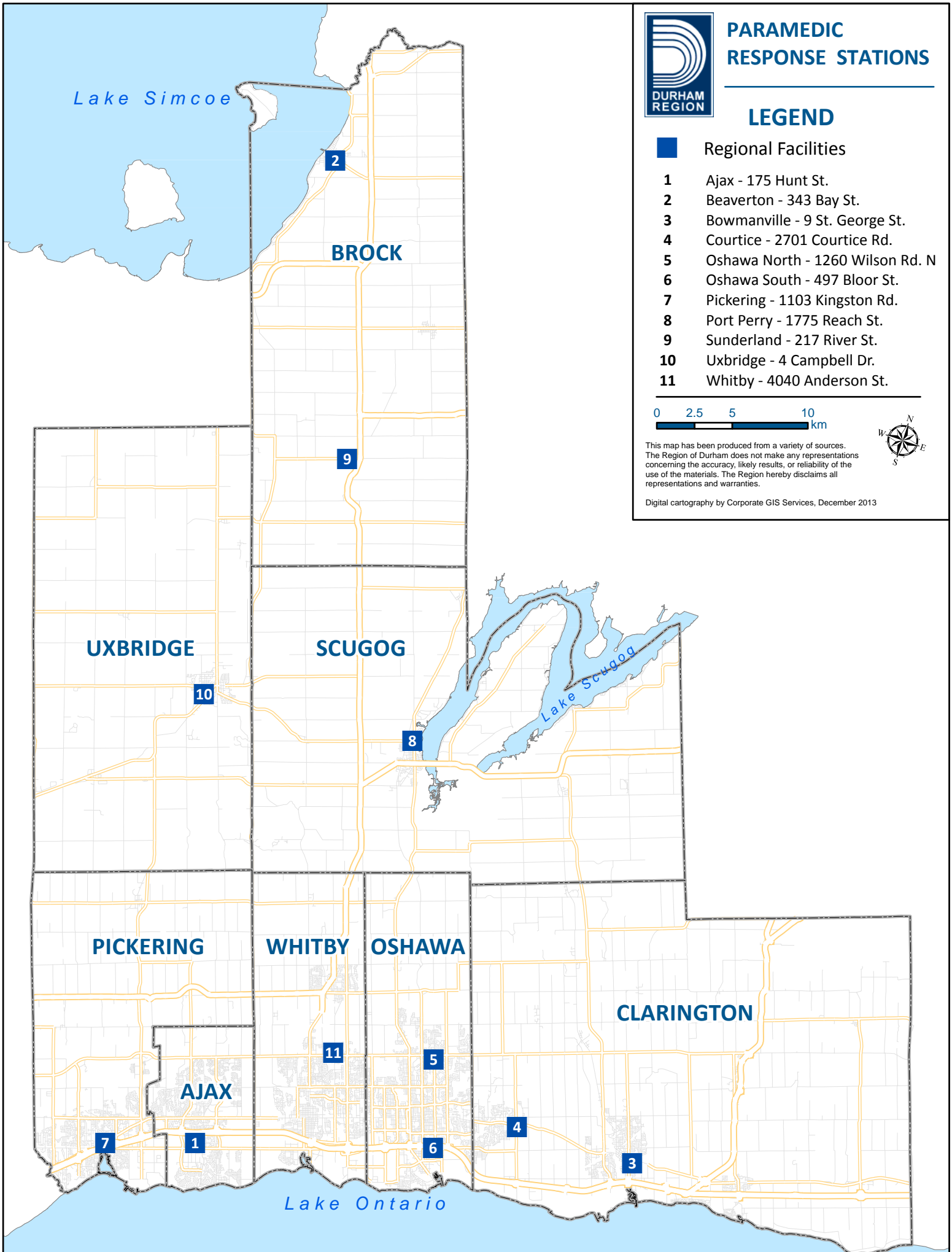
LEGEND

- Regional Facilities
- 1** Ajax - 175 Hunt St.
- 2** Beaverton - 343 Bay St.
- 3** Bowmanville - 9 St. George St.
- 4** Courtice - 2701 Courtice Rd.
- 5** Oshawa North - 1260 Wilson Rd. N
- 6** Oshawa South - 497 Bloor St.
- 7** Pickering - 1103 Kingston Rd.
- 8** Port Perry - 1775 Reach St.
- 9** Sunderland - 217 River St.
- 10** Uxbridge - 4 Campbell Dr.
- 11** Whitby - 4040 Anderson St.



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PROGRAM SUMMARY

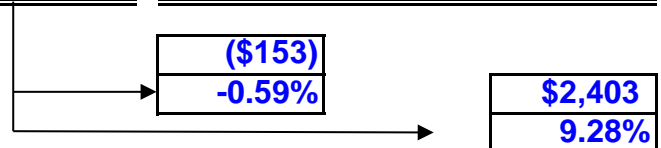


2020 Business Plan

Health - Paramedic Services

By Program (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Administration	3,709	3,858	3,794	79	3,873
2 Operations	36,867	36,767	37,974	1,415	39,389
3 Quality Development	916	860	867	-	867
4 Planning and Logistics	4,115	4,353	4,395	45	4,440
5 Facilities Management	1,895	1,930	1,067	237	1,304
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	334	-	334
Operating Subtotal	47,839	48,105	48,431	1,776	50,207
Tangible Capital Assets:					
8 New	458	458	-	520	520
8 Replacement	1,645	1,678	1,508	239	1,747
8 Federal Grant	-	-	-	(20)	(20)
8 Contribution from Reserve/ Reserve Fund	(149)	(149)	-	(318)	(318)
Tangible Capital Assets Subtotal	1,954	1,987	1,508	421	1,929
Total Program Expenses	49,793	50,092	49,939	2,197	52,136
Revenue Programs					
9 Contribution from Province	(23,851)	(24,209)	(24,209)	358	(23,851)
Total Revenue Programs	(23,851)	(24,209)	(24,209)	358	(23,851)
Net Program Expenses	25,942	25,883	25,730	2,555	28,285

Summary of Increase (Decrease)



PROGRAM SUMMARY



2020 Business Plan

Health - Paramedic Services

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	713	Economic increases
Salaries & Benefits	613	Annualization - 10 positions
Operating Expenses	65	Inflationary increases
Operating Expenses	(17)	Utilities savings
Operating Expenses	(52)	Fuel savings
Operating Expenses	(783)	Debt Retirement
Major Repairs & Renovations	(23)	Decreased requirements
Tangible Capital Assets - New	(458)	Remove one-time items
Tangible Capital Assets - Replacement	(170)	Decreased requirements
Contribution From Reserve/Reserve Fund	149	Remove one-time contribution
Various	(190)	Line-by-Line Review savings
	(153)	
	(153)	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Health - Paramedic Services

(\$,000's)

Administration

♦ New Position: 1 full time Superintendent effective July 1, 2020, required to maintain and improve supervision and oversight in response to increased call volumes and new PTSD requirements which demands increased monitoring of staff well being. (Annualized cost \$150K)	80
♦ Increase in Ambulance Call Report fees	(1)
	79

Operations

♦ New Positions: 6 full-time Primary Care Paramedic Positions and 6 full-time Advanced Care Paramedic positions, effective July 1, 2020, to enhance emergency coverage along the 401 corridor with a new 24 hour ambulance (annualized cost \$1,617K)	815
♦ Continuation of Incident Response Unit (IRU) program through evening hours enhancing opportunities for ACP response to critical calls	240
♦ Increase to WSI due to continued rise from presumptive legislation and increased staff	200
♦ Increase in the provision for meal claims as required for in the Collective Agreement	15
♦ Additional resiliency training including PEER support and Before Operational Stress (BOS)	65
♦ Increase in uniform costs due to contract negotiation and additional staff	50
♦ Psychologist to provide clinical leadership and support to PEER support team	35
♦ Increase in special event fees as a result of proposed rate increases	(5)
	1,415

Planning and Logistics

♦ Rise in medication use	35
♦ Increase in cost for vehicle maintenance due to increase in fleet size	10
	45

Facilities Management

♦ Net increase in building and ground operations across all sites to better reflect historical costs and forecasted requirements	51
♦ Major Repairs and Renovations: One-time maintenance requirements for Paramedic Response Stations in 2020 including:	
- Interior painting - Bowmanville Paramedic Response Station	7
- Interior painting - Courtice Paramedic Response Station	8
- Asphalt/sidewalk repair - Pickering Paramedic Response Station	45
- Walkway repair - South Oshawa Paramedic Response Station	5
- Physical access security improvements and rekeying for all Paramedic Response Stations	40
- Carpet replacement on first and second level of Whitby RDPS Headquarters	38
♦ Adjustments to reflect actual costs and forecasted requirements in various accounts	43
	237

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Health - Paramedic Services

Tangible Capital Assets

NEW

♦ Purchase of one (1) new ambulance and associated equipment to be deployed along the Lakeshore Corridor	269
♦ Purchase and install four electrical vehicle charging stations at RDPS Headquarters	51
♦ Paramedic Master Plan	200
Subtotal	520

REPLACEMENT

♦ Purchase of one additional replacement ambulance due to increase in fleet size	163
♦ Purchase of one command vehicle to replace one that has reached the end of its useful life	76
Subtotal	239

FINANCING

♦ Federal Grant towards the purchase and installation of four electrical vehicle charging stations at RDPS Headquarters	(20)
♦ Development Charge financing for the eligible portion of the new 24 hour ambulance (-\$199k) and the Paramedic Master Plan (-\$119K)	(318)
Subtotal	(338)
	421

Revenue

♦ Anticipated reduction of Provincial Subsidy	358
	358
Total Program Changes	2,555



2020 Program Detail

Health - Paramedics Services

Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- ◆ 2020 Full Time Staff = 25
New Position: 1 Superintendent to maintain and improve supervision and oversight in response to increased call volume and new PTSD legislation requiring increased monitoring of staff well being.
- 2019 Full Time Staff = 24

Performance Measurements:

- ◆ Reporting of divisional activities are accurate and submitted to the Ministry of Health and Long-Term Care as required; cost-sharing by the province is optimized for operational and capital requirements.
2020 Planned Service Level: 100%
2019 Projected Service Level: 100%
2019 Planned Service Level: 100%

**PROGRAM 1
ADMINISTRATION**



2020 Program Detail

**Health - Paramedic
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	3,330	3,366	3,333	80	3,413
Personnel Related	27	51	51	-	51
Communications	39	71	56	-	56
Supplies	12	26	20	-	20
Materials & Services	11	21	21	-	21
Equipment Maintenance & Repairs	1	18	8	-	8
Professional Services	2	14	14	-	14
Financial Expenses	180	180	180	-	180
Operating Expenses Subtotal	3,602	3,747	3,683	80	3,763
Inter-Departmental Transfers & Recoveries					
Corporate IT Charge	56	56	56	-	56
Corporate HR Charge	72	72	72	-	72
Inter-Departmental Transfers & Recoveries Subtotal	128	128	128	-	128
Total Expenses	3,730	3,875	3,811	80	3,891
Revenues					
Fees & Service Charges	(21)	(17)	(17)	(1)	(18)
Total Revenues	(21)	(17)	(17)	(1)	(18)
Net Program Expenses	3,709	3,858	3,794	79	3,873



2020 Program Detail

Health - Paramedic Services

Purpose:

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

Description of Program Activities:

- ◆ The paramedics work from 11 Paramedic Response Stations throughout the Region.
- ◆ The Region has upgraded the skills of many paramedics from Basic Life Support to Advanced Life Support level (referred to as Paramedic 2), and currently schedules Advanced Care Paramedic service out of every ambulance station in the Region.
- ◆ Every Advanced Care and Primary Care Paramedic will receive 48 hours of continuing medical education annually, in compliance with the legislated continuing education and training standards.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 256 New Positions: 6 Primary Care Paramedics and 6 Advanced Care Paramedics to enhance emergency coverage along the 401 corridor with a new 24-hour ambulance.
- 2019 Full Time Staff = 244

Performance Measurements:

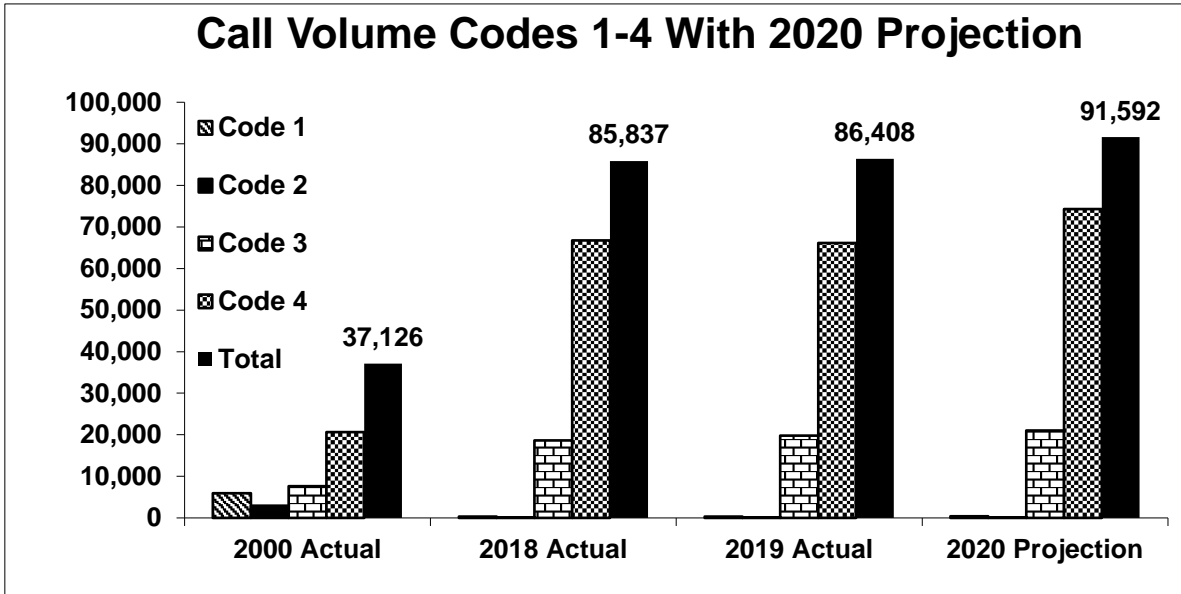
- ◆ Call Volumes
- ◆ Total Cardiac Arrest Summary
- ◆ Response Time Performance Targets
- ◆ Units of Service and Operating Cost Per Unit of Service
- ◆ Ambulance Reaction Time



2020 Program Detail

**Health - Paramedic
Services**

Performance Data:



Code 1-Non life-threatening; Code 2-Scheduled appointment; Code 3- Prompt, non life-threatening; Code 4-Potential life threatening; Code 8-Emergency coverage standby not reported.

Response Time Targets:

The following indicates the performance targets and actual performance for 2019. The 2020 targets remain the same as the 2019 targets.

Response Time Performance Targets

CTAS I	Resuscitation - 6 Minutes or Less 60% of the time.	2019 Actual = 57.62%
CTAS I	Resuscitation - 8 Minutes or Less 75% of the time.	2019 Actual = 81.24%
CTAS II	Emergent - 10 Minutes or Less 75% of the time.	2019 Actual = 85.61%
CTAS III	Urgent - 15 Minutes or Less 75% of the time.	2019 Actual = 94.36%
CTAS IV	Less Urgent - 20 Minutes or Less 75% of the time.	2019 Actual = 97.46%
CTAS V	Non Urgent - 25 Minutes or Less 75% of the time.	2019 Actual = 98.87%

CTAS is an evaluation tool developed for hospital emergency departments and is used to determine the time the patient should be seen by a physician as follows:

- Resuscitation - Patient needs immediate physician care 98% of the time.
- Emergent - Patient needs physician care within 15 minutes, 95% of the time.
- Urgent - Patient needs physician care within 30 minutes, 90% of the time.
- Less Urgent - Patient needs physician care within 60 minutes, 85% of the time.
- Non Urgent - Patient needs physician care within 120 minutes, 80% of the time.

This tool does not readily apply to paramedic response as the CTAS level of the patient is not determined until the paramedic has conducted a primary assessment of the patient.

Calls are dispatched based on preliminary information provided over the phone and are not dispatched based on CTAS assessment.



2020 Program Detail

**Health - Paramedic
Services**

Performance Data: (continued)

Units of Service:

	2019 Budget	2020 Budget
Total paramedics hours of service	444,021	465,740
Total vehicle hours of service	226,300	239,440

Operating Cost Per Unit of Service:

	2019 Est Actual	2020 Projected
Cost per paramedic staffing hour	\$ 107.74	\$ 107.80
Cost per vehicle hour of service	211.40	209.69
Projected cost per household	200.99	205.46

Operating cost per unit of service is calculated based on the total operating costs before tangible capital assets and provincial contribution.

Ambulance Reaction Time:

Ambulance reaction time i.e. <2 minutes from time of receiving call for emergencies.

2020 Planned Service Level: 99.8

2019 Projected Service Level: 99.8

2019 Planned Service Level: 99.7

**PROGRAM 2
OPERATIONS**



2020 Program Detail

**Health - Paramedic
Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	36,126	35,707	36,998	1,255	38,253
Personnel Related	381	476	466	130	596
Communications	115	144	144	-	144
Supplies	40	86	62	-	62
Chemicals	68	130	80	-	80
Computer Maintenance & Operations	210	278	278	-	278
Materials & Services	177	196	196	-	196
Professional Services	-	-	-	35	35
Total Expenses	37,117	37,017	38,224	1,420	39,644
Revenues					
Fees & Service Charges	(250)	(250)	(250)	(5)	(255)
Total Revenues	(250)	(250)	(250)	(5)	(255)
Net Program Expenses	36,867	36,767	37,974	1,415	39,389



2020 Program Detail

Health - Paramedic Services

Purpose:

- ◆ To ensure high quality land ambulance and paramedic services are delivered to the residents of Durham Region, by conducting peer reviews of paramedic records, and providing mandatory medical training to paramedics.

Description of Program Activities:

- ◆ Quality and Development Facilitators conduct peer review and compliance feedback of electronic and/or hard copy Ambulance Call Reports each year, to ensure appropriate medical treatment was delivered, and that protocols/standards of care were followed. This retrospective analysis is a significant component of the legislated service review and requirements.
- ◆ The Quality and Development program staff are responsible for ensuring all paramedic staff receive the required mandatory medical education and training each year, and that the staff meet all the required qualifications. Training may be offered directly to staff, or arranged through the Central East Prehospital Care program (at Lakeridge Health - Oshawa).
- ◆ Every Paramedic will receive 48 hours of continuing medical education annually, to comply with legislated continuing education and training standards.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 6
2019 Full Time Staff = 6

Performance Measurements:

- ◆ Achieve 100% of the mandatory training requirements for all paramedic employees.
- ◆ Compliance with all licensing standards defined by the Ministry of Health.
2020 Planned Service Level: 100%
2019 Projected Service Level: 100%
2019 Planned Service Level: 100%
- ◆ Basic Life Support patient care standards are met, per provincial requirements: 100%
- ◆ Advanced Life Support patient care standards are provided, per provincial requirements: 100%
- ◆ Completeness of Ambulance Call reporting and quality of patient care provided.

**PROGRAM 3
QUALITY DEVELOPMENT**



2020 Program Detail

**Health - Paramedic
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	871	824	834	-	834
Personnel Related	6	5	5	-	5
Supplies	39	31	28	-	28
Net Program Expenses	916	860	867	-	867



2020 Program Detail

**Health - Paramedic
Services**

Purpose:

- ♦ To provide land ambulance and paramedic services to the residents of Durham Region, by ensuring all vehicles are well-maintained and available for deployment, and medical supplies/equipment are available in all Paramedic Response Stations.

Description of Program Activities:

- ♦ Paramedics work from 11 Paramedic Response Stations throughout the Region, and handle approximately 122,000 calls per year (includes emergency and non-emergency calls).
- ♦ The Program Logistics Coordinator and staff deliver medical supplies and equipment to all stations on a daily basis, and effects repairs to equipment (such as stretchers and defibrillators) as necessary.
- ♦ The Logistics manager is responsible for logistical co-ordination of paramedic equipment and supplies. In the event of major incidents, such as industrial accidents or crash sites, the Logistics manager works closely with the Operational Superintendents to ensure an appropriate level of resources are available.

Description of Program Resources:

- ♦ 2020 Full Time Staff = 6
2019 Full Time Staff = 6
- ♦ The Paramedic Services division employs the following in its fleet:

	Actual 2018	Est. Actual 2019	Budget 2019	Budget 2020
Ambulances - operating	27	30	30	31
- spares**	16	14	14	14
Emergency Response Vehicles - operating	6	2	2	2
- spares**	2	2	2	2
Management Support Vehicles - operating	4	4	4	4
- spares**	1	2	2	2
Paramedic Personnel Transport Units*	11	11	11	11
Operational Support Vehicles	11	11	11	11
Command Vehicles - operating	3	3	3	3
- spare	1	2	2	2
Primary Care Outreach Vehicle	-	1	1	1
Bariatric Special Purpose Vehicle	-	2	2	2
	82	84	84	85

- ♦ Redeployed decommissioned emergency response vehicles as paramedic transport vehicles in accordance with collective agreement commitments, risk mitigation and economic efficiency. These vehicles are stripped of all warning systems and utilized by paramedics to relieve paramedics at end of shift when delayed at the hospital and to relocate staff during the shift when required. This is a cost-effective and extended vehicle useful lifecycle option.



2020 Program Detail

**Health - Paramedic
Services**

Description of Program Resources (continued):

- ♦ The spare vehicle fleet needs to be maintained and enhanced, based on operational requirements and demands, for preventative maintenance and repair, contractual service special event coverage and emergency preparedness purposes. Spare vehicle fleet enhancement is achieved by deferring decommissioning of one or more vehicles that have been replaced, a cost-effective and alternative use extended lifecycle transportation option.

Performance Measurements:

- ♦ Ambulances and vehicles are available for regular service, and enhanced service when required.
2020 Planned Service Level: 100%
2019 Projected Service Level: 100%
2019 Planned Service Level: 99%
- ♦ Ambulances receive routine and preventive maintenance, in accordance with provincial standards.
2020 Planned Service Level: 100%
2019 Projected Service Level: 100%
2019 Planned Service Level: 99%
- ♦ Medical equipment is in good working order, and available for paramedics.
- ♦ An inventory of medical supplies is maintained in the central storage facility, and each Paramedic Response Station maintains an adequate level of supplies at all times. The Sunderland Paramedic Response station maintains additional supplies as contingency and to improve ability for effective response to incidents in North Durham.

**PROGRAM 4
PLANNING AND LOGISTICS**



2020 Program Detail

**Health - Paramedic
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	448	509	555	-	555
Personnel Related	47	6	6	-	6
Supplies	21	18	18	-	18
Medical Care	1,131	1,196	1,243	35	1,278
Equipment Maintenance & Repairs	60	60	60	-	60
Vehicle Operations	1,595	1,752	1,700	10	1,710
Contribution to Reserves / Reserve Funds	809	809	809	-	809
Operating Expenses Subtotal	4,111	4,350	4,391	45	4,436
Transfers from Related Entities					
NextGen Fees	4	3	4	-	4
Transfers from Related Entities Subtotal	4	3	4	-	4
Net Program Expenses	4,115	4,353	4,395	45	4,440



2020 Program Detail

**Health - Paramedic
Services**

Facilities Management

- ◆ Ajax - 175 Hunt St.
- ◆ Beaverton - 343 Bay St.
- ◆ Bowmanville - 9 St. George St.
- ◆ Courtice - 2701 Courtice Rd.
- ◆ Oshawa North - 1260 Wilson Rd. N
- ◆ Oshawa South - 497 Bloor St.
- ◆ Pickering - 1103 Kingston Rd.
- ◆ Port Perry - 1775 Reach St.
- ◆ Sunderland - 1050 South Durham Rd. 10
- ◆ Uxbridge - 4 Campbell Dr.
- ◆ Whitby - 4040 Anderson St.

Purpose:

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

Description of Program Activities:

- ◆ Facilities are maintained through the Facilities Management division of the Works Department.
- ◆ Various repairs, upgrades and replacements have been identified as necessary in the current year for the Paramedic Response Stations.

Description of Program Resources:

- ◆ Eleven Paramedic Response Stations are operated throughout the Region.
- ◆ Management and administration staff are located at Paramedic Headquarters, 4040 Anderson St., Whitby. Paramedic supply Storage Facility is adjacent to this building.
- ◆ Sunderland station provides a secondary Logistics storage area for supplies to address business continuity concerns.

Performance Measurements:

- ◆ Station locations
- ◆ Station condition
- ◆ Stations are secure to protect vehicles, equipment, supplies and staff



2020 Program Detail

**Health - Paramedic
Services**

Performance Data:

- ◆ Stations are located so as to allow Paramedic staff to meet provincial response standards as closely as possible across the Durham Region.
- ◆ Stations are in good repair, and meet divisional service and staff needs.
2020 Planned Service Level: 100%
2019 Projected Service Level: 100%
2019 Planned Service Level: 100%
- ◆ Stations are secure to protect vehicles, equipment, supplies and staff.
2020 Planned Service Level: 100%
2019 Projected Service Level: 100%
2019 Planned Service Level: 100%

**PROGRAM 5
FACILITIES MANAGEMENT**



2020 Program Detail

**Health - Paramedic
Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Supplies	6	7	7	-	7
Utilities	194	255	237	-	237
Materials & Services	21	34	31	14	45
Buildings & Grounds Operations	359	334	305	51	356
Equipment Maintenance & Repairs	70	41	31	16	47
Debt Charges	783	783	-	-	-
Contracted Services	164	140	137	10	147
Leased Facilities Expenses	141	141	140	-	140
Financial Expenses	70	70	70	-	70
Major Repairs & Renovations	22	23	-	143	143
Operating Expenses Subtotal	1,830	1,828	958	234	1,192
Inter-Departmental Transfers & Recoveries					
Works-Facilities Management Charge	65	102	109	3	112
Inter-Departmental Transfers & Recoveries Subtotal	65	102	109	3	112
Net Program Expenses	1,895	1,930	1,067	237	1,304

PROGRAM 6 HOSPITAL CONTRACT - OFFLOAD DELAY



2020 Program Detail

Health - Paramedic Services

Purpose:

- ♦ To reduce ambulance offload delays at hospital emergency rooms by assigning Designated Offload Nurse (DON) personnel to receive ambulance patients.

Description of Program Activities:

- ♦ Region of Durham Paramedic Services has been allocated 100% one-time Provincial funding (2019-2020) and has negotiated agreements with both Lakeridge Health Oshawa and Lakeridge Health Ajax hospitals to hire additional Emergency Department personnel to receive patients arriving by ambulance. It is anticipated funding will continue throughout 2020. Since this program is fully funded by the province any change in funding will have an immediate affect on the delivery of the program.

Description of Program Resources:

- ♦ Designated hospital personnel, employed by the applicable hospital, providing designated offload nursing coverage to manage up to four (4) patients that have arrived by ambulance at any one time at each of the two (2) locations.

Performance Measurements:

- ♦ Region of Durham Paramedic Services is required under the funding agreement with the Province to provide performance data as it relates to contracted hospitals:
 - 1) Average 90th Percentile ambulance off-load time at DON hospitals
 - 2) Average daily patient load at DON hospitals
 - 3) Potential lost time hours saved and patient volume managed by the DON program

Performance Data:

	Actual 2018	Target 2018	Estimated Actual 2019	Target 2019	Target 2020
♦ 90th Percentile Offload Time	01:56:00	01:30:00	01:44:00	1:05:00	01:02:00
♦ Hours of Offload Delay					
♦ Lakeridge Health Oshawa	65,456	50,000	51,500	50,000	50,000
♦ Lakeridge Health Ajax and Pickering	1,904	10,000	1,473	5,000	5,000
♦ Contract: Estimated Saved Hours	67,000	80,000	55,000	80,000	70,000
♦ Contract: Patients Helped	15,368	8,000	17,200	8,000	8,000

**PROGRAM 6
HOSPITAL CONTRACT - OFFLOAD DELAY**



2020 Program Detail

**Health - Paramedic
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contracted Services	475	475	475	-	475
Total Expenses	475	475	475	-	475
Revenues					
Provincial Subsidy	(475)	(475)	(475)	-	(475)
Total Revenues	(475)	(475)	(475)	-	(475)
Net Program Expenses	-	-	-	-	-

PROGRAM 7 PRIMARY CARE OUTREACH PROGRAM



2020 Program Detail

Health - Paramedic Services

Purpose:

- ◆ To provide basic social navigation and medical assistance to priority populations primarily located in the Oshawa area.

Description of Program Activities:

- ◆ An Advanced Care Paramedic and a Social Worker travel to priority neighborhoods and provide direct contact and assistance to the homeless.

Performance Measurements:

- ◆ Health Department (Paramedic Services Division) and Social Services Department will work closely to monitor and improve overall health and well-being of homeless population.
- ◆ Work with additional social assistance agencies in an effort to secure the appropriate assistance for priority populations.

**PROGRAM 7
PRIMARY CARE OUTREACH PROGRAM**



2020 Program Detail

**Health - Paramedic
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	181	180	180	-	180
Personnel Related	5	5	5	-	5
Medical Care	5	5	5	-	5
Vehicle Operations	22	22	22	-	22
Operating Expenses Subtotal	213	212	212	-	212
Inter-Departmental Transfers & Recoveries					
Family Services Charge	125	125	122	-	122
Inter-Departmental Transfers & Recoveries Subtotal	125	125	122	-	122
Revenues					
Donations	(1)	-	-	-	-
Total Revenues	(1)	-	-	-	-
Net Program Expenses	337	337	334	-	334

**PROGRAM 8
TANGIBLE CAPITAL ASSETS**



2020 Program Detail

**Health - Paramedic
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Tangible Capital Assets					
New	458	458	-	520	520
Replacement	1,645	1,678	1,508	239	1,747
Federal Grant	-	-	-	(20)	(20)
Contribution from Reserves / Reserve Funds	(149)	(149)	-	(318)	(318)
Total Tangible Capital Assets	1,954	1,987	1,508	421	1,929
Net Program Expenses	1,954	1,987	1,508	421	1,929

**PROGRAM 8
TANGIBLE CAPITAL ASSETS - NEW**



2020 Program Detail

Health - Paramedic Services

Description	Qty	Unit Cost	Total
		\$	\$
VEHICLES			
Ambulances (with power load ready option)	1	163,000	163,000
			<u>163,000</u>
MACHINERY & EQUIPMENT			
Panasonic Toughbook Laptop	2	6,500	13,000
Stryker Power Cot	1	25,000	25,000
Stryker Power Load System	1	28,000	28,000
Stairchair	1	3,600	3,600
Zoll Defibrillator	1	35,000	35,000
Scoop Stretcher	1	1,000	1,000
Electrical vehicle charging stations	4	12,850	51,400
			<u>157,000</u>
LAND IMPROVEMENT			
Master Plan			200,000
			<u>200,000</u>
			<u><u>520,000</u></u>

**PROGRAM 8
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

Health - Paramedic Services

Description	Qty	Unit Cost	Total
		\$	\$
VEHICLES			
1 Ambulance (with power load ready option)	10	163,000	1,630,000
2 Command Truck	1	76,000	76,000
			1,706,000
MACHINERY & EQUIPMENT			
3 Office and Station furniture	n/a		35,000
4 Station Computers	n/a		6,000
			41,000
			1,747,000

PROGRAM 9 CONTRIBUTION FROM PROVINCE



2020 Program Detail

Health - Paramedic Services

Purpose:

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

Description of Program Activities:

- ♦ The Province of Ontario, through the Ministry of Health, provides a contribution towards the operations of the Paramedic Services Division.
- ♦ Since 2006, the Province increased provincial funding for land ambulance services in a phased-in approach to achieve 50-50 cost-sharing for 2009. Confirmation from the Ministry with respect to 2020 funding is still pending.
- ♦ The Paramedic Services Division provides paramedics and ambulances to attend special events, on a purchase of service basis established through contracts. Costs and revenues for this service are in the Operations program (Program 2). Many of the events serviced take place at Canadian Tire Motorsport Park in Clarington (e.g. automobile races) and the Tribute Communities Centre (Oshawa Generals) in Oshawa.
- ♦ The Province provided targeted 100% funding to ease offload delays in hospital emergency rooms. Region of Durham Paramedic Services have negotiated with local hospitals to hire additional Emergency Department personnel to receive patients arriving by ambulance. Costs and subsidy for this program are included in the Hospital Contract-Offload Delay program (Program 6). Confirmation of continued funding not yet received.

**PROGRAM 9
CONTRIBUTION FROM PROVINCE**



2020 Program Detail

**Health - Paramedic
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Provincial Subsidy	(23,851)	(24,209)	(24,209)	358	(23,851)
Total Revenues	(23,851)	(24,209)	(24,209)	358	(23,851)
Net Program Expenses	(23,851)	(24,209)	(24,209)	358	(23,851)

2020 Capital Budget and 2021-2029 Forecast

Health - Paramedic Services



	2019 Approved		2020 Recommended		Forecast									
	#	(\$000's)	#	(\$000's)	2021 # (\$000's)	2022 # (\$000's)	2023 # (\$000's)	2024 # (\$000's)	2025-2029 # (\$000's)	Forecast Total # (\$000's)				
Major Capital														
Clarington Paramedic Response Station				1,783	3,300					3,300				
Seaton Paramedic Response Station		3,500						5,700		5,700				
Uxbridge Paramedic Response Station														
Major Capital Subtotal		3,500		1,783	3,300			5,700		9,000				
Minor Capital - New														
Land & Improvements				200										
Master Plan				200										
Information Technology														
Computers for Vehicles			2	13		2	13	2	13	4	26	8	52	
Machinery & Equipment														
Defibrillators			1	35		1	35	1	35	2	70	4	140	
Electric Vehicle Charging Stations			4	51										
Power Cots	3	75	1	25		1	25	1	25	2	50	4	100	
Power Load Systems	2	58	1	28										
Scoop Stretchers	2	3	1	1		1	2	1	2	2	4	4	8	
Stairchairs	2	3	1	4		1	4	1	4	2	8	4	16	
Vehicles														
Ambulances	2	320	1	163		1	163	1	163	2	326	4	652	
Minor Capital - New Subtotal		459		520		242		242		484		968		
Minor Capital - Replacement														
Information Technology														
Computers for Vehicles					40	260				80	520	120	780	
Station Computers	6	6	6	6	6	6	6	6	6	30	30	54	54	
Furniture & Fixtures		35		35		35		35		35	175		315	
Machinery & Equipment														
Bariatric Stretcher					1	35						1	35	
Defibrillators							54	2,240		54	2,240	108	4,480	
Main Stretchers										43	1,075	43	1,075	
Portable Suction Units	60	45								60	45	60	45	
Power Load Systems	5	144												
Scoop Stretchers					43	68	43	68		86	136	172	272	
Stairchairs					49	196				49	193	98		
Vehicles														
Ambulances	9	1,449	10	1,630	10	1,630	10	1,630	11	1,793	11	1,793	59	9,617
Bariatric Special Purpose Vehicle							1	210		1	210	2	420	
Command Truck			1	76										
Emergency Response/Command Vehicle					1	76	1	76	1	76	6	456	10	760
ESU/Special Events Trailer					1	60	1	60	1	60	1	60	3	180
Logistics delivery Truck					1	100	1	100	1	100	1	100	3	300
Minor Capital - Replacement Subtotal		1,679		1,747	2,466	2,025	4,310	1,910	14,857		25,179			
Total Capital		5,638		4,050	5,766	2,267	4,310	7,852	15,341		35,147			

Financing will be sourced from a combination of property taxes, provincial subsidy, development charges and contribution from reserves

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2020 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 sustaining its high level of quality after retaining the Canada Order of Excellence from Excellence Canada in 2015. Further to this achievement, 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 2020 and prepare for a submission for Platinum level 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
<ul style="list-style-type: none"> ◆ Plans for the immigrant employment network completed. ◆ Identify and act upon opportunities to support economic development through the Local Diversity and Immigration Partnership Council (LDIPC). ◆ Support and promote newcomer-focused labour market partnerships. 	



2020 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



2020 Business Plan

Social Services - Emergency Management and Program Support Services

By Program	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
Operating:					
1 Emergency Management	140	172	135	-	135
2 Program Support Services	829	1,198	1,211	(815)	396
3 Local Diversity and Immigration					
Net Expenses	252	252	255	-	255
Federal Subsidy	(244)	(244)	(244)	3	(241)
Local Diversity and Immigration					
Subtotal	8	8	11	3	14
Operating Subtotal	977	1,378	1,357	(812)	545
Tangible Capital Assets:					
2 Replacement	5	5	10	-	10
Tangible Capital Assets					
Subtotal	5	5	10	-	10
Net Program Expenses	982	1,383	1,367	(812)	555

Summary of Increase (Decrease)

(\$16)	-1.16%	(\$828)
-	-	-59.87%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	27	Economic increases
Tangible Capital Assets - Replacement	5	Increased requirement
Various	(48)	Line-by-Line Review savings
	(16)	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Social Services - Emergency Management and Program Support Services

(\$'000's)

Program Support Services

- ◆ Realignment of the Innovation and Research division of Social Services with the Corporate Policy and Strategic Initiatives division in the CAO's Office, effective January 1, 2020, to gain operational efficiencies, provide opportunities for staff and advancement of the Region's corporate innovation program.

(815)

(815)

Local Diversity and Immigration

- ◆ Decrease to Federal Subsidy.

3

3

(812)



2020 Program Detail

Social Services - Emergency Management and Program Support Services

Purpose:

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

Description of Program Activities:

- ◆ Emergency Management plans, procedures, training, preparedness, and recovery is a mandatory program for Durham Region and the Social Services Department under Provincial legislation.

These services include but are not limited to:

- ◆ Emergency assistance (such as food, shelter, clothing, critical incident stress debriefing, pet sheltering and financial assistance)
- ◆ Liaising with volunteer agencies
- ◆ Organizing evacuation and reception centres
- ◆ Arranging registration and inquiry services
- ◆ Managing offers of assistance
- ◆ Acquiring services from businesses, citizens and other organizations
- ◆ Managing communications
- ◆ Updating and maintaining the Social Services Emergency Plan
- ◆ Planning and implementing the Social Services Emergency Operation Centre (SSEOC)
- ◆ Training of Department staff
- ◆ Annual emergency exercises, which include evacuation centres, nuclear reception centres and/or emergency staff notification and recall

In addition there is the responsibility to organize:

- ◆ Briefing and debriefing of staff and potential evacuees
- ◆ Post-event and post-exercise assessments
- ◆ Implementation of assessment recommendations

Other activities include:

- ◆ Participating in Provincial, Municipal and Federal emergency social services activities through such organizations as the Ontario Municipal Social Services Association (OMSSA) and the Ontario Association of Emergency Managers (OAEM)
- ◆ Documenting exercises for staff training
- ◆ Responding to smaller-scale incidents where social services are required
- ◆ Participating in exercises hosted by municipalities within Durham Region as well as other Regional departments
- ◆ Identifying and assessing evacuation sites
- ◆ Inventorying and updating emergency supplies
- ◆ Building relationships with municipalities and community partners
- ◆ Testing staff notification procedures and technology

PROGRAM 1 EMERGENCY MANAGEMENT



2020 Program Detail

Social Services - Emergency
Management and Program
Support Services

Description of Program Resources:

- ◆ Emergency Management supplies and equipment for evacuation/reception centres
- ◆ Emergency Management supplies and equipment for Social Services Emergency Operations Centre
- ◆ Professional development

- ◆ 2020 Full Time Staff = 1.00
2019 Full Time Staff = 1.00

Performance Measurements:

- ◆ Staff training and resulting exercise and incident evaluations through planned emergency exercises.

Performance Data:

Planned emergency exercises:

Year	Centre	Type	Date
2020	Evacuation Centre	Field exercise	Spring
2021	Nuclear Reception Centre	Field exercise	Spring
2022	Evacuation Centre	Field exercise	Spring
2023	Evacuation Centre	Field exercise	Spring

**PROGRAM 1
EMERGENCY MANAGEMENT**



2020 Program Detail

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

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	119	116	117	-	117
Personnel Related	5	12	4	-	4
Communications	2	2	1	-	1
Supplies	2	5	1	-	1
Materials & Services	6	32	6	-	6
Operating Expenses Subtotal	134	167	129	-	129
Transfers from Related Entities					
NextGen Fees	6	5	6	-	6
Transfers from Related Entities Subtotal	6	5	6	-	6
Net Program Expenses	140	172	135	-	135



2020 Program Detail

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

Purpose:

- ◆ To assist the Department and the Commissioner's Office to continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs and to coordinate Departmental implementation of its Excellence Canada initiatives.

Description of Program Activities:

- ◆ To establish a strategic policy development capacity within the organization to support more effective longer-term planning, program and service development and related initiatives.
- ◆ To prepare an investment-based programs and services framework to support ongoing Department program development, delivery and evaluation in order to help develop Durham's human potential and economy.
- ◆ To continue to maintain the Canada Order of Excellence from Excellence Canada for the Department's Quality Programs.
- ◆ To help increase community service provider partnerships and service availability and access.
- ◆ Involvement in broad-based community projects that impact human services, and also strengthen ties with municipalities, the Province and local agencies.
- ◆ Present and advocate for traditional and new sources of funding for social services.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 2.00
2019 Full Time Staff = 6.00 Restated
- Position Transfer: Manager, Research & Innovation (1.00 FTE);
Research Coordinator (1.00 FTE); Multi-Media Coordinator (1.00 FTE);
Policy Advisor (1.00 FTE) to the Office of the CAO.

**PROGRAM 2
PROGRAM SUPPORT SERVICES**



2020 Program Detail

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

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	713	1,040	1,049	(801)	248
Personnel Related	63	77	90	(12)	78
Communications	6	14	12	(2)	10
Supplies	3	7	4	-	4
Materials & Services	44	41	41	-	41
Professional Services	-	19	15	-	15
Gross Operating Expenses	829	1,198	1,211	(815)	396
Tangible Capital Assets					
Replacement	5	5	10	-	10
Total Tangible Capital Assets	5	5	10	-	10
Net Program Expenses	834	1,203	1,221	(815)	406



2020 Program Detail

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

Purpose:

- ◆ To provide a collaborative community framework to facilitate the development and implementation of strategies towards the needs of all populations being incorporated into planning processes, with an emphasis on successful newcomer settlement.

Description of Program Activities:

- ◆ To continue to support the Local Diversity and Immigration Partnership Council (LDIPC).
- ◆ To assist non-settlement service providers and the broader community in developing a greater understanding of immigration as an economic imperative.
- ◆ To oversee the Durham Community Immigration Portal, a one-stop, community based immigration web portal, designed to welcome, support, attract and retain skilled newcomers, newcomer entrepreneurs, businesses and other new Canadians to the Region.
- ◆ To support LDIPC growth and development by:
 - ◆ Working with service providers and funders to broaden the understanding of the objectives of the LDIPC and to broaden the funding base.
 - ◆ Enhancing capacity of service providers and non-traditional service providers to deliver services to newcomers and other populations by facilitating partnerships and identifying future ways to influence service provision.
- ◆ The LDIPC has four main objectives:
 - 1) Continue to create a culture of inclusion
 - 2) Improve labour market outcomes for newcomers
 - 3) Attract and retain newcomers
 - 4) Grow Durham's settlement capacity

Description of Program Resources:

- ◆ 2020 Full Time Staff = 1.95
2019 Full Time Staff = 1.95

**PROGRAM 3
LOCAL DIVERSITY AND IMMIGRATION**



2020 Program Detail

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

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	246	252	255	-	255
Personnel Related	1	-	-	-	-
Communications	1	-	-	-	-
Supplies	1	-	-	-	-
Materials & Services	3	-	-	-	-
Total Expenses	252	252	255	-	255
Revenues					
Federal Subsidy	(244)	(244)	(244)	3	(241)
Total Revenues	(244)	(244)	(244)	3	(241)
Net Program Expenses	8	8	11	3	14

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

Social Services - Emergency Management and Program Support Services

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
<u>Program Support Services - Program 2</u>			
1 Laptop Computers	4	1,700	6,800
2 Desktop Computers (Includes Monitors)	3	1,050	3,150
			9,950

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SOCIAL ASSISTANCE

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2020 Business Plan

Social Services - Social Assistance

Major Services & Activities

Ontario Works Program Delivery

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

Ontario Works Client Benefits

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

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 Program 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.



2020 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 provincial 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



2020 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



2020 Business Plan

Social Services - Social Assistance

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
1 ONTARIO WORKS PROGRAM DELIVERY					
Net Expenses	34,551	34,236	34,436	70	34,506
Tangible Capital Assets	106	106	92	-	92
Provincial Subsidy	(19,220)	(19,220)	(19,220)	609	(18,611)
Subtotal	15,437	15,122	15,308	679	15,987
2 ONTARIO WORKS CLIENT BENEFITS					
Net Expenses	80,789	80,789	80,789	943	81,732
Provincial Subsidy	(80,789)	(80,789)	(80,789)	(943)	(81,732)
Subtotal	-	-	-	-	-
3 TRANSITION CHILD BENEFITS					
Net Expenses	(1,048)	866	866	(866)	-
Provincial Subsidy	1,048	(866)	(866)	866	-
Subtotal	-	-	-	-	-
4 FAMILY COUNSELLING SERVICES	176	192	192	(192)	-
5 PEDICULOSIS TREATMENT AND EDUCATION	21	21	21	(21)	-
6 FUNERALS & BURIALS (100% REGIONAL)	112	225	225	(51)	174
7 SOCIAL INVESTMENT FUND	988	1,044	984	-	984

PROGRAM SUMMARY



2020 Business Plan

Social Services - Social Assistance

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
8 HEADQUARTERS SHARED COST					
Net Expenses	1,272	1,272	1,118	186	1,304
Provincial Subsidy	(636)	(636)	(636)	-	(636)
Subtotal	636	636	482	186	668
Net Program Expenses	17,370	17,240	17,212	601	17,813
Summary of Increase (Decrease)			(\$28)	-0.16%	\$573
					3.32%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	308	Economic increases
Operating Expenses	31	Inflationary increases
Operating Expenses	(60)	Remove one-time items
Operating Expenses	(154)	Headquarters shared cost
Tangible Capital Assets - New	(15)	Remove one-time items
Tangible Capital Assets - Replacement	1	Increased requirement
Various	(139)	Line-by-Line Review savings
	(28)	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Social Services - Social Assistance

(\$,000's)

Ontario Works Program Delivery

Financial Assistance Delivery

♦ Position Reclassifications: 1 Secretary and 1 Application Support Coordinator to 2 Caseworkers to further support the utilization of a risk-based approach to reviewing Ontario Works recipients' ongoing eligibility for financial assistance. There is a threshold requirement set by the Province, to review 3 per cent of all eligible cases that would be identified as files with a high likelihood that there has been a change in the recipient's financial eligibility.	45
♦ Reduce Temporary Staffing within Social Services Administration (-\$45k) and Social Assistance Ontario Works Administration Services (-\$148k) to reflect actual program support.	(193)
♦ Transfer Pediculosis Treatment & Education Program to Ontario Works Core Admin to better align program costs.	21
♦ Transfer Family Counselling Services received from Family Services Program to Ontario Works Core Admin to better align program supports and costs.	192
	65

Facilities Management

♦ Adjustments to various operating accounts to better reflect actual costs.	5
	5

Provincial Subsidy

♦ Program Delivery Provincial funding decrease.	609
	609
Subtotal	679

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Social Services - Social Assistance

(\$,000's)

Ontario Works Client Benefits

Client Benefits

- ◆ Increase in various Discretionary Benefits Expenses based on increased demand and usage of benefits.
77
- ◆ Transfer expenses received from Transition Child Benefits to Mandatory Benefits to better align program supports and costs.
866
- 943

Provincial Subsidy

- ◆ Increase in various Discretionary Benefits Subsidy based on increased demand and usage of benefits.
(77)
- ◆ Transfer subsidy received from Transition Child Benefits to Mandatory Benefits to better align program supports and costs.
(866)
- Subtotal
(943)

Transition Child Benefits

- ◆ Transfer Transition Child Benefits expenses to Ontario Works Client Benefits to better align program costs.
866
- ◆ Transfer Transition Child Benefits subsidy to Ontario Works Client Benefits to better align program costs.
(866)
-

Family Counselling Services

- ◆ Transfer Family Counselling Services received from Family Services Program to Core OW Admin to better align program supports and costs.
(192)
- (192)

Pediculosis Treatment & Education

- ◆ Transfer Pediculosis Treatment & Education amount to Ontario Works Core Admin to better align program costs.
(21)
- (21)

Funerals & Burials

- ◆ Decrease Client Benefit Expenses for Funerals & Burials 100% Regional funded to better reflect actuals.
(39)
- ◆ Increase Revenues & Recoveries Funerals & Burials 100% Regional funded to better reflect actuals.
(12)
- (51)

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Social Services - Social Assistance

(\$,000's)

Social Investment Fund

- ◆ Decrease Client Benefit Expenses to better reflect actual expenditures. (100)
- ◆ Increase in Service Agency payments to reflect continued funding to raise awareness and help address and prevent Human Trafficking in Durham through education, prevention and the coordination of support services. 100

-

Headquarters Shared Cost

- ◆ Social Assistances' share of costs related to the operation and maintenance of Regional Headquarters. 186

186

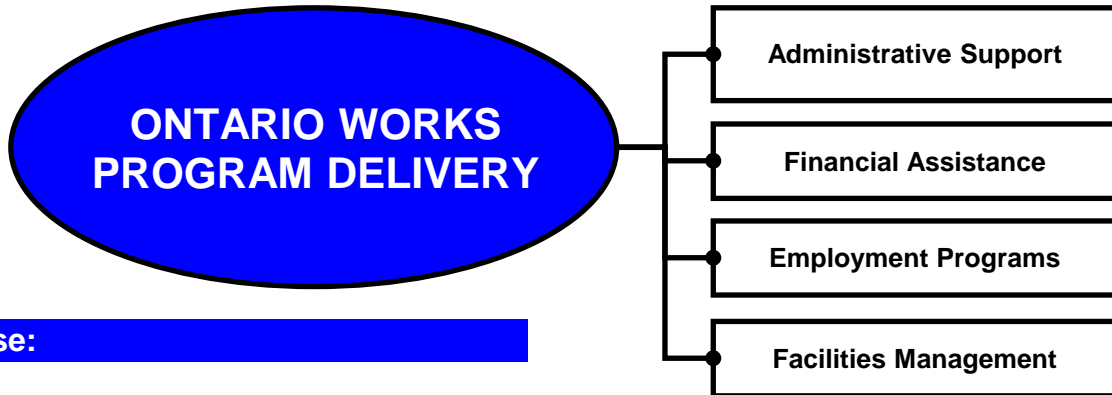
601

PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



2020 Program Detail

Social Services - Social Assistance



Purpose:

- ◆ To provide initial screening for Ontario Works (OW), assess eligibility and to respond to general inquiries from the community.
- ◆ To deliver OW Assistance and related programs, in a fiscally efficient, effective and ethically responsible fashion, in accordance with the OW Act.
- ◆ To provide OW participants with value-added work experience; to locate full-time paid employment for job ready participants; and to provide case planning, job search workshops, self-employment training, family counselling services and other innovative and relevant employment supports.
- ◆ To foster long-term sustainable paid employment for OW participants.
- ◆ To provide a safe, comfortable work environment for the Social Services Department and clientele.
- ◆ To provide support services to the OW Program.

Description of Program Activities:

- ◆ This is a mandatory program under Provincial legislation.
- ◆ In 2011, the Province implemented a revised OW funding approach where all OW Program Delivery funding is now within a single Provincial allocation. The following programs have been consolidated into the OW Program Delivery: Financial Assistance Delivery, Employment Programs, Facilities Management and Administrative Support. These programs are eligible for Provincial-Regional cost-sharing on a 50-50 basis as well as "uploaded" funding (100 percent Provincially funded) pertaining to Employment Programming. Provincial funding is based part on caseload levels, and Regional demographics.

Financial Assistance Delivery

- ◆ Central Intake is the first point of contact when applying for OW in Durham Region. Applicants call Central Intake to have an appointment scheduled in the Income and Employment Support office which services the municipality in which they reside. Central Intake also responds to general inquiries from the public and refers callers to appropriate community services.
- ◆ Caseworkers administer and provide support services for the delivery of the OW Programs. Key activities are to provide benefit payments to eligible clients and provide employment counselling.
- ◆ Family Support Workers (FSW) represent OW clients in support hearings of the Superior Court of Justice and monitor support payments made through the Family Responsibility Office. In an effort to support more residents with this service, FSW staff, now also support clients within the Children Services and Housing Divisions.



2020 Program Detail

Social Services - Social Assistance

Description of Program Activities (continued):

- ◆ Eligibility review officers review client files to verify client eligibility and where necessary refer the file for overpayment recovery.

Administrative Support

- ◆ This includes clerical, budgeting and financial reviews, records and information management, Freedom of Information requests, collections and accounting of repayments and reimbursements, social assistance cheque production, purchase requisitions, payments to third party suppliers of social assistance benefits, liaison with Corporate Services, telephone and front-counter reception. Support is also provided to other Social Assistance programs such as Funerals and Burials, and the Social Investment Fund.
- ◆ Staff assigned to this program also coordinate Departmental budget planning, policy review, service contract review, and financial reports to the Ministry.

Employment Programs

- ◆ Identify and match appropriate participants with non-profit agencies or public sector volunteer work experience placements and monitor participants who find their own placements.
- ◆ Refer OW participants for placement in full-time employment. Participants' skills will be assessed and participants will be marketed to appropriate employers.
- ◆ Provide employment counselling and related services to participants to facilitate their entry into the workplace and increase their independence, thereby reducing the cost of social assistance. This includes the operation of the Resource Centre, individual employment counselling and group sessions from 1/2 day to 3 weeks in length depending on client needs.
- ◆ Job placement will provide an employer with assistance in hiring, screening and matching of potential candidates and funds, where appropriate, to offset informal/formal training costs and WSIB coverage for a period of six months.
- ◆ Job Placement will also support OW participants in their efforts to become employed and, once employed, support to ensure ongoing employment.
- ◆ Incentive payments, if applicable, will be targeted to meet the training requirements of individual participants.
- ◆ Human Resource support will be made available to both OW participants and employers for a period of six months.

Facilities Management

- ◆ Building and grounds maintenance staff continually inspect the perimeter and interior for deterioration in the structure and make all the necessary repairs.
- ◆ HVAC equipment is being updated on an ongoing basis as outdated components are continually repaired or replaced.
- ◆ Janitorial and custodial staff create a clean and tidy environment for staff to work. Efficiency of service is assessed frequently.
- ◆ Major repairs and renovations are overseen by the Works Department Facilities Management staff.
- ◆ Refer to Performance Data for listing of locations.
- ◆ Works Department performs service on a charge back basis.

**PROGRAM 1
ONTARIO WORKS PROGRAM DELIVERY**



2020 Program Detail

Social Services - Social Assistance

Description of Program Resources:

- ◆ 2020 Full time staff = 291.69
- ◆ 2019 Full time staff = 291.69 Restated

Performance Measurements:

- ◆ Number of calls to Central Intake for OW applications and general enquiries answered
- ◆ Actual expenditures compared to subsidy
- ◆ Cost per case
- ◆ OW Caseload Growth
- ◆ Office footage utilized
- ◆ Cost per square foot

Performance Data:

Number of Calls to Central Intake

Number of calls to Central Intake for OW applications and general enquiries answered.

2019 Target	2019 Estimated Actual	2020 Target
25,000	20,000	20,000

Actual Expenditures Compared to Subsidy

	2019 Target (,000's)	2019 Estimated Actual (,000's)	2020 Target (,000's)
Gross Cost of OW Program Delivery	\$34,342	\$34,657	\$34,598
Headquarters Shared Cost	\$1,272	\$1,272	\$1,304
	\$35,614	\$35,929	\$35,902
Provincial Subsidy	(\$19,856)	(\$19,856)	(19,247)
Net Cost of OW Program Delivery	\$15,758	\$16,073	\$16,655

\$900,000 of additional Provincial Subsidy dollars are dedicated to Centralized Corporate Services.

PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



2020 Program Detail

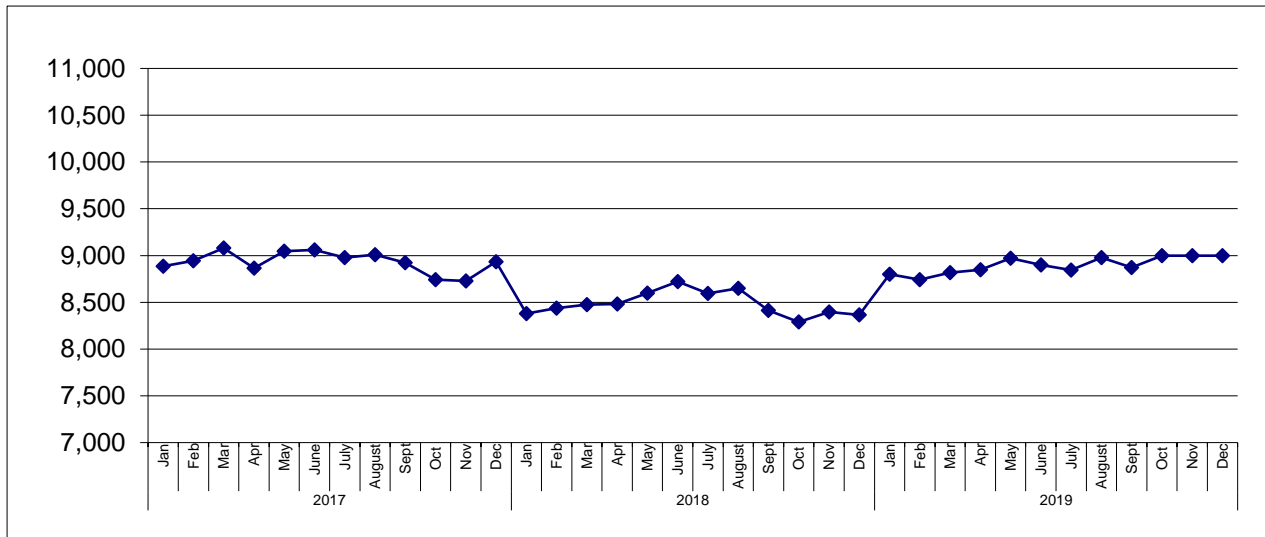
Social Services - Social Assistance

Performance Data (continued):

OW Program Delivery: Cost per Case

	2019 Target	2019 Estimated Actual	2020 Target
Average Monthly Caseload	9,000	8,898	9,000
Gross Cost per average monthly case	\$4,018	\$4,038	\$3,989
Net Cost per average monthly case	\$1,812	\$1,806	\$1,851

OW Caseload Change





2020 Program Detail

Social Services - Social Assistance

Performance Data (continued):

Office Footage Utilized

	2018	2019	2020
Total office footage utilized:			
200 John St., Oshawa	21,893	21,893	21,893
138 - 140 Commercial Ave., Ajax	17,875	17,875	17,875
2 Campbell Dr., Uxbridge	3,640	3,640	3,640
200 John St. (Lower Level), Oshawa	4,279	4,279	4,279
200 John St. (Upper Level), Oshawa	15,776	15,776	15,776

Cost Per Square Foot

	2018 Actuals	2019 Estimated Actuals	2020 Target
Cost per square foot:			
200 John St., Oshawa	\$ 23	\$ 29	\$ 30
138 - 140 Commercial Ave., Ajax	\$ 22	\$ 22	\$ 22
2 Campbell Dr., Uxbridge	\$ 31	\$ 33	\$ 33
200 John St. (Lower Level), Oshawa	\$ 29	\$ 28	\$ 28
200 John St. (Upper Level), Oshawa	\$ 30	\$ 30	\$ 30

Note: The above costs exclude capital and Headquarters shared costs.

**PROGRAM 1
ONTARIO WORKS PROGRAM DELIVERY**



2020 Program Detail

Social Services - Social Assistance

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	29,018	30,257	30,448	(148)	30,300
Personnel Related	244	239	239	-	239
Communications	448	465	464	-	464
Supplies	118	185	185	-	185
Food	-	1	1	-	1
Utilities	59	65	81	-	81
Computer Maintenance & Operations	26	7	22	-	22
Materials & Services	257	207	189	21	210
Buildings & Grounds Operations	25	35	29	1	30
Equipment Maintenance & Repairs	45	51	51	-	51
Client Benefit Expenses	2,791	1,161	1,162	-	1,162
Professional Services	11	49	49	-	49
Contracted Services	165	155	155	4	159
Leased Facilities Expenses	1,393	1,382	1,382	-	1,382
Financial Expenses	60	71	71	-	71
Operating Expenses Subtotal	34,660	34,330	34,528	(122)	34,406
Inter-Departmental Transfers & Recoveries					
Family Services Charge	-	-	-	192	192
Health Charge	87	86	87	-	87
Works-Facilities Management Charge	43	66	70	-	70
Recovery - LTC Administration	(224)	(224)	(227)	-	(227)
Recovery - Adult Day Program	(10)	(10)	(10)	-	(10)
Inter-Departmental Transfers & Recoveries Subtotal	(106)	(82)	(80)	192	112
Gross Operating Expenses	34,554	34,248	34,448	70	34,518
Tangible Capital Assets					
New	15	15	-	-	-
Replacement	91	91	92	-	92
Total Tangible Capital Assets	106	106	92	-	92
Total Expenses	34,660	34,354	34,540	70	34,610

**PROGRAM 1
ONTARIO WORKS PROGRAM DELIVERY**



2020 Program Detail

Social Services - Social Assistance

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Provincial Subsidy	(19,220)	(19,220)	(19,220)	609	(18,611)
Sundry Revenue	(3)	(12)	(12)	-	(12)
Total Revenues	(19,223)	(19,232)	(19,232)	609	(18,623)
Net Program Expenses	15,437	15,122	15,308	679	15,987

**PROGRAM 1
ONTARIO WORKS PROGRAM DELIVERY**



2020 Program Detail

Social Services - Social Assistance

Summary by Program Type

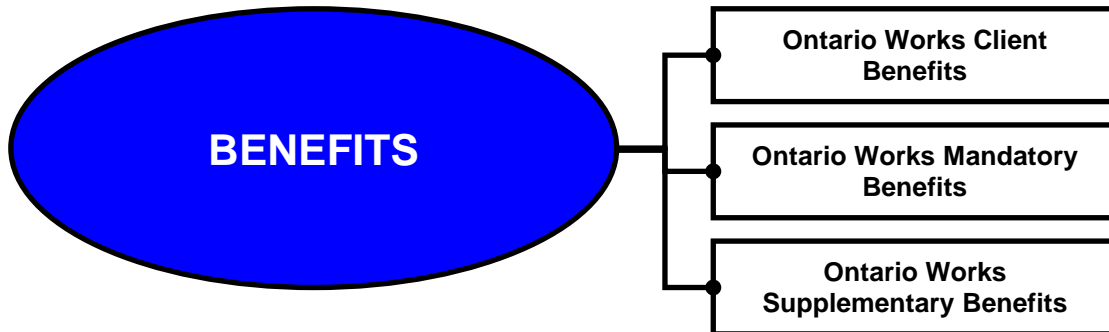
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
General	24,729	25,968	26,100	100	26,200
OW Employment Supports	5,231	5,342	5,398	(35)	5,363
OW Employment Programs SAMS	2,872	1,197	1,197	-	1,197
FM at Place	1,722	1,741	1,753	5	1,758
Gross Operating Expenses	34,554	34,248	34,448	70	34,518
Tangible Capital Assets					
General	106	106	92	-	92
Total Tangible Capital Assets	106	106	92	-	92
Revenues					
General	(19,223)	(19,232)	(19,232)	609	(18,623)
Total Revenues	(19,223)	(19,232)	(19,232)	609	(18,623)
Net Program Expenses	15,437	15,122	15,308	679	15,987

PROGRAM 2 ONTARIO WORKS CLIENT BENEFITS



2020 Program Detail

Social Services - Social Assistance



Purpose:

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

Description of Program Activities:

- ◆ These are mandatory programs under Provincial legislation, with the exception of OW Supplementary Benefits which is a discretionary program.
- ◆ This program is 100% funded by the Province.
- ◆ Provide financial assistance to eligible persons in Durham Region in accordance with the OW Act and Regional policies.
- ◆ Ensure that special medical needs of eligible OW clients are met on both a one-time and ongoing basis.
- ◆ To provide assistance for diabetic supplies, surgical supplies and transportation to medical treatment.
- ◆ Basic vision care is provided to dependent children of OW participants.
- ◆ Provide required items, such as eyeglasses, wheelchairs, artificial limbs, orthotic devices, emergency dental care and other needs, to meet extraordinary needs of persons in receipt of OW.
- ◆ Programs administered in accordance with Provincial regulations.

Description of Program Resources:

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).

**PROGRAM 2
ONTARIO WORKS CLIENT BENEFITS**



2020 Program Detail

Social Services - Social Assistance

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Client Benefit Expenses	80,789	80,789	80,789	943	81,732
Total Expenses	80,789	80,789	80,789	943	81,732
Revenues					
Provincial Subsidy	(80,789)	(80,789)	(80,789)	(943)	(81,732)
Total Revenues	(80,789)	(80,789)	(80,789)	(943)	(81,732)
Net Program Expenses	-	-	-	-	-

PROGRAM 3 TRANSITION CHILD BENEFITS



2020 Program Detail

Social Services - Social Assistance

Purpose:

- ◆ The Transition Child Benefits (TCB) are issued to recipients who have dependent children under the age of 18 or trustees who care for a child receiving Temporary Care Assistance (TCA) under Ontario Works. To better align program costs and support, Transition Child Benefits expenses and subsidy will be transferred to Ontario Works Client Benefits.
- ◆ The TCB is issued in cases where the parent/recipient/trustee is not receiving the Ontario Child Benefit (OCB) or the National Child Benefit Supplement (NCBS) based upon annual reporting of income tax through Canada Revenue Agency (CRA). This Benefit is also issued in cases where the parent/recipient/trustee may only be receiving a portion of the OCB or NCBS and not the maximum amount.
- ◆ The maximum amount of this benefit is \$230 per dependent child in a given month.

Description of Program Activities:

- ◆ The parent/recipient/trustee must apply for the OCB/NCBS or complete an income tax return to be assessed.
- ◆ Generally the TCB is issued for a period of 4 months and will need to be repaid when the parent/recipient/trustee receives a retroactive OCB/NCBS payment from the Government of Canada.

Description of Program Resources:

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).
- ◆ This program is fully funded by the Province.

**PROGRAM 3
TRANSITION CHILD BENEFITS**



2020 Program Detail

Social Services - Social Assistance

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Client Benefit Expenses	(1,048)	866	866	(866)	-
Total Expenses	(1,048)	866	866	(866)	-
Revenues					
Provincial Subsidy	1,048	(866)	(866)	866	-
Total Revenues	1,048	(866)	(866)	866	-
Net Program Expenses	-	-	-	-	-

PROGRAM 4 FAMILY COUNSELLING SERVICES



2020 Program Detail

Social Services - Social Assistance

Purpose:

- ◆ Family Services Durham provides individual and family counselling to Ontario Works (OW) participants. The cost of this program represents the time spent by Family Services Durham staff working with the OW participants. To better align program supports and costs, Family Counselling Services received from Family Services Program are being transferred to Ontario Works Core Administration Program.

Description of Program Activities:

- ◆ This is a 100 per cent Regionally funded program.
- ◆ OW participants may require the intervention of a counsellor to assist with areas such as stress and marital difficulties, that may constitute barriers to employment. Family Services Durham staff counsel these clients at no cost to the client as the clients are not in a position to pay for these services.
- ◆ The cost of this program represents the time spent by Family Services Durham staff working with the OW participants.
- ◆ Family Services Durham is accredited by the Canadian Centre for Accreditation (CCA) and is ISO 9001:2015 certified.

Description of Program Resources:

- ◆ Staff involved in this program are currently charged to Family Services Durham core program. The OW program is purchasing approximately 42 per cent of these counselling hours from Family Services Durham.

**PROGRAM 4
FAMILY COUNSELLING SERVICES**



2020 Program Detail

Social Services - Social Assistance

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Inter-Departmental Transfers & Recoveries					
Family Services Charge	176	192	192	(192)	-
Inter-Departmental Transfers & Recoveries Subtotal	176	192	192	(192)	-
Net Program Expenses	176	192	192	(192)	-

PROGRAM 5 PEDICULOSIS TREATMENT AND EDUCATION



2020 Program Detail

Social Services - Social Assistance

Purpose:

- ◆ To provide treatment, education, and counseling services for Ontario Works and Ontario Disability Support recipients dealing with a pediculosis outbreak. To better align program costs, Pediculosis Treatment and Education costs are being transferred to Ontario Works Core Administration.

Description of Program Activities:

- ◆ This program is funded 100 per cent by the Region up to a contracted amount.
- ◆ Provide treatment, education, and counselling to those dealing with a pediculosis outbreak to obtain proper treatment and to learn how to prevent and, if needed, deal with subsequent outbreaks.

Description of Program Resources:

- ◆ Services provided via a contract with a local organization.

**PROGRAM 5
PEDICULOSIS TREATMENT AND EDUCATION**



2020 Program Detail

Social Services - Social Assistance

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Materials & Services	21	21	21	(21)	-
Net Program Expenses	21	21	21	(21)	-



2020 Program Detail

Social Services - Social Assistance

Purpose:

- ◆ To assist with the cost of funerals and burials for low income residents of Durham Region who were not in receipt of Ontario Works or Ontario Disability Support Program assistance.
- ◆ Under the Anatomy Act and the Public Hospitals Act, the Region has a mandatory obligation to bury unclaimed bodies.

Description of Program Activities:

- ◆ This program is funded 100 per cent by the Region.
- ◆ Staff administer a "needs test" to determine financial eligibility.
- ◆ Staff apply for and process recovery of costs from the federal government through the Canada Pension Plan and deceased estates where available.

Description of Program Resources:

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).

Performance Measurements:

- ◆ Average annual burial cost

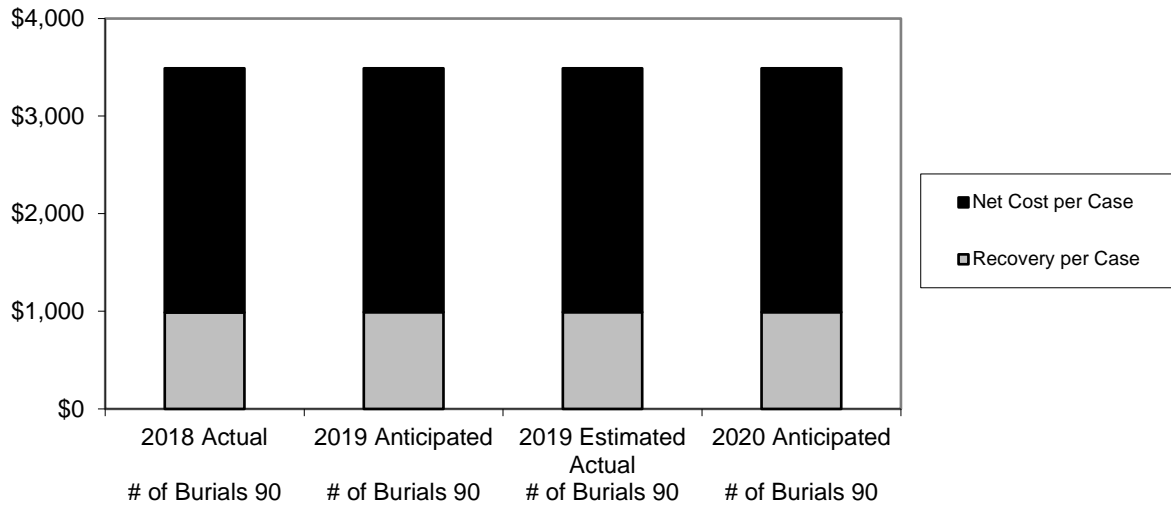


2020 Program Detail

Social Services - Social Assistance

Performance Data:

Average Annual Burial Cost



**PROGRAM 6
FUNERALS AND BURIALS**



2020 Program Detail

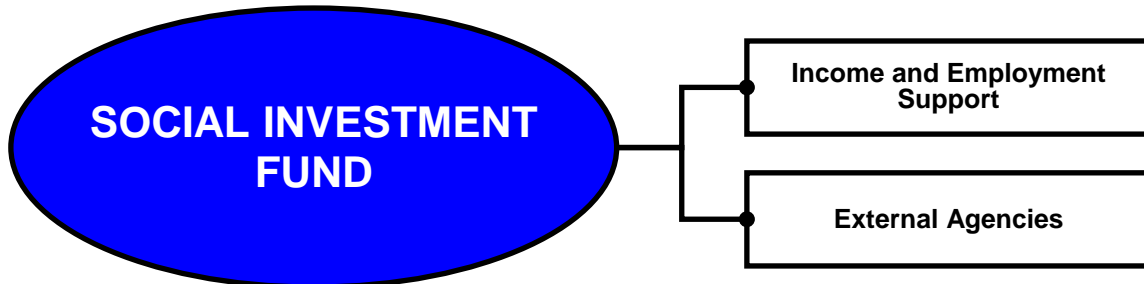
Social Services - Social Assistance

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Client Benefit Expenses	213	314	314	(39)	275
Total Expenses	213	314	314	(39)	275
Revenues					
Sundry Revenue	(101)	(89)	(89)	(12)	(101)
Total Revenues	(101)	(89)	(89)	(12)	(101)
Net Program Expenses	112	225	225	(51)	174



2020 Program Detail

Social Services - Social Assistance



Purpose:

- ◆ To help prevent and reduce the depth of child poverty.
- ◆ To provide targeted community initiatives.
- ◆ To provide a means of social inclusion for families and individuals.
- ◆ To support attachment to the work force.
- ◆ To invest in the social infrastructure of the communities of Durham Region.

Description of Program Activities:

- ◆ This program is funded from "estimated savings" from Ontario Works program rate restructuring as a result of the Ontario Child Benefit.
- ◆ The Province expects the municipality's portion of these savings to be reinvested in programs and activities which benefit children and low income families.
- ◆ **Income and Employment Support** - to fund health related items including dental care, work related transportation costs, access to municipal recreation programs, and other services to meet community development needs around poverty reduction and Healthy Neighbourhood initiatives.
- ◆ **External Agencies** - Durham Child Nutrition Program, Rose of Durham, Feed the Need in Durham, Brain Injury Association of Durham, Girls Inc., Distress Centre Durham, YWCA - TEAM Clarington Project and Archbishop Anthony, the Hope Centre of Durham Region, Victim's Services of Durham Region and the Durham Community Legal Clinic.

Description of Program Resources:

- ◆ Allocation of funding is subject to annual budget approval.

**PROGRAM 7
SOCIAL INVESTMENT FUND**



2020 Program Detail

Social Services - Social Assistance

- ◆ Programs which receive funding can change from year to year depending on priorities identified.

<u>External Agencies</u>	2019 Agency Allocations	2020 Agency Allocations
	\$	\$
Rose of Durham - Durham Child Nutrition Program	110,000	110,000
Girls Inc.	40,000	40,000
Rose of Durham	35,000	35,000
Feed the Need in Durham	45,000	45,000
Brain Injury Association of Durham	50,750	50,750
Distress Centre Durham	50,000	50,000
YWCA - TEAM Clarington Project	12,000	12,000
Archbishop Anthony	6,930	6,930
The Hope Centre of Durham Region	20,000	20,000
Victim's Services of Durham Region*	200,000	200,000
<i>An additional \$100,000 contribution from Non-Departmental - Victim's Services Partnership Pilot.</i>	(100,000)	(100,000)
Durham Community Legal Clinic	40,000	40,000
	509,680	509,680

**PROGRAM 7
SOCIAL INVESTMENT FUND**



2020 Program Detail

Social Services - Social Assistance

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Materials & Services	663	514	354	-	354
Client Benefit Expenses	155	320	320	-	320
Contracted Services	370	410	510	-	510
Operating Expenses Subtotal	1,188	1,244	1,184	-	1,184
Inter-Departmental Transfers & Recoveries					
Recovery - Children Services	(200)	(200)	(200)	-	(200)
Inter-Departmental Transfers & Recoveries Subtotal	(200)	(200)	(200)	-	(200)
Net Program Expenses	988	1,044	984	-	984

**PROGRAM 8
HEADQUARTERS SHARED COST**



2020 Program Detail

Social Services - Social Assistance

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 8
HEADQUARTERS SHARED COST**



2020 Program Detail

Social Services - Social Assistance

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	1,272	1,272	1,118	186	1,304
Less: Provincial Subsidy	(636)	(636)	(636)	-	(636)
Social Assistance's Share of Program Expenses Net of Provincial Subsidy	636	636	482	186	668

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

Social Services - Social Assistance

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
<u>Ontario Works Program Delivery - Program 1</u>			
1 Desktop Computers (includes Monitor)	50	1,050	52,500
2 Laptop Computers	23	1,700	39,100
			91,600

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2020 Business Plan

**Social Services -
Children's Services**

Major Services & Activities

**Directly
Operated**

- ◆ Provide quality licensed child care programs which support 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 the recognized need of a child or parent

**Purchase of
Services**

- ◆ Purchase services including: child care spaces, early learning inclusion staff and services to support 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 and parents and care givers of children with developmental disabilities when they are experiencing difficulty managing child behaviour

**General
Operating**

- ◆ 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 supporting stable employment and educational upgrading
- ◆ Provide support and quality assurance oversight to Durham's early years and child care sector



2020 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

Child and Family Supports

- ◆ EarlyON 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

- ◆ Provincial program to create 100,000 child care spaces over 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

- ◆ Supports a shared commitment by the Ontario and Federal governments to provide investments in early learning and child care (ELCC).



2020 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



2020 Business Plan

Social Services - Children's Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
1 PURCHASED FEE SUBSIDY SPACES					
Operating Expenses	19,965	21,055	21,055	-	21,055
Provincial Subsidy	(19,004)	(19,004)	(19,004)	(472)	(19,476)
Subtotal	961	2,051	2,051	(472)	1,579
2 DIRECTLY OPERATED SPACES					
Operating Expenses	8,037	8,232	8,256	206	8,462
Tangible Capital Assets	93	97	51	-	51
Provincial Subsidy	(4,507)	(4,507)	(4,507)	-	(4,507)
Fees & Service Charges	(1,412)	(1,493)	(1,493)	-	(1,493)
Subtotal	2,211	2,329	2,307	206	2,513
3 ONTARIO WORKS CHILD CARE					
Operating Expenses	2,584	1,500	1,500	-	1,500
Provincial Subsidy	(1,264)	(1,227)	(1,227)	-	(1,227)
Subtotal	1,320	273	273	-	273
4 SOCIAL INVESTMENT FUND					
Operating Expenses	11	32	32	(32)	-
Subtotal	11	32	32	(32)	-
5 SPECIAL NEED RESOURCING					
Operating Expenses	3,486	3,486	3,486	-	3,486
Provincial Subsidy	(3,108)	(3,108)	(3,108)	-	(3,108)
Subtotal	378	378	378	-	378
6 BEHAVIOUR MANAGEMENT SERVICES					
Operating Expenses	2,025	1,999	2,009	28	2,037
Provincial Subsidy	(1,377)	(1,377)	(1,377)	(36)	(1,413)
Fees & Service Charges	(118)	(118)	(118)	-	(118)
Subtotal	530	504	514	(8)	506

PROGRAM SUMMARY



2020 Business Plan

Social Services - Children's Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
7 GENERAL OPERATING PROGRAM SUBSIDY					
Operating Expenses	8,542	8,552	8,552	-	8,552
Provincial Subsidy	(7,466)	(7,476)	(7,476)	-	(7,476)
Subtotal	1,076	1,076	1,076	-	1,076
8 CORE ADMINISTRATION					
Operating Expenses	4,380	4,393	4,737	(86)	4,651
Tangible Capital Assets	11	11	-	-	-
Provincial Subsidy	(2,313)	(2,313)	(2,313)	-	(2,313)
Subtotal	2,078	2,091	2,424	(86)	2,338
9 SPECIAL PURPOSE - PROJECTS					
Operating Expenses	1,290	1,078	1,623	(481)	1,142
Provincial Subsidy	(1,290)	(1,078)	(1,623)	481	(1,142)
Subtotal	-	-	-	-	-
10 WAGE ENHANCEMENT					
Operating Expenses	12,455	12,455	11,802	(5)	11,797
Provincial Subsidy	(11,797)	(11,797)	(11,797)	-	(11,797)
Provincial Contribution-One-Time	(658)	(658)	-	-	-
Subtotal	-	-	5	(5)	-
11 CHILD AND FAMILY SUPPORTS					
Operating Expenses	4,623	4,623	4,628	126	4,754
Tangible Capital Assets	262	-	-	-	-
Provincial Subsidy	(4,885)	(4,623)	(4,623)	(131)	(4,754)
Subtotal	-	-	5	(5)	-

PROGRAM SUMMARY

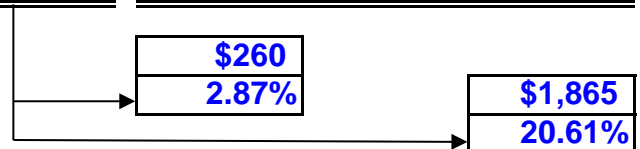


2020 Business Plan

Social Services - Children's Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
12 CHILD CARE EXPANSION PLAN					
Operating Expenses	10,666	11,408	10,662	(258)	10,404
Tangible Capital Assets	102	102	49	-	49
Provincial Subsidy	(10,668)	(11,410)	(10,715)	2,182	(8,533)
Provincial Contribution-One-Time	(100)	(100)	-	-	-
Subtotal	-	-	(4)	1,924	1,920
13 CANADA-ONTARIO EARLY LEARNING AND CHILD CARE					
Operating Expenses	3,913	3,913	3,560	(3)	3,557
Provincial Subsidy	(3,557)	(3,557)	(3,557)	-	(3,557)
Provincial Contribution-One-Time	(356)	(356)	-	-	-
Subtotal	-	-	3	(3)	-
14 HEADQUARTERS SHARED COST					
Operating Expenses	587	587	516	86	602
Provincial Subsidy	(273)	(273)	(272)	-	(272)
Subtotal	314	314	244	86	330
Net Program Expenses	8,879	9,048	9,308	1,605	10,913

Summary of Increase (Decrease)



PROGRAM SUMMARY



2020 Business Plan

Social Services - Children's Services

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	120	Economic increases
Operating Expenses	(752)	Provincial funding reduction - Contracted Services
Operating Expenses	(4)	Utility savings
Operating Expenses	11	Inflationary increases
Operating Expenses	(55)	Contracted Services
Operating Expenses	(71)	Headquarter shared cost
Inter-department Recovery	(1)	Payroll recovery
Tangible Capital Assets - New	(107)	Remove one-time items
Tangible Capital Assets - Replacement	(4)	Reduced requirements
Provincial Subsidy Reduction	1,123	Provincial funding formula
	260	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Social Services - Children's Services

(\$,000's)

Purchased Fee Subsidy Spaces

♦ Increase in Provincial Subsidy.	<u>(472)</u>
	<u>(472)</u>

Directly Operated Spaces

♦ Increase in food costs partially offset by a reduction in Materials & Services to better reflect where expenses are being charged.	152
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(25)
♦ Major Repairs & Renovations to address Health & Safety and Accessibility; including Ajax: Fixed Access Ladder & Railing Install (\$32k); Pickering: Playground Drainage Improvements (\$31k).	63
♦ Adjustments to various Facilities operating expenses to reflect anticipated expenses at Edna Thomson ELCC.	16
	<u>206</u>

Social Investment Fund

♦ Decrease in Contracted Services to reflect discontinuation of program.	<u>(32)</u>
	<u>(32)</u>

Behaviour Management Services

Behaviour Management Services

♦ Increase in Personnel Related expenses and Supplies to better reflect actual expenses and forecasted requirements.	28
♦ Increase in Provincial Subsidy to account for reallocated expenses noted above.	<u>(8)</u>
Subtotal	<u>-</u>

Behaviour Management Development Disability

♦ Increase in Provincial Subsidy.	<u>(8)</u>
Subtotal	<u>(8)</u>
	<u>(8)</u>

Core Administration

♦ Position Transfer: 0.25 Manager to Child and Family Supports to maintain service levels and needs.	(42)
♦ Position Transfer: 0.50 Secretary to Child and Family Supports to maintain service levels and needs.	(44)
	<u>(86)</u>

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Social Services - Children's Services

(\$,000's)

Special Purpose - Projects

♦ Decreased costs to reflect forecasted requirements.	(481)
♦ Decrease in Provincial Subsidy.	481
	-

Wage Enhancement

♦ Position Transfer: 0.50 Manager to Child Care Expansion to maintain service levels and needs.	(80)
♦ Increase to Contracted Services to better reflect service needs.	80
♦ Adjustments in various operating expenses to better reflect actual expenditures and forecasted requirements.	(5)
	(5)

Child and Family Supports

Ontario EarlyON

♦ Position Transfer: 0.25 Manager from Administration to maintain service levels and needs.	42
♦ Position Transfer: 0.50 Secretary from Administration to maintain service levels and needs.	44
♦ Increase to Contracted Services related to EarlyON Child and Family Centres.	158
♦ Decreases to Communications (\$-38k), Supplies (\$-3k), Food (\$-7k), Materials & Services (\$-20k) and Professional Services (\$-3k) to better reflect actual expenditures and forecasted requirements.	(71)
♦ Increase in Provincial Subsidy to account for changes noted above.	(178)
	Subtotal (5)

Indigenous-led Child Care and Child and Family Programs

♦ New Position: 1 Training Specialist, beginning July 1, 2020 to provide Indigenous Programming to support the early learning community. (Annualized cost is \$103k)	51
♦ Decrease to Contracted Services related to Indigenous-led Child Care to reflect the new position outlined above and provincial funding.	(98)
♦ Decrease in Provincial Subsidy.	47
	Subtotal -
	(5)

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Social Services - Children's Services

(\$,000's)

Child Care Expansion

♦ Position Transfer: 0.50 Manager from Wage Enhancement to maintain service levels and needs.	80
♦ Decrease in Contracted Services to reflect changes in Provincial Subsidy levels.	(338)
♦ Decrease in Provincial Subsidy to reflect 80/20 cost share requirement.	2,182
	1,924

Canada-Ontario Early Learning and Child Care (ELCC)

♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(3)
	(3)

Headquarters Shared Costs

♦ Children's Services share of costs related to the operation and maintenance of Regional Headquarters.	86
	86

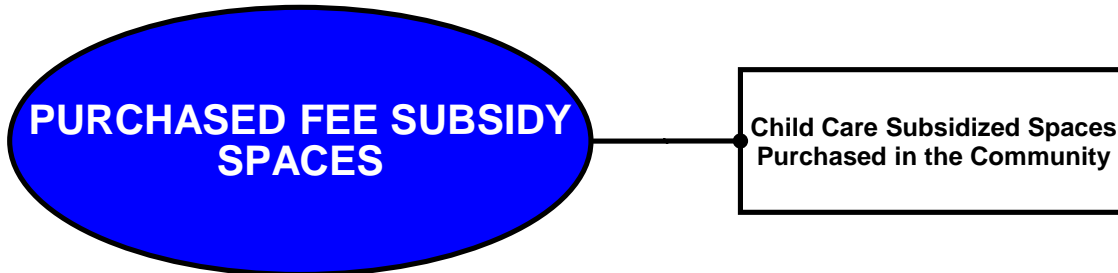
	Total Program Changes 1,605
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PROGRAM 1 PURCHASED FEE SUBSIDY SPACES



2020 Program Detail

Social Services - Children's Services



Note: As of December 2019 there were 284 total licensed child care sites, as well as 4 licensed home child care agencies and 6 Recreation providers in Durham. Fee Subsidy services are available at 258 sites (including home child care and recreation providers)

Purpose:

- ◆ To provide eligible parents with subsidy for quality child care to support employment, education or a recognized need
- ◆ To enter into Purchase of Service Agreements with licensed child care operators to facilitate placement of children, allowing for parental choice
- ◆ To reduce the financial impact on income support programs through effective financial management and encouraging employment and supporting educational upgrading

Description of Program Activities:

Fee Subsidy Spaces Program

- ◆ Manage and operate the Fee Subsidy system for Durham Region
- ◆ Ensure compliance with regulations under the Child Care and Early Years Act, 2014
- ◆ Interview and assess eligibility of more than 5,000 fee subsidy applications annually
- ◆ Process monthly payments to operators for services provided
- ◆ Monitor monthly spending patterns against pre-determined targets
- ◆ Administer subsidized child care spaces and placement priorities
- ◆ Manage subsidy wait list which was approximately 5,700 children as of December 2019
- ◆ Manage the appeal process for subsidy eligibility
- ◆ Assess overpayments on client files where subsidy was issued that clients were not entitled to
- ◆ Provide reports to the Ministry of Education detailing service targets and year to date spending. Any variances are identified and explained
- ◆ Ensure programs meet Provincial targets
- ◆ Measure consumer/parent satisfaction
- ◆ Offer placement options for parents of centre-based care, home child care and/or recreation programs



2020 Program Detail

Social Services - Children's Services

Description of Program Activities (continued):

Program Management and Quality Assurance:

- ◆ Approve and manage Purchase of Service Agreements with child care providers to meet the diverse needs of Durham's population
- ◆ Monitor program quality using Durham Region's Operating Criteria by conducting quality assurance site inspections with minimum of two site visits annually to approximately 280 active sites
- ◆ Assess program quality for sites applying for a Purchase of Service Agreement
- ◆ Manage process of requests for fee increases from operators
- ◆ Monitor Serious Occurrence reporting requirements
- ◆ Provide support/direction to all licensed child care sites, agencies and programs on such topics as Board Development, recruitment and staff retention
- ◆ Manage a complaint process for the community (parents and operators)

Community:

- ◆ Produce and maintain a current listing (Child Care Services Guide, Children's Program Locator) of all licensed child care sites in Durham to provide information to families and the child care community
- ◆ Provide child care information to Durham Region residents via telephone and website
- ◆ Actively participate in numerous community committees involving child care issues
- ◆ Participate in community events such as displays, workshops, and conferences

Description of Program Resources:

- ◆ Staff positions are included in Core Administration (Program 8)

Performance Measurements:

- ◆ Average Full Day Cost per Child (Licensed Care)
- ◆ Average Annual Cost per Space (Licensed Care)
- ◆ Number of Children Waiting for a Subsidized Placement

**PROGRAM 1
PURCHASED FEE SUBSIDY SPACES**

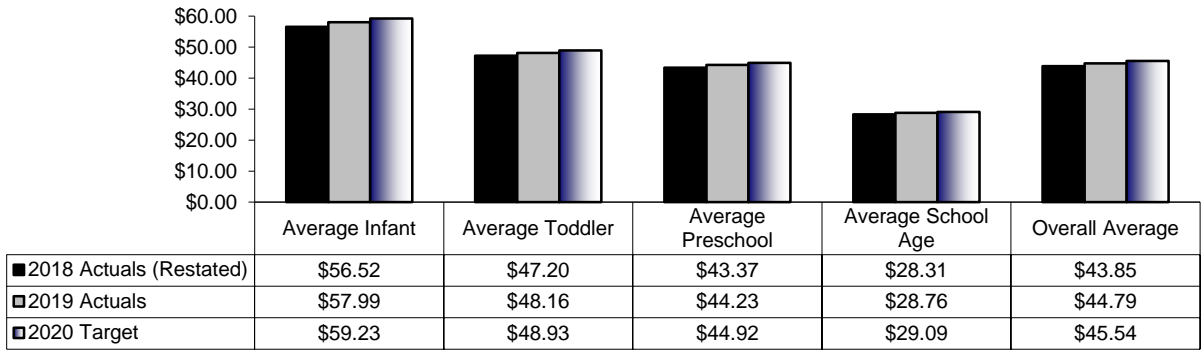


2020 Program Detail

**Social Services -
Children's Services**

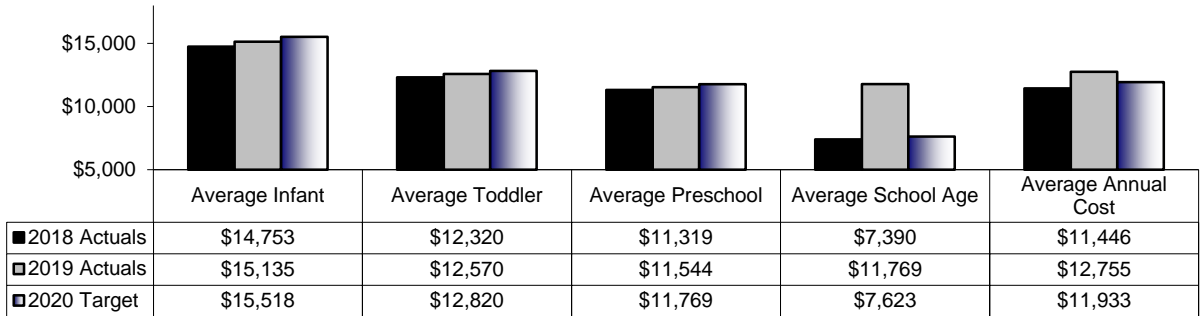
Performance Data:

Average Full Day Cost Per Child (Licensed Care)



Source: Based on average expenditures per age group in 2018.

Average Annual Cost Per Space (Licensed Care)



Note: Average School Age Cost includes part days and full days

**PROGRAM 1
PURCHASED FEE SUBSIDY SPACES**

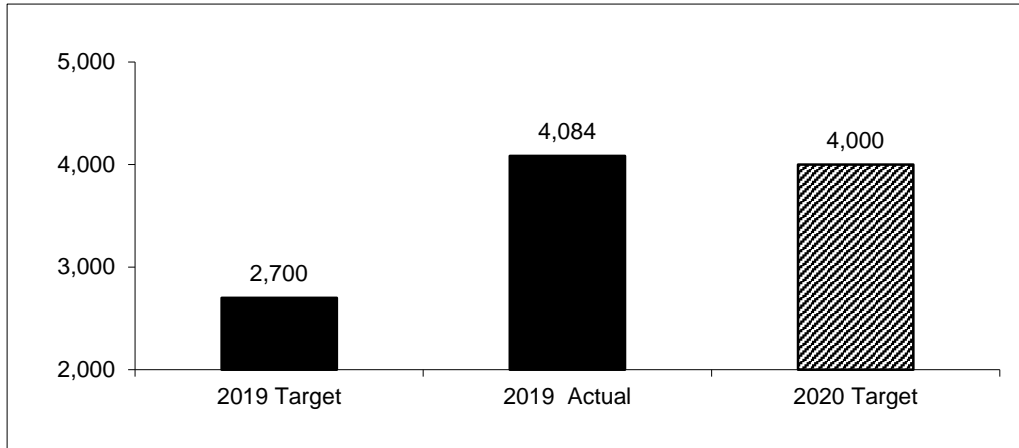


2020 Program Detail

**Social Services -
Children's Services**

Performance Data (continued):

Number of Children Waiting for a Subsidized Placement



Note: 2019 actual number of children on waitlist as of December 2019

General Information

Number of Licensed Child Care Centres
 Number of Licensed Home Child Care Agencies
 Number of Fee Subsidy Child Care sites with Service Agreements
 Number of Fee Subsidy Recreation sites with Service Agreements
 Licensed Capacity of all Child Care Centres in Durham
 Licensed Capacity of Fee Subsidy sites
 Number of Fee Subsidy Infant Spaces
 Number of Fee Subsidy Toddler Spaces
 Number of Fee Subsidy Preschool Spaces
 Number of Fee Subsidy Kindergarten Spaces
 Number of Fee Subsidy School Aged Spaces
 Average Number of Operating Days per year
 Number of Quality Assurance Inspections Conducted
 Number of Full Day Kindergarten (FDK) School Sites
 Number of FDK - Before/After Sites

2019 Target	2019 Estimated Actual	2020 Target
284	284	284
7	4	7
258	252	258
6	6	6
25,511	26,656	25,511
23,202	24,330	23,202
620	684	620
1,869	1,971	1,869
4,307	4,516	4,307
6,551	6,849	6,551
9,855	10,310	9,855
261	261	262
550	382	550
158	158	158
158	158	158

**PROGRAM 1
PURCHASED FEE SUBSIDY SPACES**



2020 Program Detail

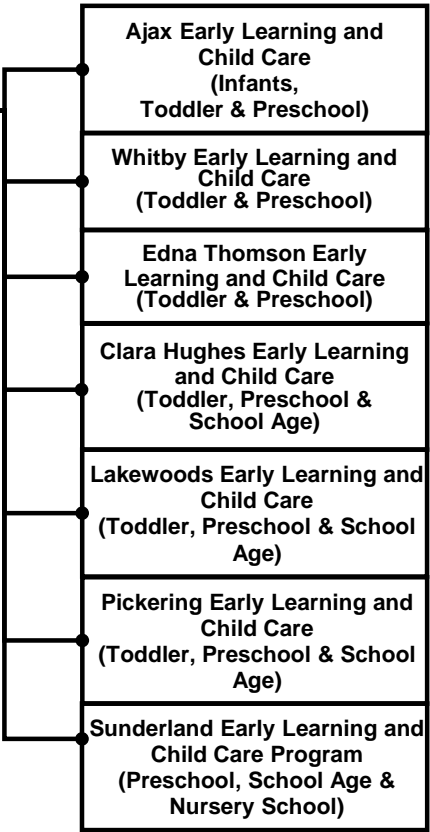
**Social Services -
Children's Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contracted Services	19,965	21,055	21,055	-	21,055
Total Expenses	19,965	21,055	21,055	-	21,055
Revenues					
Provincial Subsidy	(19,004)	(19,004)	(19,004)	(472)	(19,476)
Total Revenues	(19,004)	(19,004)	(19,004)	(472)	(19,476)
Net Program Expenses	961	2,051	2,051	(472)	1,579



2020 Program Detail

Social Services - Children's Services



Purpose:

- ◆ To provide quality child care and early learning programs which supports parents; including low income earners and full fee parents who are working and/or upgrading their education
- ◆ To be a leader within the child care community with regard to the provision of child care, including participating on community committees, to improve the image and public awareness of the Region's services
- ◆ To model quality child care programming to be used as the benchmark for purchase of service

Description of Program Activities:

- ◆ This is a Core Service Program that is subject to Provincial Legislation
- ◆ The Region has directly operated Child Care Programs since its creation in 1974. Prior to this, they were operated by local Municipalities
- ◆ Operates 7 Early Learning and Child Care Centres located in Pickering, Ajax, Whitby, Oshawa (2), Clarington; and Sunderland with a licensed capacity over 500 infants, toddlers, preschool and school aged children, many of whom are hard to serve, due to their individual needs
- ◆ Operates a Nursery School program out of the Sunderland location
- ◆ Accommodates the particular requirements of children with special needs including Ministry required Individual Support Plans. In 2019, 37 children with Special Needs and 34 children with Particular Needs were served
- ◆ Management staff conduct analysis of program budgets and quality assurance inspections
- ◆ Staff participate in ongoing training to maintain and/or upgrade skills
- ◆ Programs monitored by management staff using Durham Region Operating Criteria
- ◆ Evaluation of the Child Care system is incorporated in Durham's Child Care Service Management Plan
- ◆ Program is ultimately measured by the consumer. Parent satisfaction - annual questionnaires are circulated and a suggestion box is available at all times, in all locations
- ◆ License issued by the Ministry signifies requirements of the Child Care and Early Years Act 2014 (CCEYA) are met
- ◆ Other inspections include fire, health, and an independent playground inspection
- ◆ All Early Childhood Educators are required to be registered with the College of Early Childhood Educators to protect the public interest and abide by the College's "Code of Ethics and Standards of Practice" established February 28, 2011

Description of Program Resources:

- ◆ 2020 Full Time Staff = 62
- ◆ 2019 Full Time Staff = 62



2020 Program Detail

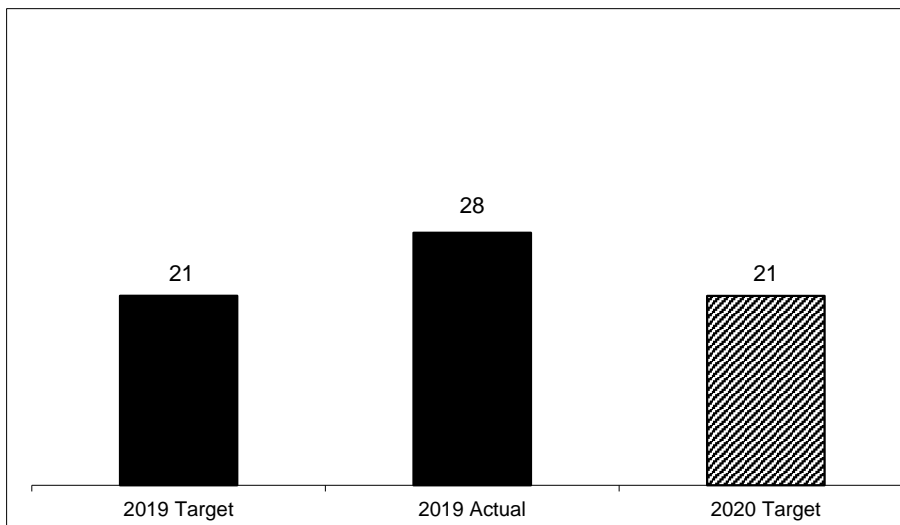
Social Services - Children's Services

Performance Measurements:

- ♦ Average Number of Hours of Professional Development per Staff
- ♦ Stability of Staffing - Child Care Centres
- ♦ Quality Assurance Measure - Durham Region Operating Criteria (DROC)
- ♦ Annual Parent Satisfaction Survey
- ♦ Looksee Checklist - currently known as the Nipissing District Development Screen (NDDS) Checklist Completed
- ♦ General Information

Performance Data:

Average Number of Hours of Professional Development per Staff



On-going professional development is integral in the early learning and child care field. There is required mandatory core training for staff as well as optional workshops and programs to further develop skills and knowledge. The College of Early Childhood Educators has a Mandatory Continuous Professional Learning (CPL) Program for members. Staff are attending mandatory training as well as pursuing independent learning opportunities to continue to grow as professionals and meet the expectations of their certification.

Stability of Staffing - Child Care Centres

Notes: The Mustard and McCain Early Years Study 2000 identifies the importance of stable, long term, well educated staff to ensure a quality early childhood setting. The Region has a very low turnover of staff with many employees having long service. We anticipate a number of retirements over the next 5 years. The numbers shown here include part time temporary staff and on-call staff. Many on-call staff have also been with the Region for several years. In 2017 there were legislated changes to staffing ratios requiring additional Part Time staff to be hired which is reflected in the 0-5 years of service numbers.

Years of Service:

	2018 Actual	2019 Actual
0-5 yrs	58	51
6-10 yrs	1	2
11-15 yrs	16	14
16-20 yrs	17	17
21-25 yrs	9	11
26 +	10	11



2020 Program Detail

Social Services - Children's Services

Performance Data (continued):

Quality Assurance Measure - Durham Region Operating Criteria (DROC)

Durham Region Operating Criteria

The Durham Region Operating Criteria is designed to provide information regarding areas of strength and growth in the child care and early learning setting. Research in the area of early learning indicates that there are six key elements that are essential for a high-quality child care program, including:

1. Sound management practices
2. Training, experience and stability of educators
3. Group size: ratio of children to educators
4. Family involvement in the program
5. Health and safety standards of the physical facility
6. Program content and development

These multi-dimensional requirements are key components in the Early Learning and Care Assessment for Quality Improvement measure included in the Durham Region Operating Criteria (DROC). Durham Region Quality Assurance Program Managers inspect all 7 of Durham Region ELCC programs. DROC inspection reports are presented at each inspection visit and provide an opportunity for discussion and improvement in quality. The DROC also serves as a self-evaluation and planning tool for child care operators, supervisors and front-line staff.

Note: The highest score is a 5.00 in all programs. An average score of a 3.00 is considered meeting expectations whereas an average score above a 4.00 is considered exceeding expectations. On average all program age groups in Directly Operated Early Learning and Child Care Centres are exceeding quality expectations. Clara Hughes ELCC, Sunderland ELCC and Lakewoods ELCC school age program are operated in facilities not owned or maintained by the Region of Durham and therefore, there is less control over the physical environment.



Note: Rating scales are based on age groups. Not all the centres have each age group.

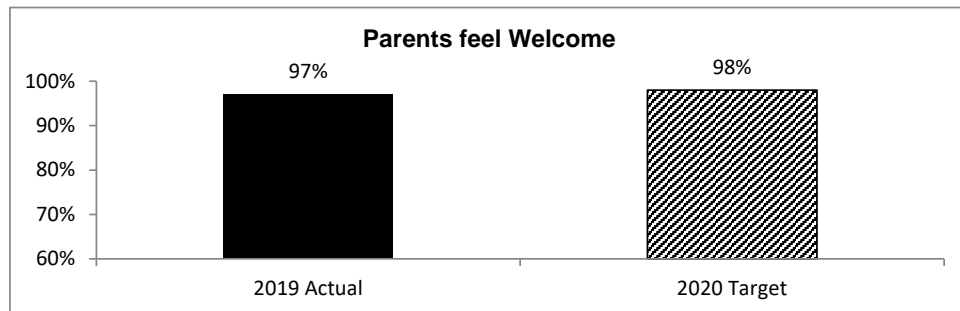
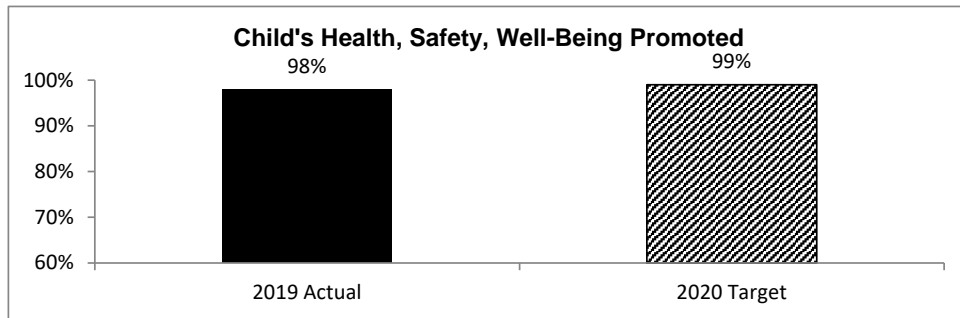
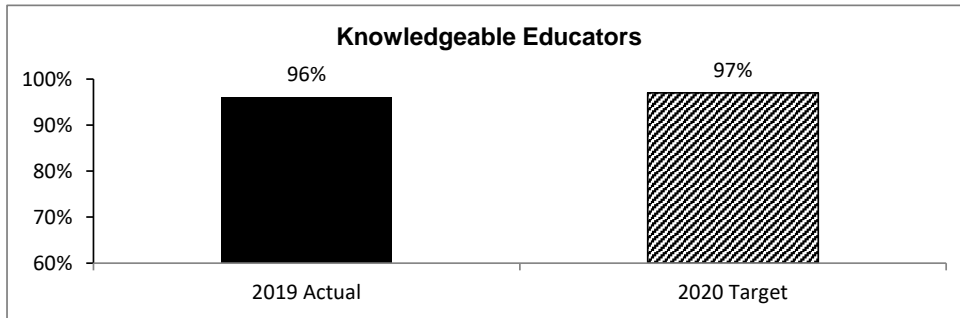
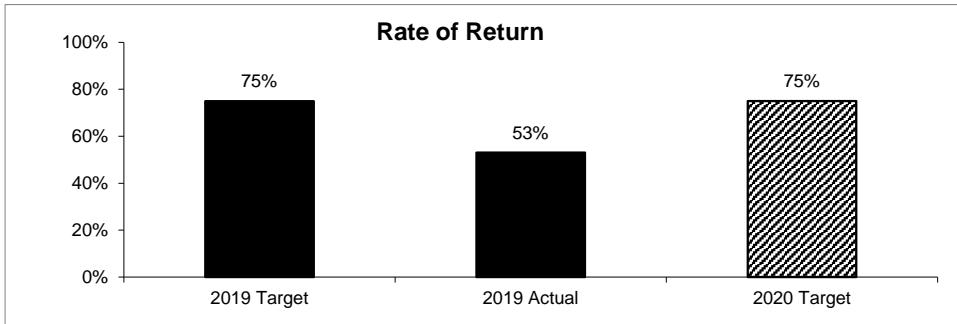


2020 Program Detail

Social Services - Children's Services

Performance Data (continued):

Annual Parent Satisfaction Survey





2020 Program Detail

Social Services - Children's Services

Performance Data (continued):

Annual Parent Satisfaction Survey (continued)

The parent satisfaction survey is reflective of the areas listed in the Directly Operated Early Learning and Child Care Centres Program Statement. The Program Statement has 11 overarching strategies which guide program development, pedagogy and is intended to strengthen the caliber of the programs to ensure high quality experiences with families, children's learning, development, health and well being. In 2018, the satisfaction survey was provided electronically for the first time. Electronic devices are made available at the centres for parent use and paper copy versions are available upon request.

Looksee Checklists completed

Child Care Centre	# Looksee Checklist Completed 2019 Actual
Ajax ELCC	76
Edna Thomson ELCC	78
Clara Hughes ELCC	96
Lakewoods ELCC	34
Pickering ELCC	36
Whitby ELCC	82
Sunderland ELCC	24

The Looksee Checklist - formerly known as the Nipissing District Developmental Screen is a developmental checklist that follows a child from one month of age to six years. The checklist is completed for each child upon entry into the ELCCs and updated as children make developmental gains. New checklists are initiated as children transition through developmental age categories. Looksee is a tool staff use to not only track development but also to be able to plan and implement learning activities in the programs to support the individual needs of all children. Parents are engaged and encouraged to provide input into their child's screening tool which gives the educators an opportunity to get the best picture of a child's developmental progress.

Note: This applies to children not in school.



2020 Program Detail

**Social Services - Children's
Services**

Directly Operated Centres - General Information

	2019 Actual	2020 Target
Number of Licensed Child Care Programs	8	8
Number of Licensed Nursery School Programs	1	1
Licensed Capacity of Child Care Centres (# Full Time children)	578	588
Operating Capacity of Child Care Centres	390	400
Licensed Capacity of Nursery School Programs	32	32
Number of Infant Spaces	6	6
Number of Toddler Spaces	65	75
Number of Preschool Spaces (Centres only)	160	160
Number of School Aged Spaces	127	127
Number of Children with Diagnosed Special Needs	37	37
Number of Children with Particular Needs	34	34
Average Number of Children with Special or Particular Needs / Centre	9	9
Number of Centre-Based Operating Days	258	259
Full Day Child Care Fees - Infant	\$52	\$52
Annual Revenue per Infant Full Day Space	\$13,416	\$13,468
Full Day Child Care Fees - Toddler	\$47	\$47
Annual Revenue per Toddler Full Day Space	\$11,997	\$12,044
Full Day Child Care Fees - Preschool	\$43	\$43
Annual Revenue per Preschooler Full Day Space	\$11,094	\$11,137
Full Day Child Care Fees - School Aged	\$37	\$37
Annual Revenue per School Age Full Day	\$1,665	\$1,702
School Board Before/After School Spaces Revenue per Day	\$26	\$26
Annual Revenue Per Board Before/After	\$5,538	\$5,538
Student Placements	\$35	\$35

**PROGRAM 2
DIRECTLY OPERATED SPACES**



2020 Program Detail

**Social Services -
Children's Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	7,388	7,718	7,735	-	7,735
Personnel Related	1	4	4	(2)	2
Communications	15	21	21	-	21
Supplies	42	75	76	(24)	52
Food	359	19	19	354	373
Utilities	51	50	46	-	46
Medical Care	3	4	4	(1)	3
Materials & Services	42	246	246	(202)	44
Buildings & Grounds Operations	159	147	144	(1)	143
Professional Services	2	3	2	1	3
Contracted Services	111	110	110	11	121
Leased Facilities Expenses	154	140	178	-	178
Bad Debt Expenses	32	-	-	-	-
Financial Expenses	21	21	20	1	21
Major Repairs & Renovations	27	24	-	63	63
Operating Expenses Subtotal	8,407	8,582	8,605	200	8,805
Inter-Departmental Transfers & Recoveries					
Works-Regional Environmental Lab Charge	1	-	-	-	-
Works-Facilities Management Charge	61	82	83	6	89
Recovery - Children Services	(432)	(432)	(432)	-	(432)
Inter-Departmental Transfers & Recoveries Subtotal	(370)	(350)	(349)	6	(343)
Gross Operating Expenses	8,037	8,232	8,256	206	8,462
Tangible Capital Assets					
New	4	4	-	-	-
Replacement	89	93	51	-	51
Total Tangible Capital Assets	93	97	51	-	51
Total Expenses	8,130	8,329	8,307	206	8,513

**PROGRAM 2
DIRECTLY OPERATED SPACES**



2020 Program Detail

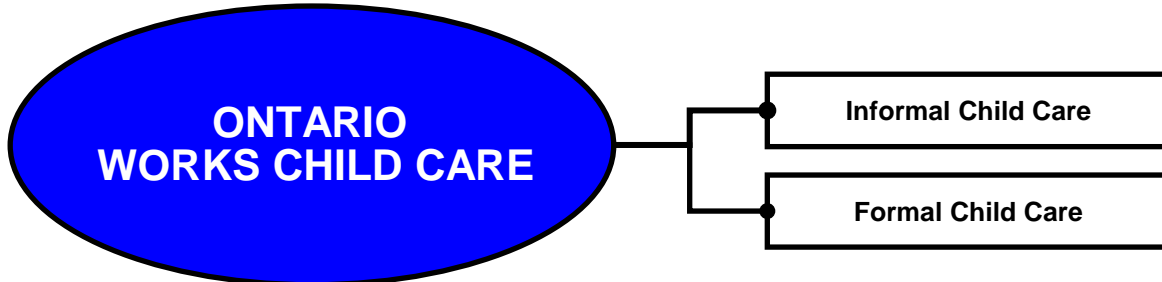
**Social Services -
Children's Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Provincial Subsidy	(4,507)	(4,507)	(4,507)	-	(4,507)
Fees & Service Charges	(1,412)	(1,493)	(1,493)	-	(1,493)
Total Revenues	(5,919)	(6,000)	(6,000)	-	(6,000)
Net Program Expenses	2,211	2,329	2,307	206	2,513



2020 Program Detail

**Social Services -
Children's Services**



Purpose:

- ◆ To provide subsidy for quality child care to eligible Ontario Works recipients to support their participation requirements

Description of Program Activities:

- ◆ Provide subsidized placements for children when the family is in receipt of Ontario Works
- ◆ Ensure families have a completed participation agreement which may include employment supports, job search, self-employment program and employment placements and/or community placement
- ◆ Work collaboratively with the Income and Employment Support Division to achieve the best possible service for mutual clients
- ◆ Manage subsidy for formal and informal child care placements
- ◆ Process monthly payments to operators and families
- ◆ Provide information to parents to ensure quality child care is chosen when seeking an informal provider
- ◆ Monitor monthly spending
- ◆ Measure customer satisfaction
- ◆ Provide reports to the Ministry, detailing service targets and year to date spending. Identify and explain variances

Description of Program Resources:

- ◆ Staff positions are included in Core Administration (Program 8)

Performance Measurements:

- ◆ Number of Children Served under Ontario Works Child Care Program

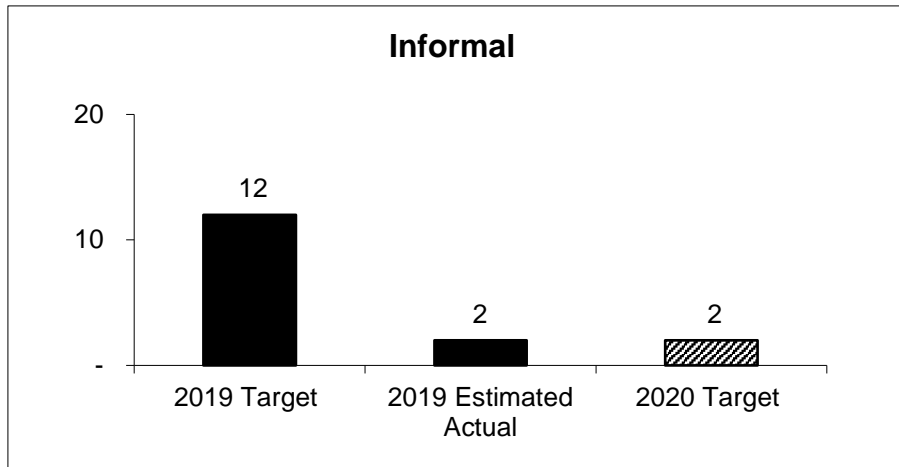
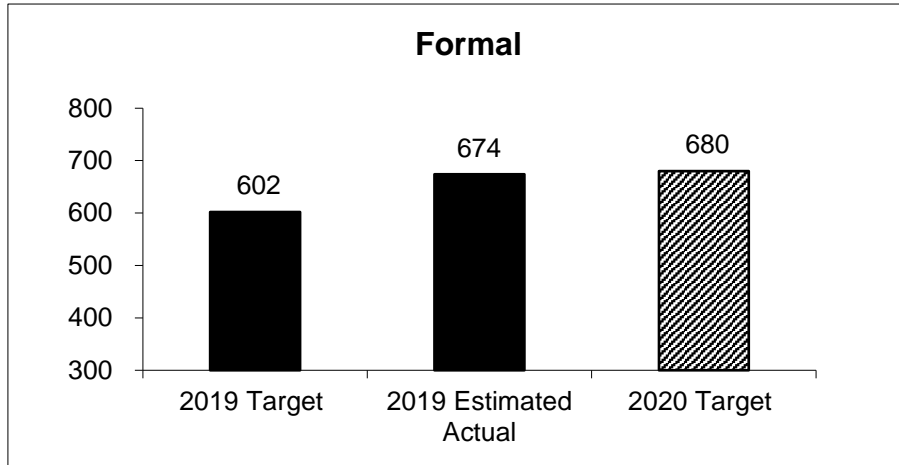


2020 Program Detail

Social Services -
Children's Services

Performance Data:

Number of Children Served under Ontario Works Child Care Program



Note: There is an increased requirement to fund licensed (formal) care over unlicensed (informal) care, and more families are using Licensed care

**PROGRAM 3
ONTARIO WORKS CHILD CARE**



2020 Program Detail

**Social Services -
Children's Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contracted Services	2,384	1,300	1,300	-	1,300
Operating Expenses Subtotal	2,384	1,300	1,300	-	1,300
Inter-Departmental Transfers & Recoveries					
Social Assistance Charge	200	200	200	-	200
Inter-Departmental Transfers & Recoveries Subtotal	200	200	200	-	200
Total Expenses	2,584	1,500	1,500	-	1,500
Revenues					
Provincial Subsidy	(1,264)	(1,227)	(1,227)	-	(1,227)
Total Revenues	(1,264)	(1,227)	(1,227)	-	(1,227)
Net Program Expenses	1,320	273	273	-	273



2020 Program Detail

**Social Services -
Children's Services**

Purpose:

- ◆ To provide short term informal child care funding, for eligible families who are unable to access licensed child care whereby promoting attachment to the work force and helping to alleviate the depth of child poverty

Description of Program Activities:

- ◆ Support families in crisis and those unable to access Ontario Works or other fee subsidy funding
- ◆ Provide short term child care subsidy to families in the informal sector as required
- ◆ Work with the community to maximize use of available funds as per the Child Care Service Management plan, considering the changing needs of the community and legislation
- ◆ Monitor and evaluate budget expenditures
- ◆ Provide information to families on quality child care
- ◆ Seek and use Community feedback
- ◆ Measure customer satisfaction

Description of Program Resources:

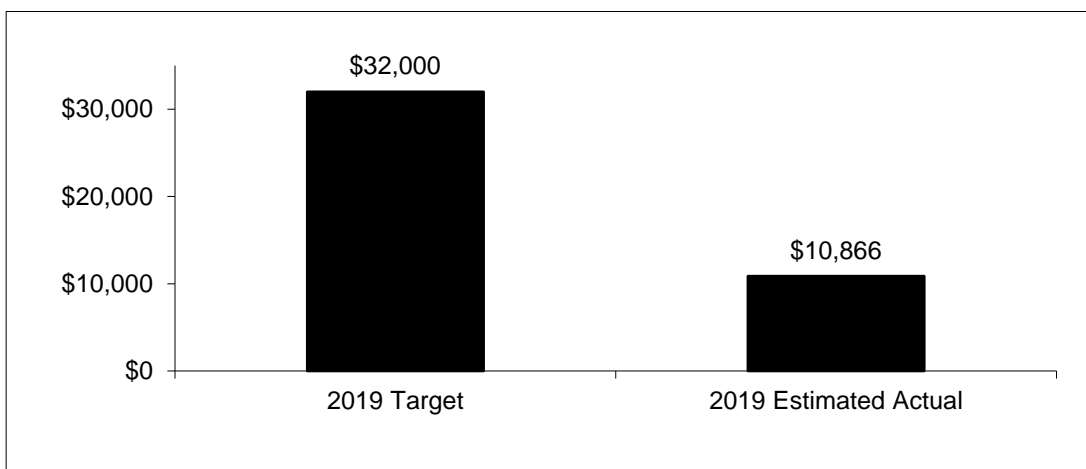
- ◆ No staff are assigned to this program

Performance Measurements:

- ◆ Annual Social Investment Funding Allocations

Performance Data:

Annual Social Investment Funding Allocations



**PROGRAM 4
SOCIAL INVESTMENT FUND**



2020 Program Detail

**Social Services -
Children's Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contracted Services	11	32	32	(32)	-
Net Program Expenses	11	32	32	(32)	-



2020 Program Detail

Social Services - Children's Services

Purpose:

- ◆ To purchase support, including services of early learning inclusion staff for children with special needs in licensed child care and licensed home child care programs
- ◆ To flow program operating funds to the four Special Needs Resourcing (SNR) programs:
 1. Resources for Exceptional Children and Youth
 2. Grandview Children's Centre, Preschool Outreach Program
 3. The Surrey Place Centre
 4. Durham Behavior Management Services (Program 6)
 5. Infant and Child Development
- ◆ To provide inclusive services for children in the 284 child care sites in Durham
- ◆ To purchase specialized toys and equipment in support of an individual child's program plan

Description of Program Activities:

- ◆ This program, downloaded by the Province, is a mandatory program
- ◆ Special Needs Resource Agencies support child care services in assessing children with special needs, in preparing legislative individual support plans for the children, and in providing support to the child's educators in developing and carrying out daily activities in accordance with these plans. SNR staff assist the individual child within the larger group and support group dynamics; SNR staff may work with several children in more than one location; they also support parents to support consistent expectations for the child. Child care centres may also apply for funding to support enhanced staffing to allow for reduced ratios within a program.
- ◆ Maintain Service Agreements to flow program funds on a quarterly basis
- ◆ Analyze annual operating budgets and approve funds for the year
- ◆ Set and monitor service targets for each location
- ◆ Identify any alternative funding sources available
- ◆ Manage "Serious Occurrence" reporting process
- ◆ Manage an internal review process to deal with concerns by parents, service providers or staff
- ◆ Collect, analyze and roll-up statistics to the Ministry of Education as per their timelines

Description of Program Resources:

- ◆ Staff positions are included in Core Administration (Program 8)

Performance Measurements:

- ◆ Number of children served annually
- ◆ Number of Full Time Employees funded annually

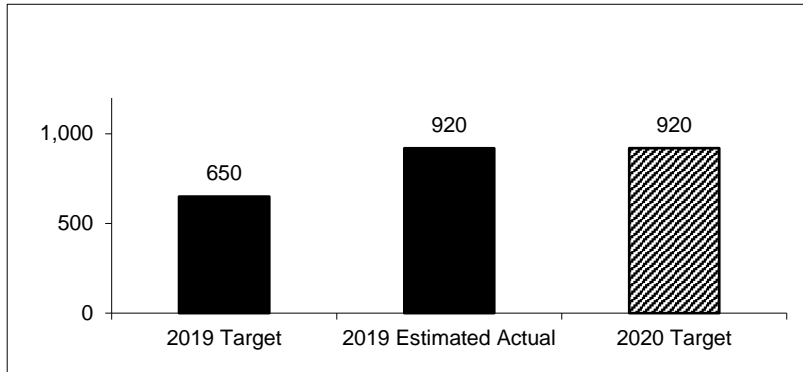


2020 Program Detail

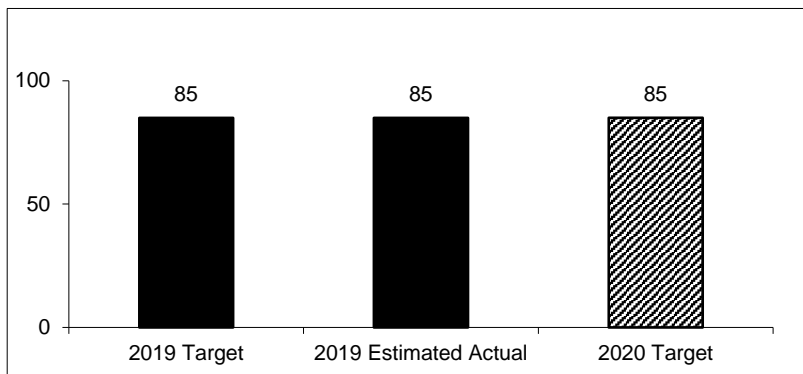
**Social Services -
Children's Services**

Performance Data:

Number of Children Served Annually



Number of Full Time Employees Funded Annually



Note: Resource Consultants will be providing support primarily to licensed child care and have limited home visits as per the Ministry guidelines. This will decrease the individual number of children served however all children in child care will benefit from increased support to all licensed child care.

**PROGRAM 5
SPECIAL NEEDS RESOURCING**



2020 Program Detail

**Social Services -
Children's Services**

Summary by Expense Type

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contracted Services	3,486	3,486	3,486	-	3,486
Total Expenses	3,486	3,486	3,486	-	3,486
Revenues					
Provincial Subsidy	(3,108)	(3,108)	(3,108)	-	(3,108)
Total Revenues	(3,108)	(3,108)	(3,108)	-	(3,108)
Net Program Expenses	378	378	378	-	378

**PROGRAM 5
SPECIAL NEEDS RESOURCING**



2020 Program Detail

**Social Services -
Children's Services**

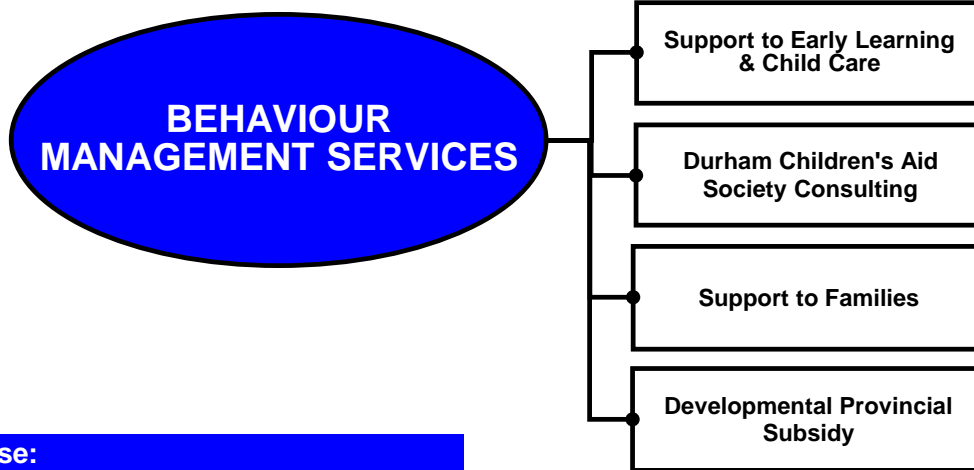
Summary by Program Type

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
General	3,486	3,486	3,486	-	3,486
Gross Operating Expenses	3,486	3,486	3,486	-	3,486
Total Tangible Capital Assets	-	-	-	-	-
Revenues					
General	(3,108)	(3,108)	(3,108)	-	(3,108)
Total Revenues	(3,108)	(3,108)	(3,108)	-	(3,108)
Net Program Expenses	378	378	378	-	378



2020 Program Details

Social Services - Children's
Services



Purpose:

- ◆ To provide consultation to early learning and child care professionals and parents/guardians in the child's natural environment, when they are experiencing difficulty managing child behaviour
- ◆ To provide early learning and child care professionals and parents/guardians community education/training in a standardized, organized and effective manner
- ◆ To work in co-operation with other agencies to respond to identified needs and to plan for future service delivery through sound operations and management practices
- ◆ To provide accessible consultation to early learning and child care professionals and parent/guardians of children with developmental disabilities in a timely manner

Durham Children's Aid Society (CAS) Consulting:

- ◆ To provide behaviour consultation to Durham CAS foster, adoptive and kinship care parents when they are experiencing difficulty managing child behaviour and children are at risk of placement breakdown
- ◆ To provide education and training programs to foster and adoptive parents and staff of Durham CAS
- ◆ To work in cooperation with the Durham CAS to respond to identified needs and to plan for future service delivery



2020 Program Details

Social Services - Children's Services

Description of Program Activities:

- ◆ Established in 1982, this is a directly operated core program that is funded through Special Needs Resourcing mandatory program dollars and Developmental Services dollars. Special Needs Resourcing is funded by the Province through the Ministry of Education, whereas Developmental Services is a 100 per cent Provincially funded program through the Ministry of Community and Social Services. Durham Children's Aid Society provides 100 per cent funding for the cost of a consultant who works with their clients and staff.
- ◆ Over 1,500 individuals access the program annually. It is estimated that as of December 2019 there will be more than 500 active clients on the client list accessing various types of services.
- ◆ Over 350 child care providers will have referred to the program as of December 2019 and more than 600 early learning and care professionals will have attended 22 training sessions.
- ◆ This program will provide consultation to approximately 25 children in Durham CAS care annually
- ◆ This program will provide two training workshops annually to foster and adoptive parents and additional training series to staff members of the Durham Children's Aid Society

◆ Caseload:

Consultants carry an active caseload on average of 15-25 children based on intensity of behavioural concerns, as well as providing parent and child care training groups. Activities involved in service provision include:

- Visits to the child's child care setting (Special Needs Resourcing) and home and school (Developmental) with frequency ranges from weekly to monthly contacts, depending on needs of clients. During visits, behavioural observations are completed, early learning and child care professional and parents/guardians are interviewed in order to assess the child's behaviour and monitor the effectiveness of behavioural interventions.
- Based on assessment information, recommendations are developed, reviewed and discussed with caregivers
- Observation of the child in a child care setting and in home for children with developmental disabilities
- Meetings and telephone contacts with other professionals regarding the child
- Preparation of resource material for children's programs
- Resource materials could include picture schedules, social teaching stories that address specific challenges the child is experiencing, reinforcement charts, anger management materials etc
- Report writing based on data which includes strategies to support positive behavioural changes
- Preparation and presentation training to early learning and child care professional and parent/guardians
- Children waiting for consultation in child care settings are monitored regularly and prioritized based on severity of concerns
- Provide general classroom consultation to child care centres



2020 Program Details

Social Services - Children's Services

Description of Program Activities (continued):

♦ **The following drop-in sessions have been offered:**

- † EarlyON Child and Family Centres (YMCA, YWCA)
- † Durham Farm and Rural Family Resource
- † CAREA Community Health Centre
- † Ready, Set, Grow Check-ups
- † Building Blocks

♦ **Training for early learning and child care professionals:**

- † Training and education offered through Capacity Building Funding and Durham Region Child Care Forum
- † General classroom consultation for child care educators throughout the year
- † Workshop presentation at Durham Region Child Care Forum Conference

♦ **Training for Parents:**

- † Workshops and drop-ins are offered to parents on a regular basis throughout the year. Presentations cover topics such as understanding children's behaviour, emotional regulation, encouraging cooperation, and non-compliance.
- † Workshop series are also offered including a series for parents of children with attention difficulties, and in collaboration with Durham Children's Aid Society (CAS), a series for foster and adoptive families
- † Following each training workshop, parents have the opportunity to continue to access services from a Behaviour Consultant to assist with the implementation of concepts and strategies discussed at the training workshop

♦ **Presentations for parents may include topics such as:**

- † Compliance and Reinforcement
- † Self Regulation, recognize feelings/regulate emotions (two-part series)
- † Distractible Child (four-part series)
- † "You can't make me do it" - helping your child with developmental disabilities manage transitions
- † Toilet Training, for children with special needs

♦ **Presentations for Child Care and Early Learning may include topics such as:**

- † Group Reinforcement
- † Standing up to bullying
- † Zero to Sixty - "Why is this child so angry"
- † Think, Do, Act - The Behavioural Skills Training Model Series
- † Pre-school and school age engagement
- † Behaviour Management E-learning



2020 Program Details

Social Services - Children's Services

Description of Program Activities (continued):

♦ Professional Development:

- Behaviour Management Consultants attend professional development on an ongoing basis to stay current with best practices in behaviour guidance strategies for children with varying special needs
- Ongoing alignment of education and training with the principles of How Does Learning Happen, Durham Region Operating Criteria and the Child Care and Early Years Act

♦ Computer Technology / Database Development:

- Continued use of database and data analysis for planning purposes, program review, and outcome measurement
- Increase, refine and develop access to information through use of the Internet
- Continue to use current media based technology for presentations in parent groups
- Maintain library database, and update current literature

♦ Administration:

- Intake and service delivery processes adapted, updated and refined to meet the community needs

♦ Linkages with Other Regional Programs:

- Participate with Infant and Child Development to support inclusion of special needs children in childcare
- Participate with the Health Department on Social Media post on child development and behaviour
- Participate in the Innovation & Research Program

♦ Linkages with the Province:

- Participation in the Durham Region Best Start Network, Durham's Children and Youth Planning Network, Ontario Network of Provincial Special Needs Networking Programs

♦ Linkages with the Community:

- Participation on the substance use in pregnancy and parenting coalition, Dual Diagnosis Committee
- Collaboration with Durham Children's Aid Society to provide behavioural consultation, education, and training to foster parents and staff members of Durham Children's Aid Society
- Providing training for the e-community through the Durham Region Child Care Forum
- Participate on the Durham Region Best Start Network and Durham's Children and Youth Planning Network
- Participate on the panel for the Child Abuse Review Committee - Durham Children's Aid Society, work in collaboration with community agencies in the provision of comprehensive support services for children and families across Durham Region including: Resources for Exceptional Children & Youth, Kinark Child and Family Services, Family Community Action Program, Infant and Child Development Services, Grandview Children's Centre, Durham Children's Aid Society, and Kerry's Place

Description of Program Resources:

- ♦ 2020 Full Time Staff = 17
- ♦ 2019 Full Time Staff = 17



2020 Program Details

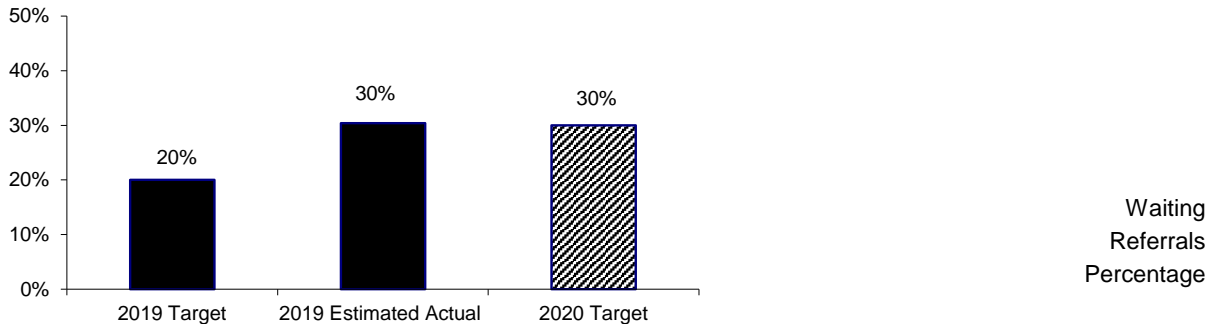
Social Services - Children's
Services

Performance Measurements:

- ◆ Number of clients waiting for services as a percentage of total annual referrals
- ◆ Consultations & Provider Education Workshops

Performance Data:

Number of Clients Waiting for Service as a Percentage of Total Annual Referrals



Note:

These wait list statistics reflect licensed childcare centres waiting for general room and child specific consultation and families waiting for comprehensive behaviour consultation and are shown as percentages of the total annual referrals received by the program.

Over the past several years, the number of referrals to the program has decreased based on the program coming into scope with Ministry of Education directives, however due to the nature of referrals received in 2019, the number of clients requiring intensive and comprehensive levels of consultation is anticipated to be higher. The program will strive to maintain a wait list of approximately 30% or less of the annual number of referrals received by the program, and ensure that all clients on the wait list have ongoing access to levels of service while waiting.



2020 Program Details

**Social Services - Children's
Services**

Performance Data (continued):

Consultation & Provider Education Workshops

	2019 Target	2019 Estimated Actuals	2020 Target
Consultation	500	750	500
Goals Met at Discharge	90%	90%	90%
% of consultation surveys with a level of satisfaction	100%	100%	100%
# of Workshops	65	65	65
# of Participants	2,000	1,700	1,750
% of workshop surveys received indicating	100%	100%	100%
# of child care sites served	150	130	135
# of child care visits	1,400	1,950	1,400

**PROGRAM 6
BEHAVIOUR MANAGEMENT SERVICES**



2020 Program Detail

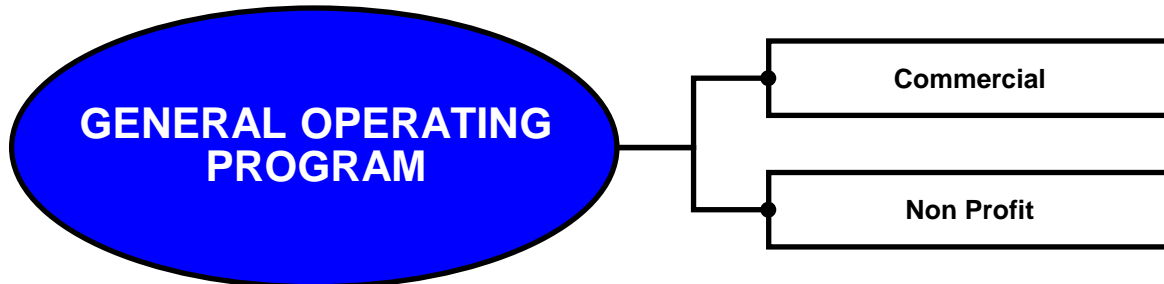
**Social Services -
Children's Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,975	1,951	1,961	-	1,961
Personnel Related	36	23	23	20	43
Communications	10	13	13	-	13
Supplies	3	4	4	8	12
Professional Services	1	8	8	-	8
Operating Expenses Subtotal	2,025	1,999	2,009	28	2,037
Inter-Departmental Transfers & Recoveries					
Children Services Charge	11	10	11	-	11
Recovery - Children Services	(10)	(10)	(11)	-	(11)
Inter-Departmental Transfers & Recoveries Subtotal	-	-	-	-	-
Total Expenses	2,025	1,999	2,009	28	2,037
Revenues					
Provincial Subsidy	(1,377)	(1,377)	(1,377)	(36)	(1,413)
Fees & Service Charges	(118)	(118)	(118)	-	(118)
Total Revenues	(1,495)	(1,495)	(1,495)	(36)	(1,531)
Net Program Expenses	530	504	514	(8)	506



2020 Program Detail

**Social Services -
Children's Services**



Durham has developed a policy for the equitable distribution of Provincial subsidy and property tax funding to child care operators, following the priorities and principles provided by the Ministry. Durham's policy was developed after consulting the child care community and was approved by Regional Council in the fall of 2014. Both non-profit and commercial licensed child care operators are eligible for this funding, as well as Home Child Care Agencies and their contracted home providers

Purpose:

- ◆ The purpose of the General Operating Program is to support the costs of operating licensed child care programs in order to reduce wait times and fees for services, stabilize service levels, and where funds allow, improve access to high quality affordable early learning and child care services for children and their families

Description of Program Activities:

- ◆ This program is funded by the Ministry of Education and the property tax base. Requirements are set out in the Ministry of Education Funding Guidelines.
- ◆ Collect data from the operators to determine the annual allocation of funding
- ◆ Maintain present Service Agreements to flow funds on a quarterly basis
- ◆ Analyze annual operating budgets and offer follow up as appropriate
- ◆ Monitor spending / service data on a quarterly and year-end basis
- ◆ Identify gaps in service or funding and work with the community to alleviate pressures
- ◆ Manage an internal review process to deal with complaints by parents, service providers or staff
- ◆ Collect, analyze and roll up statistics to the Ministry of Education under three streams (Commercial / Non Profit and Directly Operated programs)

Description of Program Resources:

- ◆ Staff positions are included in Administration (Program 8)



2020 Program Detail

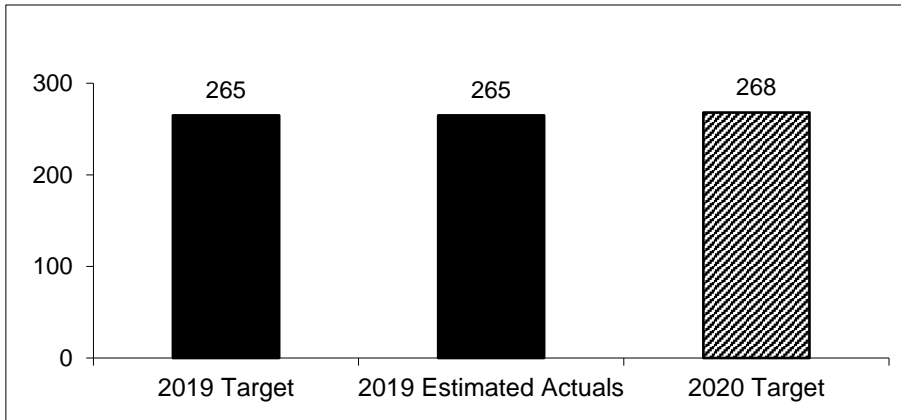
**Social Services -
Children's Services**

Performance Measurements:

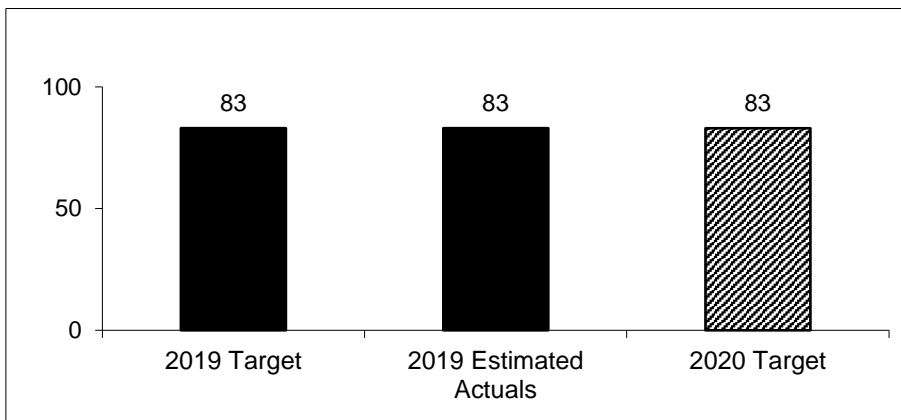
- ◆ Number of licensed child care programs receiving funding
- ◆ Number of contracts for licensed child care programs receiving funding
- ◆ Number of FTE's supported with operating funding
- ◆ Total licensed capacity of all programs supported (cumulative)

Performance Data:

Number of Licensed Child Care Programs Receiving Funding



Number of Contracts for Licensed Child Care Programs Receiving Funding



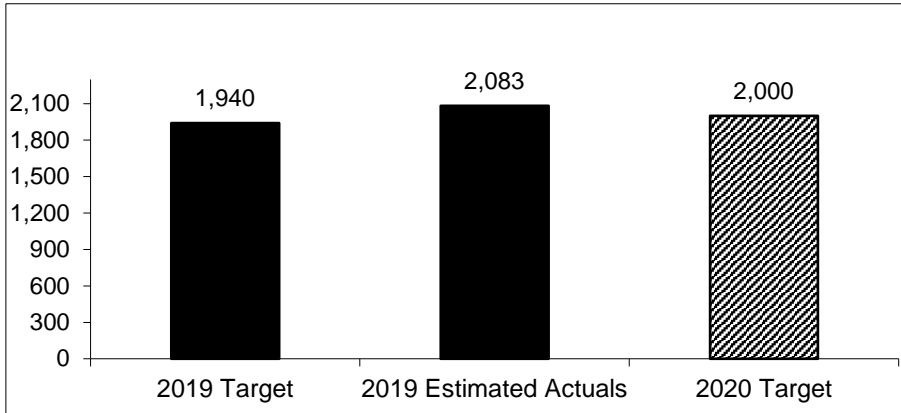


2020 Program Detail

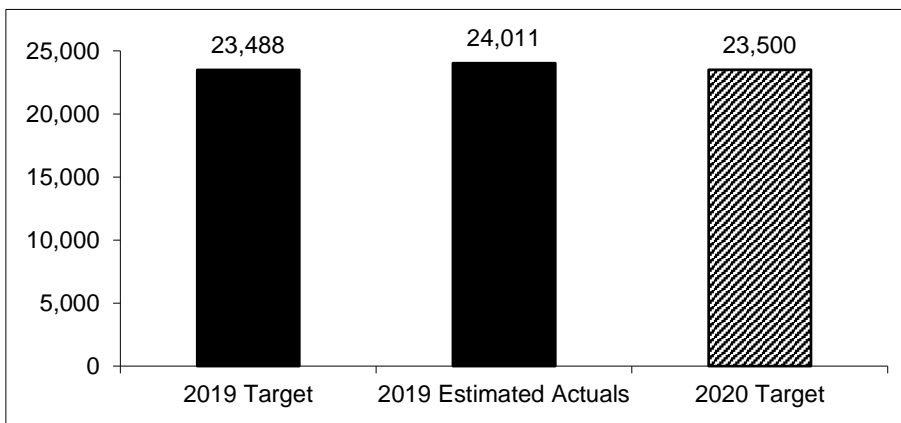
**Social Services -
Children's Services**

Performance Data (continued):

Number of Full Time Equivalent Staff Supported with Operating Funding



Total Licensed Capacity (spaces) of all Programs Supported (Cumulative)



**PROGRAM 7
GENERAL OPERATING PROGRAM SUBSIDY**



2020 Program Detail

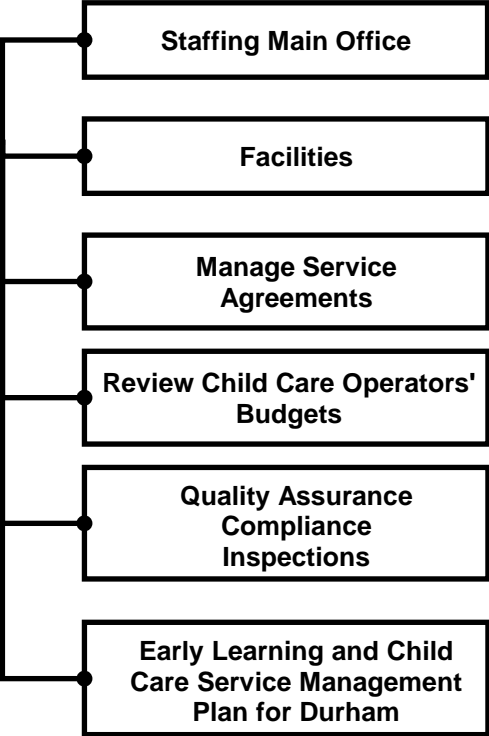
**Social Services -
Children's Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contracted Services	8,110	8,120	8,120	-	8,120
Operating Expenses Subtotal	8,110	8,120	8,120	-	8,120
Inter-Departmental Transfers & Recoveries					
Children Services Charge	432	432	432	-	432
Inter-Departmental Transfers & Recoveries Subtotal	432	432	432	-	432
Total Expenses	8,542	8,552	8,552	-	8,552
Revenues					
Provincial Subsidy	(7,466)	(7,476)	(7,476)	-	(7,476)
Total Revenues	(7,466)	(7,476)	(7,476)	-	(7,476)
Net Program Expenses	1,076	1,076	1,076	-	1,076



2020 Program Detail

**Social Services -
Children's Services**



Purpose:

♦ As the Consolidated Municipal Service Manager (CMSM) for Child Care, the principle role of the Children's Services Division is to manage: Child Care Fee Subsidy; the implementation of the Provincial Early Learning Program; General Operating funds for eligible child care operators; Special Needs Resourcing funding and programs including Durham Behaviour Management Services; directly operate 7 licensed child care programs; distribute Small Water Works funding to eligible child care operators; approve and distribute Special Purpose funding to child care operators for Health and Safety and transformation projects; and provide support to the families, child care operators and community partners to support quality early learning environments and by creating and implementing Durham's Early Learning and Child Care Service Plan.

Description of Program Activities:

- ♦ Administer the Child Care Fee Subsidy System for Durham
- ♦ Administer approximately 265 site contracts and related funding in the Purchase of Service Child Care Fee Subsidy System
- ♦ Training for operators on budget management and identification of any alternative funding sources available
- ♦ Monitor and evaluate program budget expenditures
- ♦ Administer General Operating service agreements and related funding (Child Care programs and Special Needs Resourcing)
- ♦ Administer Special Needs Resourcing service agreements and related funding flow with: Resources For Exceptional Children and Youth; Grandview Children's Centre - Preschool Outreach Program; The Surrey Place Centre; Durham Behaviour Management Services and Durham Region's Health Department Infant & Child Development program



2020 Program Detail

**Social Services -
Children's Services**

Description of Program Activities (continued):

- ◆ Manage appeal process for clients regarding subsidy eligibility
- ◆ Ensure analysis and roll-up of statistics for all program areas are submitted to the Ministry
- ◆ Implement and maintain Durham's Early Learning and Child Care Service Plan as part of the Ministry's budget for Durham, including Ontario's Renewed EYCC Policy Framework, 2017
- ◆ Evaluation of the Child Care system as incorporated in Durham's Service Plan
- ◆ Monitor waiting list and strive to reduce it by maximizing use of various funding sources for spaces
- ◆ Provide child care information to all Durham Region residents; and provide referrals to other community services and agencies
- ◆ Manage programs using the Ontario Child Care Management System (OCCMS). The computerized data management system is serving more than 5,500 children annually for child care placements.
- ◆ Represent the Region with regard to Emergency Measures in child care settings
- ◆ Supervise both directly and indirectly, the various staff necessary to maintain the Division
- ◆ Annually review all services managed, incorporating Durham's Early Learning and Child Care Service Plan priorities to accommodate the needs of our community and legislation; continue ongoing development of strong fiscal policies; continually increasing operating efficiencies and work cooperatively with internal and external contacts to improve the public's awareness of the service provided
- ◆ Participate in Provincial child care related professional committees (e.g. OMSSA, MBNCanada)
- ◆ Assess overpayments on client files and assist the Finance Department in the collection of this revenue
- ◆ Maintain a listing of all Licensed Child Care centres/agencies and Child and Family Centres in the Region for the Geographical Information System (GIS) and planning purposes.
- ◆ Establish coordinated community planning processes involving the six School Boards, Early Years Operators and the Region of Durham Health Department programs serving children and families
- ◆ Implement the Data Analysis Program which includes the Early Development Instrument (EDI) and when required the Kindergarten Parent Survey (KPS), by working in partnership with the Ministry of Education, Offord Centre for Child Studies, school boards in Durham Region and community service partners

Description of Program Resources:

- ◆ 2020 Full Time Staff = 38.16 Position Transfers: 0.5 Manager to Child and Family Supports; 0.25
- ◆ 2019 Full Time Staff = 38.91 Secretary to Child and Family Supports

**PROGRAM 8
CORE ADMINISTRATION**



2020 Program Detail

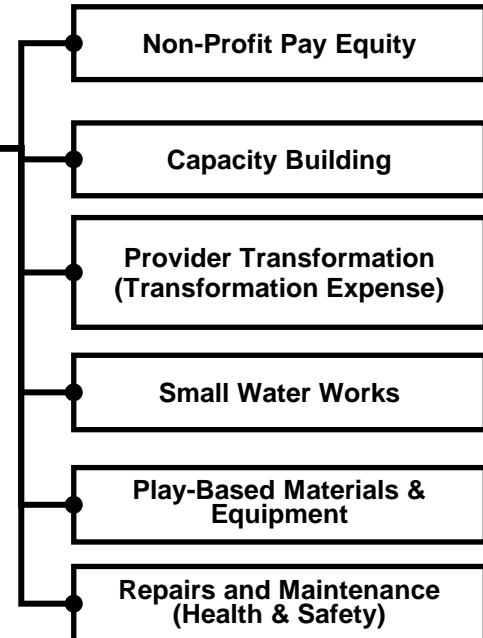
**Social Services -
Children's Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	4,193	4,395	4,476	(86)	4,390
Personnel Related	72	53	53	-	53
Communications	45	86	85	-	85
Supplies	25	33	33	-	33
Food	6	5	5	-	5
Computer Maintenance & Operations	23	22	22	-	22
Materials & Services	23	18	18	-	18
Equipment Maintenance & Repairs	15	15	15	-	15
Professional Services	44	30	30	-	30
Operating Expenses Subtotal	4,446	4,657	4,737	(86)	4,651
Inter-Departmental Transfers & Recoveries					
Recovery - Children Services	(66)	(264)	-	-	-
Inter-Departmental Transfers & Recoveries Subtotal	(66)	(264)	-	-	-
Gross Operating Expenses	4,380	4,393	4,737	(86)	4,651
Tangible Capital Assets					
Replacement	11	11	-	-	-
Total Tangible Capital Assets	11	11	-	-	-
Total Expenses	4,391	4,404	4,737	(86)	4,651
Revenues					
Provincial Subsidy	(2,313)	(2,313)	(2,313)	-	(2,313)
Total Revenues	(2,313)	(2,313)	(2,313)	-	(2,313)
Net Program Expenses	2,078	2,091	2,424	(86)	2,338



2020 Program Detail

Social Services -
Children's Services



Purpose:

- ◆ **Non-Profit Pay Equity:** Since 2004, the Province, using the Region as the conduit, flowed additional Pay Equity funding to those programs already having a Pay Equity Plan. This is 100 per cent Provincial funding.
- ◆ **Capacity Building:** This category is intended to support professional development opportunities that build the capacity of licensed child care operators; supervisors; program staff / caregivers; home visitors; home child care providers and non-profit volunteer board members to support the provision of high quality programs for children aged 0 - 12.
- ◆ **Provider Transformation (Transformation Expense):** This category is intended to cover one-time costs for licensees, that are involved in business transformation activities and/or require business transformation supports, including: the amalgamation of two or more centres into a school or community setting; the relocation of a centre into a school or into the community or the retro-fitting of an existing child care centre to serve younger age groups.
- ◆ **Small Water Works (SWW):** This funding supports costs related to small water systems for licensed child care centres that have historically received an allocation from the Ministry. Funding is used to cover regular ongoing water testing and maintenance expenses.
- ◆ **Play-Based Material & Equipment:** This category is intended to help licensees create enriching environments with open ended materials that promote children's learning and development through exploration, play and inquiry, consistent with the principles of *How Does Learning Happen? Ontario's Pedagogy for the Early Years*. The funding may be used to purchase non-consumable supplies / equipment that supports the regular operation of the child care program.
- ◆ **Repairs and Maintenance (Health & Safety):** Child care operators are required to comply with the Ministry's licensing requirements under the Child Care and Early Years Act (CCEYA) as well as health and safety practices, the upkeep of equipment, property repairs and maintenance. This funding is to be used to help operators that are not in compliance with licensing requirements or may be at risk of not being in compliance with licensing requirements under the Act.



2020 Program Detail

Social Services - Children's Services

Description of Program Activities:

- ◆ **Non-Profit Pay Equity:** Staff manage service agreements with the operator to flow through funding as approved by the Ministry of Education. Staff report on the number of programs that receive Pay Equity funding. (This is separate from the Wage Enhancement Program Funding).
- ◆ **Capacity Building** The Division manages this funding and organizes free education and training events for the early learning and child care community and provides a Professional Resource Library.
- ◆ **Provider Transformation (Transformation Expense):** Staff assess and approve eligible applications from child care providers related to this type of funding, based on the Ministry guidelines.
- ◆ **Small Water Works:** Staff manage service agreements with approved operators to flow through funding as approved by the Ministry of Education. Staff report on the number of programs that receive this funding.
- ◆ **Play-Based Materials & Equipment:** Staff review providers applications for this type of funding and if appropriate approve and flow through the funding following the Ministry guidelines.
- ◆ **Repairs and Maintenance (Health & Safety):** Staff review providers applications for this type of funding and if appropriate, approve and flow through the funding following the Ministry guidelines.

Description of Program Resources:

- ◆ Position is included in Core Administration (Program 8)

Performance Measurements:

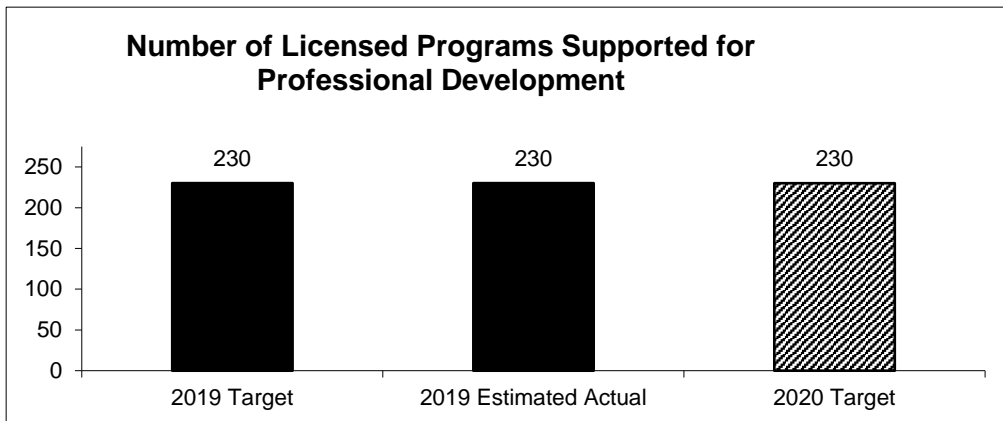
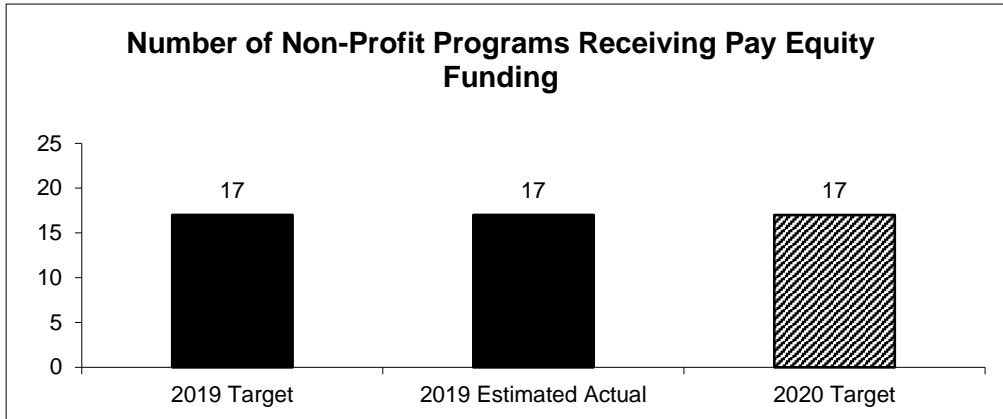
- ◆ Number of non-profit programs receiving Pay Equity funding
- ◆ Number of licensed programs supported for Professional Development
- ◆ Number of licensed child care programs funded for transformation and number of spaces supported in licensed child care programs funded for transformation
- ◆ Number of programs receiving funding to support small water works activities
- ◆ Number of programs receiving material and equipment funding to enrich learning environments for children
- ◆ Number of licensed programs funded for repairs and maintenance



2020 Program Detail

Social Services -
Children's Services

Performance Data:

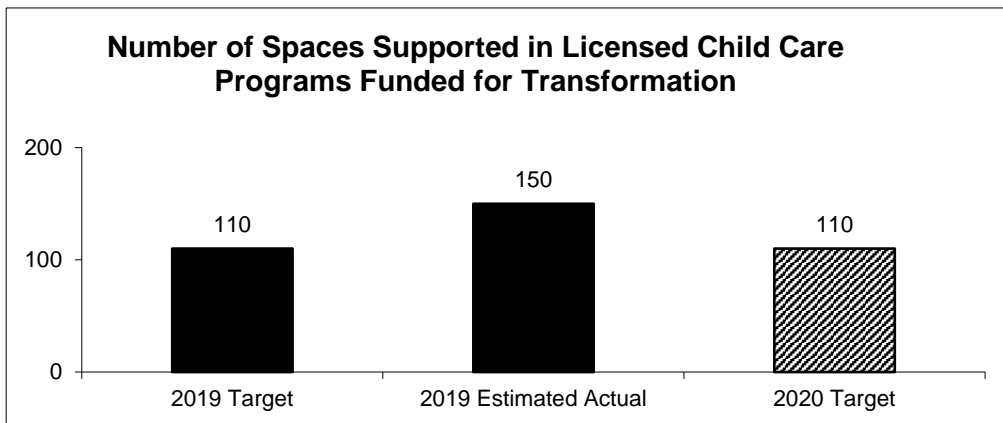
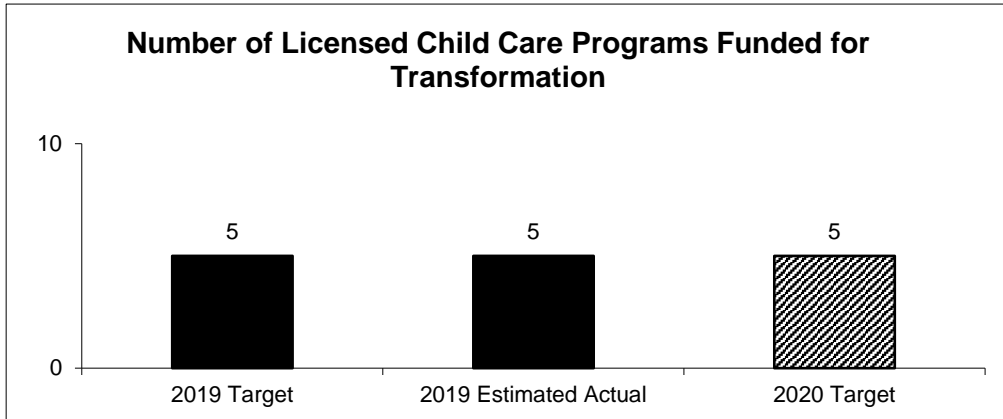




2020 Program Detail

**Social Services -
Children's Services**

Performance Data (continued):

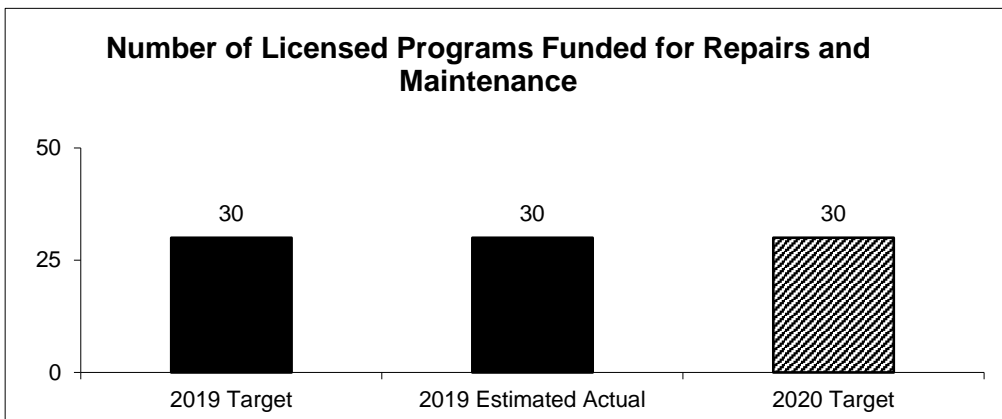
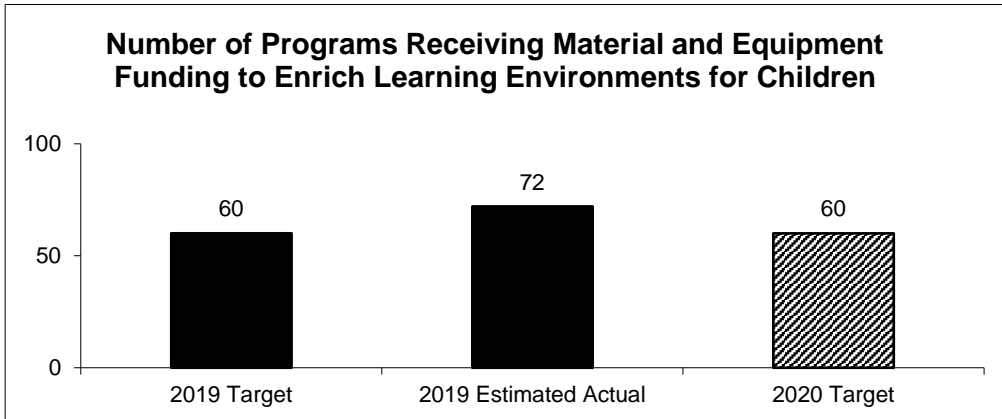
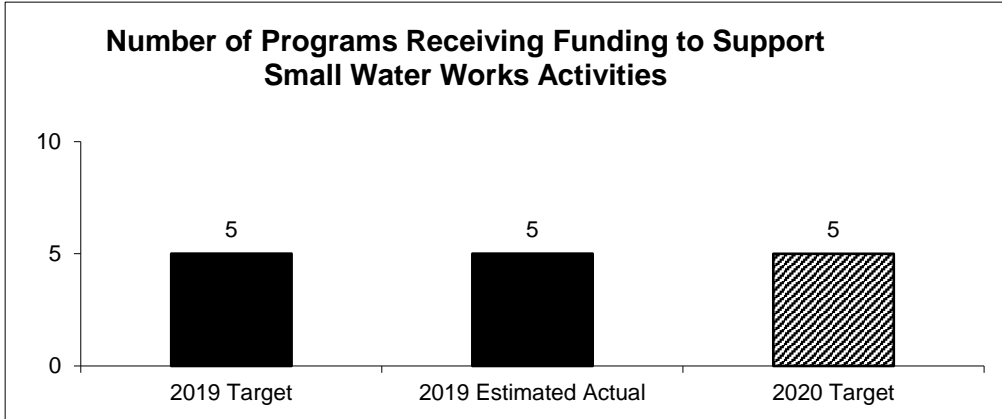




2020 Program Detail

Social Services -
Children's Services

Performance Data (continued):



**PROGRAM 9
SPECIAL PURPOSE - PROJECTS**



2020 Program Detail

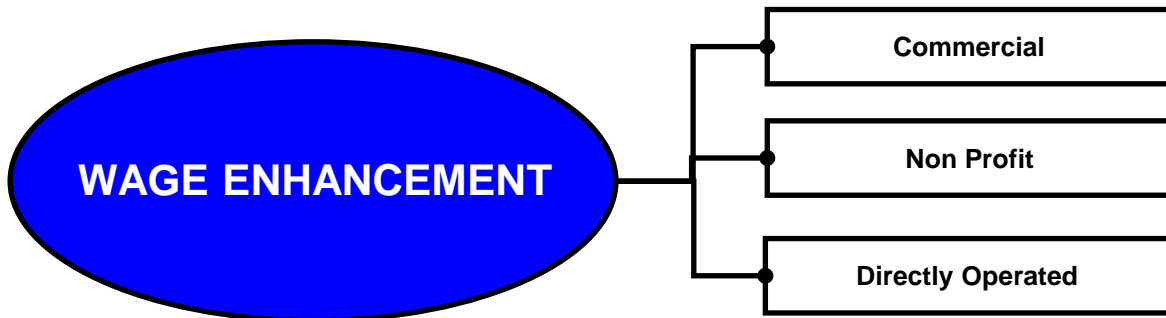
**Social Services -
Children's Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contracted Services	1,290	1,078	1,623	(481)	1,142
Total Expenses	1,290	1,078	1,623	(481)	1,142
Revenues					
Provincial Subsidy	(1,290)	(1,078)	(1,623)	481	(1,142)
Total Revenues	(1,290)	(1,078)	(1,623)	481	(1,142)
Net Program Expenses	-	-	-	-	-



2020 Program Detail

**Social Services -
Children's Services**



Effective January 1, 2015 the Province introduced the wage enhancement initiative as a means to support quality in the licensed child care sector, including licensed Private Home Child Care Agencies.

Purpose:

- ◆ The purpose of the Wage Enhancement funding is to close the wage gap between Registered Early Child Care Educators (RECE's) working in School Boards and those in licensed child care; further to help stabilize child care operators by supporting their ability to retain RECE's and other program staff, including Home Visitors and Home Providers; and to reduce poverty by supporting greater employment and income security for families by having access to licensed child care programs.
- ◆ The Ministry of Education recognizes that increased operating costs for licensed child care operators may lead to increased parental fees; therefore as the province increased the minimum wage to \$14 per hour effective January 2018; they began providing CMSM's with funding for licensed programs that require additional funding to meet their minimum wage requirements. The Ministry is also providing CMSM's with Administration funding to cover costs of implementing this additional funding support to the sector.



2020 Program Detail

**Social Services -
Children's Services**

Description of Program Activities:

- ◆ CMSM's are required to create a wage enhancement application template for licensed child care operators
- ◆ CMSM's will review applications and enter into a Service Agreement with the operator in order to flow the wage enhancement funding
- ◆ Licensed Child Care Operators and Home Child Care Agencies may complete the application and submit the request for funding based on the Ministry eligibility criteria
- ◆ Eligible licensed child care RECE's and program staff who support staff to child ratio's would receive \$2/hour up to the wage cap plus the operator may receive 17.5 per cent for associated benefit costs
- ◆ Home Child Care visitors would also be eligible for the \$2/hour wage increase up to the wage cap
- ◆ Contracted Home Child Care Providers would be eligible for up to \$20/day
- ◆ The operators must ensure that these funds are only used to increase staff wages and unspent monies are to be returned to the CMSM at year end. Operators must re-apply annually for funding
- ◆ Children's Services must ensure operators comply with the directive and must develop a reconciliation and audit process
- ◆ The staff wage is capped at \$27.75/hour for 2020
- ◆ Staff will collect, analyze and roll up statistics to the Ministry of Education

Description of Program Resources:

- ◆ Administration subsidy and expenses will be shown under Special Purpose Administration
- ◆ 2020 Full Time Staff = 3.00 Position Transfer: 0.5 Manager to Child Care Expansion
- ◆ 2019 Full Time Staff = 3.50

Performance Measurements:

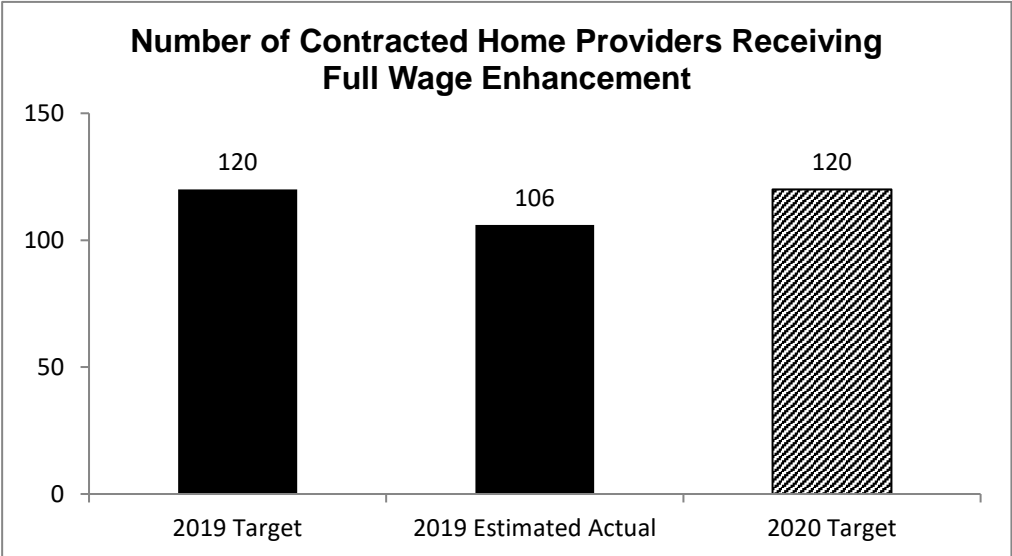
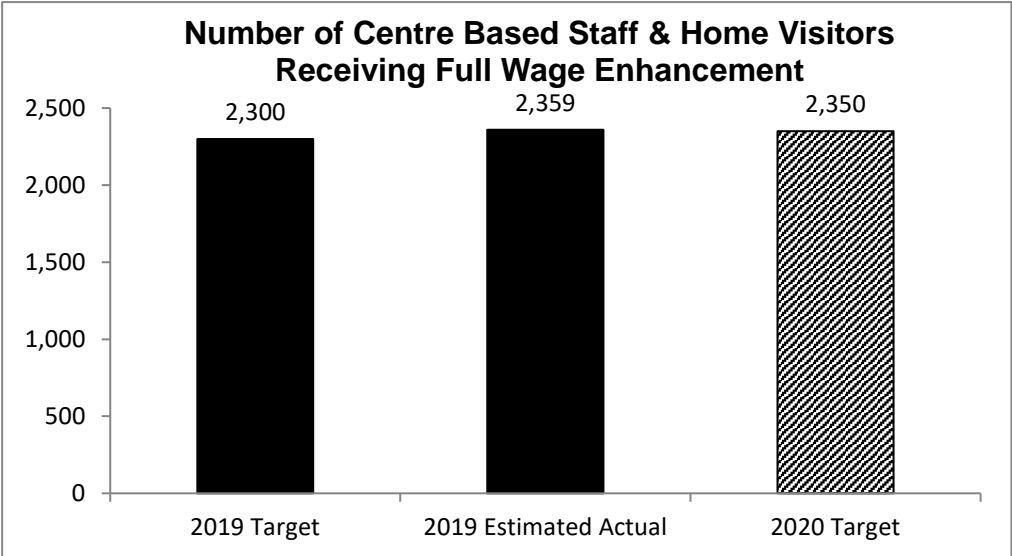
- ◆ Number of Centre Based Staff & Home Visitors receiving full wage enhancement
- ◆ Number of Contracted Home Providers receiving full wage enhancement



2020 Program Detail

**Social Services -
Children's Services**

Performance Data:



**PROGRAM 10
WAGE ENHANCEMENT**



2020 Program Detail

**Social Services -
Children's Services**

Summary by Expense Type

Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	320	390	395	(80)	315
Personnel Related	-	9	9	-	9
Communications	-	2	2	-	2
Supplies	-	2	2	-	2
Materials & Services	-	9	9	(5)	4
Contracted Services	12,069	11,780	11,385	80	11,465
Operating Expenses Subtotal	12,389	12,192	11,802	(5)	11,797
Inter-Departmental Transfers & Recoveries					
Children Services Charge	66	263	-	-	-
Inter-Departmental Transfers & Recoveries Subtotal	66	263	-	-	-
Total Expenses	12,455	12,455	11,802	(5)	11,797
Revenues					
Provincial Subsidy - One Time	(658)	(658)	-	-	-
Provincial Subsidy	(11,797)	(11,797)	(11,797)	-	(11,797)
Total Revenues	(12,455)	(12,455)	(11,797)	-	(11,797)
Net Program Expenses	-	-	5	(5)	-

**PROGRAM 10
WAGE ENHANCEMENT**



2020 Program Detail

**Social Services -
Children's Services**

Summary by Program Type

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
General	1,071	1,071	418	(5)	413
Wage Enhancement-Non Profit	5,949	5,949	5,692	-	5,692
Wage Enhancement-Commercial	5,435	5,435	5,692	-	5,692
Gross Operating Expenses	12,455	12,455	11,802	(5)	11,797
Total Tangible Capital Assets	-	-	-	-	-
Revenues					
General	(1,071)	(1,071)	(413)	-	(413)
Wage Enhancement-Non Profit	(5,949)	(5,949)	(5,692)	-	(5,692)
Wage Enhancement-Commercial	(5,435)	(5,435)	(5,692)	-	(5,692)
Total Revenues	(12,455)	(12,455)	(11,797)	-	(11,797)
Net Program Expenses	-	-	5	(5)	-



2020 Program Detail

Social Services - Children's Services

Purpose:

EarlyON Child and Family Centres:

- ◆ Beginning January 1, 2018, Children's Services became responsible for managing and providing Provincial funding to early years programs. Durham has had two service providers managing EarlyON Child and Family Centres. These programs are 100% Provincially funded.

Data Analysis Coordinator:

- ◆ To support Early Years research, evaluation and information needs at the community, Regional and Provincial level
- ◆ To implement the Early Development Index (EDI) and Kindergarten Parent Survey (KPS) as required by the Ministry
- ◆ To collect, analyze and report on information relevant to the community and/or Early Years sector

Early Learning Planning:

- ◆ The Early Years Community Development funding is intended to support the work of Durham's Best Start Network. The Network meets on a quarterly basis to share information and to work on collaborative activities to support children and their families in Durham Region. Some of the funding is designated to support activities for Aboriginal children.

Description of Program Activities:

EarlyON Child and Family Centres:

- ◆ Conduct assessments to determine community needs, identify prospective service locations, service providers and program offerings
- ◆ Develop local service system plans for child and family centres. Meet core services as outlined by the Ministry of Education guidelines
- ◆ Implement purchase of service agreements with the service providers to provide the EarlyON Child and Family Centre services

Data Analysis Coordinator:

- ◆ Develop and maintain an Early Years inventory validation process to assist with community planning
- ◆ Create a Casebook of Knowledge Mobilization and Exchange activities
- ◆ Participate in Durham's Best Start Network (BSN) and relevant sub-committees providing regular updates to the community regarding pertinent information

Early Learning Planning:

- ◆ Conduct and facilitate Best Start Network meetings with child care community participants to develop required plans. Circulate and distribute minutes and handouts.
- ◆ Develop and implement an Aboriginal Service Plan (Indigenous Led Child and Family Programs formerly known as Journey Together) based on the identified funding levels from the Ministry



2020 Program Detail

**Social Services -
Children's Services**

Description of Program Resources:

EarlyON Child and Family Centres:

- ◆ In May 2018, the legislated Early Learning and Child Care Plan was presented to council and approved. The objectives in the plan regarding EarlyON Child and Family Centres will be implemented, reviewed and modified throughout 2019-2022
- ◆ Durham's allocation for 2020 is \$4,494,893 which included funding the EarlyON Child and Family Centre Programs, Best Start Network, Indigenous Led Child and Family Programs (formerly Journey Together), one time Community Based Capital Program funds and the Data Analysis Coordinators
- ◆ 2020 Full Time Staff = 5.25 Position Transfers: 0.5 Manager from Administration; 0.25 Secretary
- ◆ 2019 Full Time Staff = 3.50 from Administration
- ◆ 1 new Training Specialist to provide Indigenous programming to the early learning community

Performance Measurements:

EarlyON Child and Family Centres:

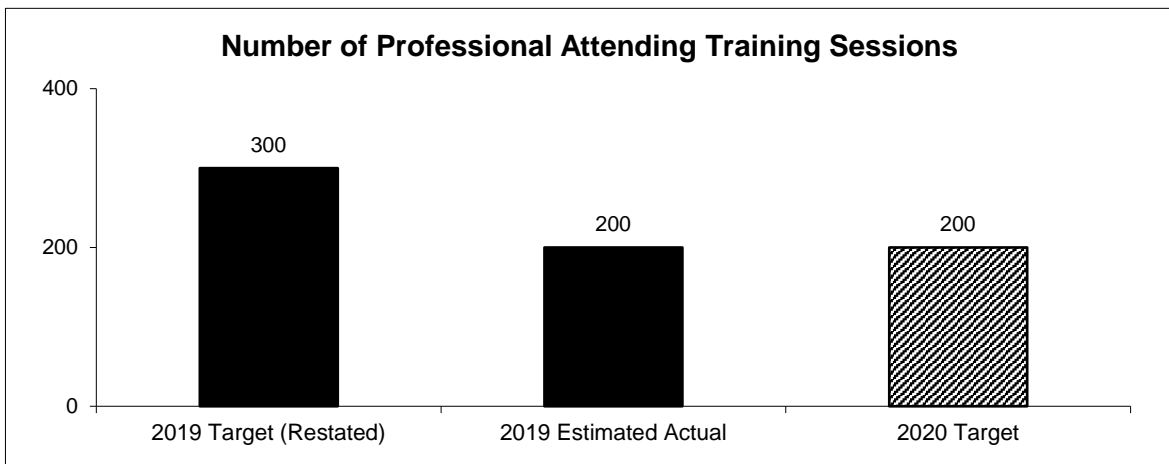
- ◆ In 2020, performance measures will be developed for the EarlyON Child and Family Centres program based on further guidelines provided by the Ministry of Education

Data Analysis Research:

- ◆ Number of Professionals Attending Training Sessions

Performance Data:

Data Analysis Research:



Note: Targets for 2020 are lower as there are no set EDI training events as in previous years.

**PROGRAM 11
CHILD AND FAMILY SUPPORTS**



2020 Program Detail

**Social Services -
Children's Services**

Summary by Expense Type

Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	299	423	428	137	565
Communications	36	96	96	(38)	58
Supplies	15	25	25	(3)	22
Food	16	23	23	(7)	16
Materials & Services	40	49	49	(20)	29
Professional Services	-	4	4	(3)	1
Contracted Services	4,217	4,003	4,003	60	4,063
Gross Operating Expenses	4,623	4,623	4,628	126	4,754
Tangible Capital Assets					
New	262	-	-	-	-
Total Tangible Capital Assets	262	-	-	-	-
Total Expenses	4,885	4,623	4,628	126	4,754
Revenues					
Provincial Subsidy	(4,885)	(4,623)	(4,623)	(131)	(4,754)
Total Revenues	(4,885)	(4,623)	(4,623)	(131)	(4,754)
Net Program Expenses	-	-	5	(5)	-

**PROGRAM 11
CHILD AND FAMILY SUPPORTS**



2020 Program Detail

**Social Services -
Children's Services**

Summary by Program Type

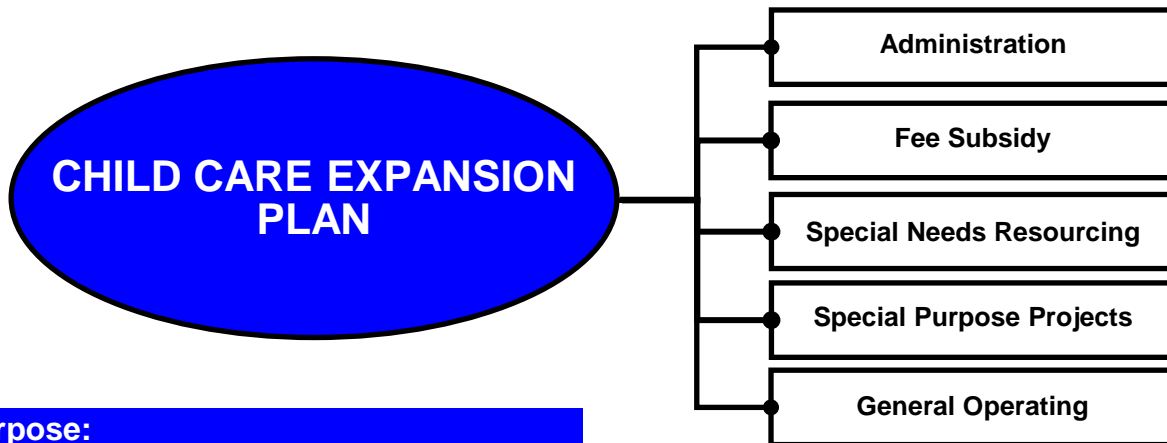
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
General	524	738	742	(38)	704
EarlyOn Service Contracts	3,896	3,647	3,647	163	3,810
Early Childhood Planning	188	188	190	6	196
Capacity Building	15	50	50	(5)	45
Gross Operating Expenses	4,623	4,623	4,629	126	4,755
Tangible Capital Assets					
General	262	-	-	-	-
Total Tangible Capital Assets	262	-	-	-	-
Revenues					
General	(786)	(738)	(738)	35	(703)
EarlyOn Service Contracts	(3,896)	(3,647)	(3,647)	(163)	(3,810)
Early Childhood Planning	(188)	(188)	(189)	(8)	(197)
Capacity Building	(15)	(50)	(50)	5	(45)
Total Revenues	(4,885)	(4,623)	(4,624)	(131)	(4,755)
Net Program Expenses	-	-	5	(5)	-

PROGRAM 12 CHILD CARE EXPANSION PLAN



2020 Program Detail

Social Services - Children's Services



Purpose:

- ◆ This is a new funding program beginning in 2017 as part of the Provincial initiative to create 100,000 child care spaces over five years
- ◆ The funding is to support children 0 - 3.8 years of age, with additional fee subsidies; and/or increased access to licensed child care. If CMSM's are unable to meet these priorities the funding may be used to reduce licensed child care fees.
- ◆ 10% of this funding may be used for Administration expenses; 4.1% of the funding is to be used to support Special Needs Resourcing; and the Province has identified an amount for Capacity Building
- ◆ For 2020 the province assigned a minimum target of 854 child care spaces

Description of Program Activities:

- ◆ Provide fee subsidies for children under 3.8 years of age
- ◆ Provide General Operating funding for operators serving children 3.8 years of age and under
- ◆ Provide Special Needs Resourcing funding to the four approved SNR funded agencies to support children with special needs within licensed child care programs
- ◆ Provide one time funding supports for operators serving children 3.8 years and under
- ◆ Collect data and report to Ministry of Education

Description of Program Resources:

- ◆ 2020 Full Time Staff = 5.83 Position Transfer: 0.5 Manager from Wage Enhancement
- ◆ 2019 Full Time Staff = 5.33



2020 Program Detail

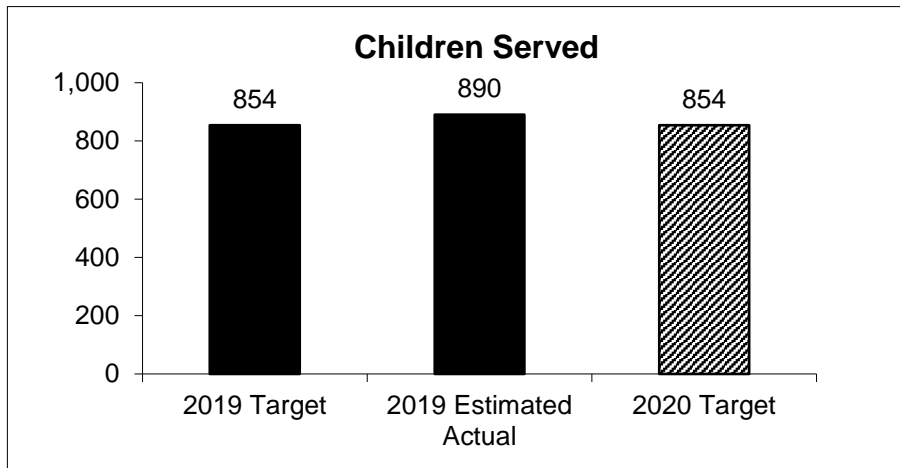
**Social Services -
Children's Services**

Performance Measurements:

- ◆ Provincial target of number of children served

Performance Data:

Provincial Target of Number of Children Served



**PROGRAM 12
CHILD CARE EXPANSION PLAN**



2020 Program Detail

**Social Services -
Children's Services**

Summary by Expense Type

Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	408	553	549	80	629
Personnel Related	6	5	5	-	5
Communications	12	15	15	-	15
Supplies	18	25	25	-	25
Professional Services	-	20	19	-	19
Contracted Services	10,100	10,668	9,927	(338)	9,589
Operating Expenses Subtotal	10,544	11,286	10,540	(258)	10,282
Inter-Departmental Transfers & Recoveries					
Health Charge	122	122	122	-	122
Inter-Departmental Transfers & Recoveries Subtotal	122	122	122	-	122
Gross Operating Expenses	10,666	11,408	10,662	(258)	10,404
Tangible Capital Assets					
New	102	102	-	-	-
Replacement	-	-	49	-	49
Total Tangible Capital Assets	102	102	49	-	49
Total Expenses	10,768	11,510	10,711	(258)	10,453
Revenues					
Provincial Subsidy-One Time	(100)	(100)	-	-	-
Provincial Subsidy	(10,668)	(11,410)	(10,715)	2,182	(8,533)
Total Revenues	(10,768)	(11,510)	(10,715)	2,182	(8,533)
Net Program Expenses	-	-	(4)	1,924	1,920

**PROGRAM 12
CHILD CARE EXPANSION PLAN**



2020 Program Detail

**Social Services -
Children's Services**

Summary by Program Type

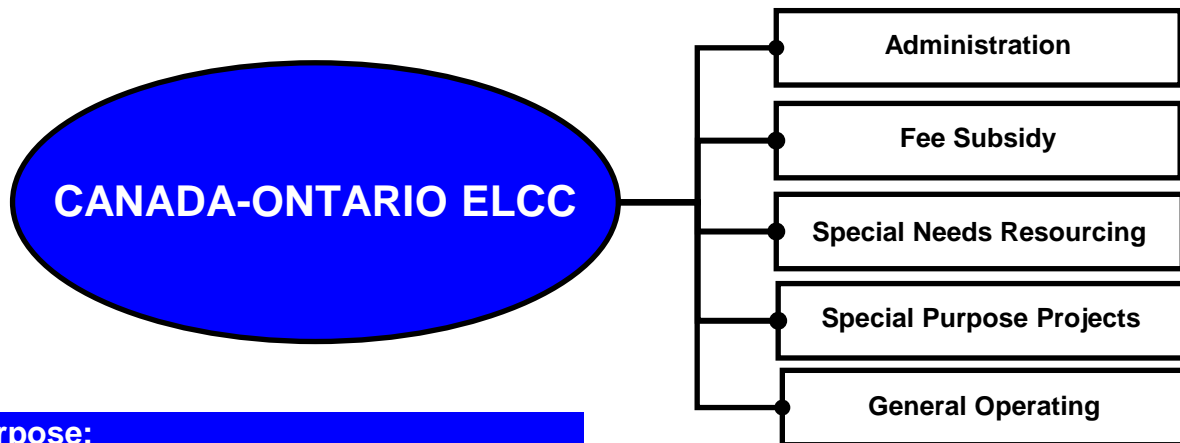
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
General	443	617	613	80	693
CC Expansion Fee Subsidy	4,339	4,339	3,923	600	4,523
ELCC PreSchool SNR Agencies	797	919	675	50	725
Provider Transformation	1,701	1,701	1,868	(1,479)	389
Health & Safety	490	490	490	-	490
Capacity Building	82	82	82	-	82
Play - Based	58	58	58	192	250
Expansion Plan Capital Spaces	-	446	848	(848)	-
Gen Op Prgm Sub - Commercial	450	450	450	848	1,298
Gen Op Prgm Sub - NonProfit	2,306	2,306	1,655	299	1,954
Gross Operating Expenses	10,666	11,408	10,662	(258)	10,404
Tangible Capital Assets					
General	102	102	49	-	49
Total Tangible Capital Assets	102	102	49	-	49
Revenues					
General	(545)	(719)	(667)	(75)	(742)
CC Expansion Fee Subsidy	(4,339)	(4,339)	(3,923)	282	(3,641)
ELCC PreSchool SNR Agencies	(797)	(919)	(675)	95	(580)
Provider Transformation	(1,701)	(1,701)	(1,868)	1,557	(311)
Health & Safety	(490)	(490)	(490)	98	(392)
Capacity Building	(82)	(82)	(81)	16	(65)
Play - Based	(58)	(58)	(58)	(142)	(200)
Expansion Plan Capital Spaces	-	(446)	(848)	848	-
Gen Op Prgm Sub - Commercial	(450)	(450)	(450)	(589)	(1,039)
Gen Op Prgm Sub - NonProfit	(2,306)	(2,306)	(1,655)	92	(1,563)
Total Revenues	(10,768)	(11,510)	(10,715)	2,182	(8,533)
Net Program Expenses	-	-	(4)	1,924	1,920

PROGRAM 13 CANADA-ONTARIO EARLY LEARNING AND CHILD CARE



2020 Program Detail

Social Services - Children's Services



Purpose:

- ◆ This is a new funding program beginning in 2017 which supports a shared commitment by the Ontario and Federal governments to provide investments in early learning and child care (ELCC)
- ◆ The funding is intended to support access to non-profit licensed child care; this funding is enveloped and it must be tracked and reported on separately
- ◆ 10% of this funding may be used for Administration expenses; 4.1% of the funding is to be used support Special Needs Resourcing program for children with special needs and the Province has identified an amount for Capacity Building
- ◆ A share of the funding has been allocated to support children 0 - 6 years of age; and also a share is to support children 0 - 12 years of age within the licensed child care sector

Description of Program Activities:

- ◆ Provide fee subsidies for children 0 - 6 years and 0 - 12 years
- ◆ Provide General Operating funding for non-profit operators serving these age groups
- ◆ Provide Special Needs Resourcing funding to the four approved SNR funded agencies to support children with special needs in licensed child care programs
- ◆ Provide one time funding supports to non-profit operators serving children 0 - 12 years of age
- ◆ Collect data as required and report to Ministry of Education

Description of Program Resources:

- ◆ 2020 Full Time Staff = 3.00
- ◆ 2019 Full Time Staff = 3.00

PROGRAM 13
CANADA-ONTARIO EARLY LEARNING AND CHILD CARE



2020 Program Detail

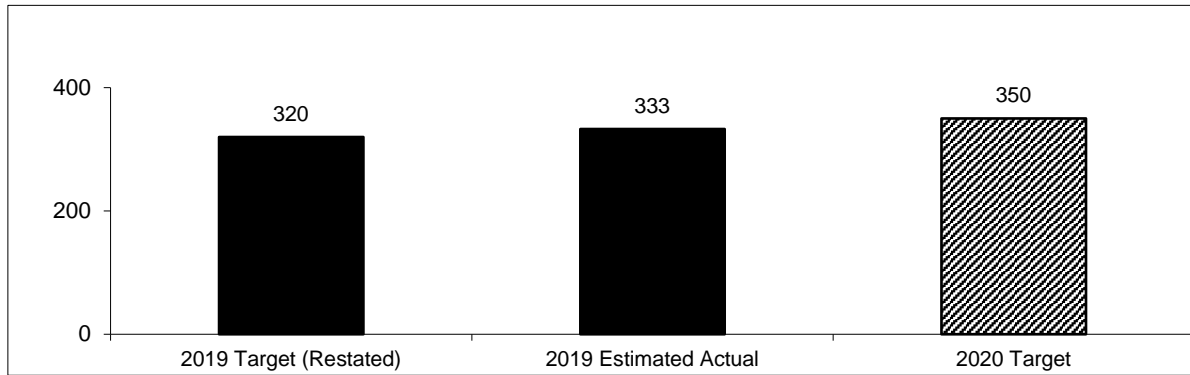
Social Services -
Children's Services

Performance Measurements:

- ◆ Number of Fee Subsidy Children Served

Performance Data:

Number of Fee Subsidy Children Served



PROGRAM 13
CANADA-ONTARIO EARLY LEARNING AND CHILD CARE



2020 Program Detail

**Social Services -
Children's Services**

Summary by Expense Type

Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	355	305	308	-	308
Personnel Related	-	5	5	-	5
Supplies	1	46	46	(3)	43
Contracted Services	3,557	3,557	3,201	-	3,201
Total Expenses	3,913	3,913	3,560	(3)	3,557
Revenues					
Provincial Subsidy-One Time	(356)	(356)	-	-	-
Provincial Subsidy	(3,557)	(3,557)	(3,557)	-	(3,557)
Total Revenues	(3,913)	(3,913)	(3,557)	-	(3,557)
Net Program Expenses	-	-	3	(3)	-

PROGRAM 13
CANADA-ONTARIO EARLY LEARNING AND CHILD CARE



2020 Program Detail

**Social Services -
Children's Services**

Summary by Program Type

Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Gross Operating Expenses					
General	356	356	359	(3)	356
ELCC PreSchool SNR Agencies	157	157	157	-	157
ELCC Fee Subsidy 0 - 6 Years	2,103	2,023	1,667	-	1,667
ELCC Fee Subsidy 0 - 12 Years	-	80	80	-	80
Health & Safety	100	100	100	-	100
Capacity Building	47	47	47	-	47
Gen Op Prgm Sub - Commercial	50	50	50	-	50
Gen Op Prgm Sub - NonProfit	1,100	1,100	1,100	-	1,100
Gross Operating Expenses	3,913	3,913	3,560	(3)	3,557
Total Tangible Capital Assets	-	-	-	-	-
Revenues					
General	(356)	(356)	(356)	-	(356)
ELCC PreSchool SNR Agencies	(157)	(157)	(157)	-	(157)
ELCC Fee Subsidy 0 - 6 Years	(2,103)	(2,023)	(1,667)	-	(1,667)
ELCC Fee Subsidy 0 - 12 Years	-	(80)	(80)	-	(80)
Health & Safety	(100)	(100)	(100)	-	(100)
Capacity Building	(47)	(47)	(47)	-	(47)
Gen Op Prgm Sub - Commercial	(50)	(50)	(50)	-	(50)
Gen Op Prgm Sub - NonProfit	(1,100)	(1,100)	(1,100)	-	(1,100)
Total Revenues	(3,913)	(3,913)	(3,557)	-	(3,557)
Net Program Expenses	-	-	3	(3)	-

**PROGRAM 14
HEADQUARTERS SHARED COST**



2020 Program Detail

**Social Services -
Children's Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 14
HEADQUARTERS SHARED COST**



2020 Program Detail

**Social Services -
Children's Services**

Detailed Cost of Program:	2020		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Children's Services Share of Net Program Expenses	587	587	516	86	602
Less: Provincial Subsidy	(273)	(273)	(272)	-	(272)
Children's Services' Share of Program Expenses Net of Provincial Subsidy	314	314	244	86	330

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

Social Services - Children's Services

Description	Qty	Unit Cost	Total
		\$	\$
BUILDING			
<u>Directly Operated Spaces - Program 2</u>			
<u>Facilities Mgmt - Whitby</u>			
1 Roof Replacement	1	34,000	34,000
MACHINERY & EQUIPMENT			
<u>Directly Operated Spaces - Program 2</u>			
<u>Clara Hughes</u>			
2 Furniture	1	2,500	2,500
<u>Lakewoods</u>			
3 Furniture	1	2,500	2,500
<u>Edna Thomson</u>			
4 Furniture	1	2,500	2,500
<u>Pickering</u>			
5 Furniture	1	2,500	2,500
<u>Ajax</u>			
6 Furniture	1	2,500	2,500
<u>Whitby</u>			
7 Furniture	1	2,500	2,500
<u>Sunderland</u>			
8 Furniture	1	2,000	2,000
			17,000
<u>Child Care Expansion Plan - Program 12</u>			
9 Desktop Computers	10	800	8,000
10 Tablet Computers	8	2,300	18,400
11 Power Laptops	3	3,500	10,500
12 Monitors	10	250	2,500
13 Tablet Computers (iPad)	10	1,000	10,000
			49,400
			100,400

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2020 Business Plan

Social Services - Family Services

Major Services & Activities

Core Community Services

- ◆ Provide professional individual, couple and family counselling to residents seeking assistance with personal or relationship distress, challenges, and transitions.
- ◆ Provide timely and accessible on-site counselling services to IESD clients in receipt of Ontario Works assistance.
- ◆ Partner with Health Department Paramedic Services to deliver the Primary Care Outreach program (PCOP) providing outreach primary care and social work services to at-risk and hard to reach populations focused primarily on homeless or at risk of homelessness populations.

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 that assist adults with developmental disabilities to live, work and participate in community activities independently and safely 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.



2020 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.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

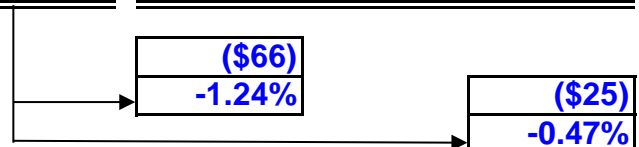


2020 Business Plan

Social Services - Family Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Core Community Services	4,512	4,804	4,754	24	4,778
2 Employee Assistance Program (EAP)	113	178	178	-	178
3 Adult Community Support Services	599	660	664	-	664
4 Partner Assault Response (PAR)	516	509	512	(32)	480
5 Facilities Management	260	265	265	(36)	229
6 Headquarters Shared Cost	342	342	301	50	351
Operating Subtotal	6,342	6,758	6,674	6	6,680
Tangible Capital Assets:					
New	34	34	-	14	14
Replacement	110	110	62	-	62
Contribution from Reserves / Reserve Funds	(100)	(100)	-	-	-
Tangible Capital Assets Subtotal	44	44	62	14	76
Total Program Expenses	6,386	6,802	6,736	20	6,756
Revenue Programs					
1 Core Community Services	(97)	(197)	(197)	-	(197)
2 Employee Assistance Program (EAP)	(111)	(178)	(178)	-	(178)
3 Adult Community Support Services	(599)	(599)	(599)	(8)	(607)
4 Partner Assault Response (PAR)	(516)	(509)	(509)	29	(480)
Total Revenue Expenses	(1,323)	(1,483)	(1,483)	21	(1,462)
Net Program Expenses	5,063	5,319	5,253	41	5,294

Summary of Increase (Decrease)



PROGRAM SUMMARY



2020 Business Plan

Social Services - Family Services

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	65	Economic increases
Operating Expenses	(41)	Headquarter shared cost
Tangible Capital Assets - New	(34)	Remove one-time items
Tangible Capital Assets - Replacement	(48)	Reduced requirements
Contribution From Reserve/Reserve Fund	100	Remove one-time contribution
Various	(108)	Line-by-Line Review savings
	<u>(66)</u>	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Social Services - Family Services

(\$,000's)

Core Community Services

<ul style="list-style-type: none"> ◆ Allocate Area Manager (0.15 FTE) from the Partner Assault Response (PAR) program to reflect workplan. 	24
	24

Adult Community Support Services

<ul style="list-style-type: none"> ◆ Increase in Provincial Subsidy for Developmental Services Sector Stabilization. 	(8)
	(8)

Partner Assault Response (PAR)

<ul style="list-style-type: none"> ◆ Allocate Area Manager (0.15 FTE) to Core Community Services to reflect workplan. 	(24)
<ul style="list-style-type: none"> ◆ Decrease to Professional Services for PAR Facilitator as a result of reduced Provincial Subsidy. 	(8)
<ul style="list-style-type: none"> ◆ Decrease to Provincial Subsidy. 	36
<ul style="list-style-type: none"> ◆ Increase to Partner Assault Response Fee to better reflect actual revenues. 	(7)
	(3)

Facilities Management

<ul style="list-style-type: none"> ◆ Decrease to operating costs for closure of Family Services office in Sunderland. 	(36)
	(36)

Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Family Services' share of costs related to the operation and maintenance of Regional Headquarters. 	50
	50

Tangible Capital Assets

New

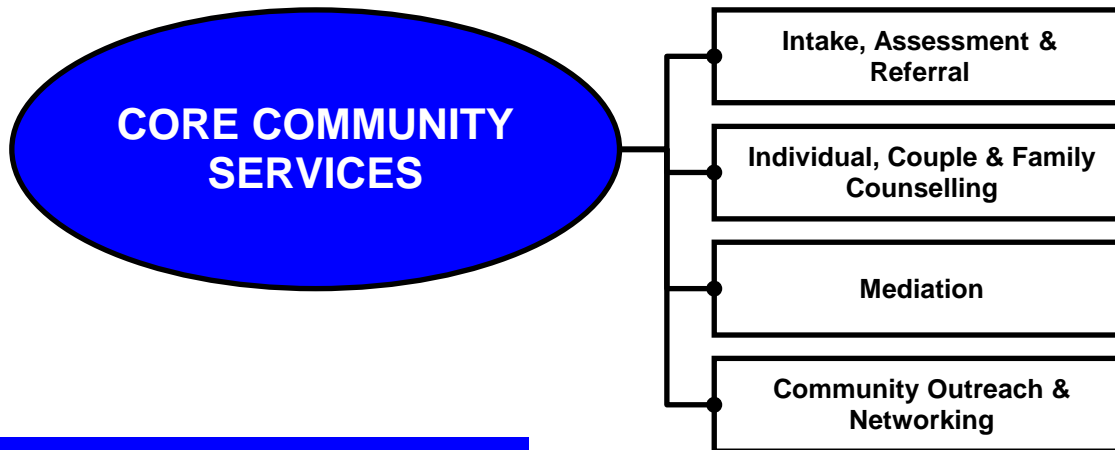
<ul style="list-style-type: none"> ◆ iPads (\$7k) and Laptops (\$7k) for Greenspace Initiative, an evidence-based platform, which measures client progress/outcomes; functioning and therapeutic alliance providing outcome data that informs direct client service and broader divisional service planning. 	14
	14
	41

PROGRAM 1 CORE COMMUNITY SERVICES



2020 Program Detail

Social Services - Family Services



Purpose:

- ◆ To provide professional individual, couple and family counselling to residents seeking assistance with personal or relationship distress, challenges, and transitions.
- ◆ To provide timely and accessible on-site counselling services to IESD clients in receipt of Ontario Works assistance.
- ◆ To partner with Health Department Paramedic Services in delivering the Primary Care Outreach program (PCOP), providing outreach primary care and social work services to at-risk and hard to reach populations focused primarily on homeless or at risk of homelessness populations.

Description of Program Activities:

- ◆ Individuals requesting service are screened for appropriateness by intake. During the intake call, staff will screen for risk and safety issues and identify priority of service. Individuals identified as needing priority service due to crisis, abuse, or other issues will receive service as soon as possible.
- ◆ Family counsellors assess and provide direct counselling services and mental health services to individuals, couples and families in need of support around such issues as: depression, anxiety, grief/loss, trauma, parenting, couple/marital relationship challenges, separation and divorce, stress, adjustment difficulties, etc.
- ◆ Services are provided to individuals, couples, families and groups by qualified counsellors who have a Masters Degree in Social Work or equivalent qualifications. Fees are determined using a sliding scale that is based on family income. However, no one is denied service due to inability to pay.
- ◆ Quality assurance is measured through ISO Certification. Family Services is accredited by the Canadian Centre for Accreditation (CCA).
- ◆ Individuals who are experiencing intimate partner abuse and other forms of domestic violence are given priority service.
- ◆ Family Services provides short-term individual and/or group counselling, peer support, and referrals to other community support services for male survivors of childhood sexual abuse through a special Ministry of Attorney General (MAG) contract with Peel Family Services. Support services may be extended to family members of these survivors. Services are tailored to clients' needs.

PROGRAM 1 CORE COMMUNITY SERVICES



2020 Program Detail

Social Services - Family Services

Description of Program Activities (continued):

- ◆ Family Services provides services to Veterans, as well as First Nations and Inuit people with funding support from Veterans Affairs Canada and Health Canada. Services are also provided to children through the Internet Child Exploitation (ICE) program, funded by the Ministry of the Attorney General.
- ◆ Family Services staff also provide to recipients of Ontario Works (OW) assistance, on-site counselling services at the Region's Income and Employment Support Division (IESD) sites (Whitby, Oshawa, John Street Resource Centre, Ajax), and an independent Family Services office at the Uxbridge IESD location.
- ◆ Counselling services to recipients of OW assistance helps clients to overcome personal and interpersonal challenges, develop supportive relationships, reduce social isolation, build attachment to the labour market, and increase self-sufficiency.
- ◆ Family Services provides outreach social services to priority populations focused primarily on homeless or at risk of homelessness populations.
- ◆ Family Services works with other Regional departments (e.g. Health, Police), service providers (e.g. Children's Aid Society, shelters, schools) and existing networks in the community (e.g. Durham Connect, Durham's Best Start Network, Durham's Children and Youth Planning Network, Durham Region Intimate-Relationship Violence Empowerment Network (DRIVEN), Violence Prevention Coordinating Council (VPCC) of Durham) to assist clients in accessing other services and to advocate for changes to existing and/or new services for individuals in Durham Region.
- ◆ Service levels are based on the number of direct/indirect counselling/service hours provided to the community. The agency uses a short-term intervention model.
- ◆ Family Services uses a web-based platform to measure client progress with respect to individual functioning, mental health and therapist-client alliance as it relates to client goals.
- ◆ Family Services will continue to monitor client satisfaction through a questionnaire that is distributed to all clients receiving service at the conclusion of their counselling sessions. Client responses are tabulated annually.
- ◆ Family Services will participate in a community collaborative Durham Counselling Walk-In Clinic and provide single-session, strength-based mental health intervention services for youth. Services will be delivered through community agencies.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 45.16 Position Transfer: Area Manager from Partner Assault Response
2019 Full Time Staff = 45.01 (0.15 FTE)



2020 Program Detail

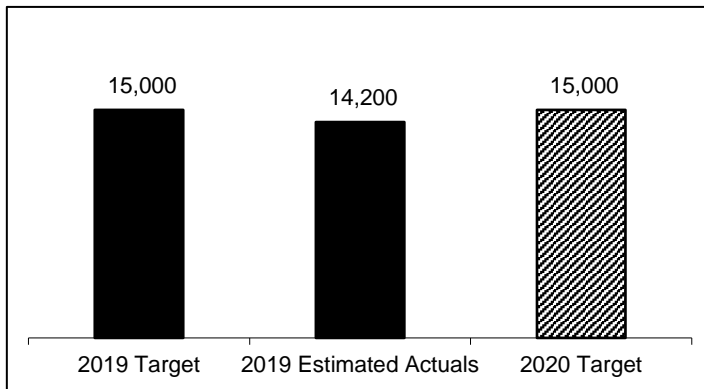
Social Services - Family Services

Performance Measurements:

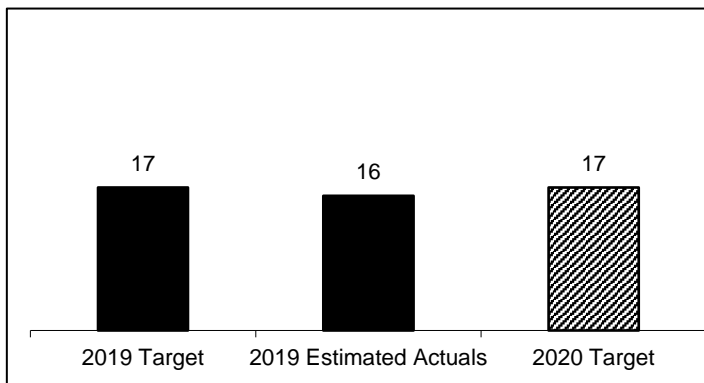
- ◆ Number of direct counselling sessions
- ◆ Average weekly direct counselling service hours per counsellor
- ◆ Level of client satisfaction
- ◆ Number of IESD direct counselling sessions
- ◆ Average weekly IESD direct counselling service hours per counsellor
- ◆ Number of IESD clients served

Performance Data:

Number of Direct Counselling Sessions



Average Weekly Direct Counselling Service Hours per Counsellor



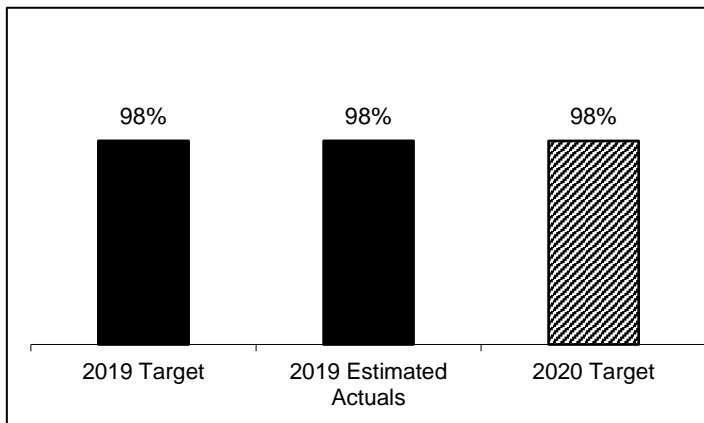


2020 Program Detail

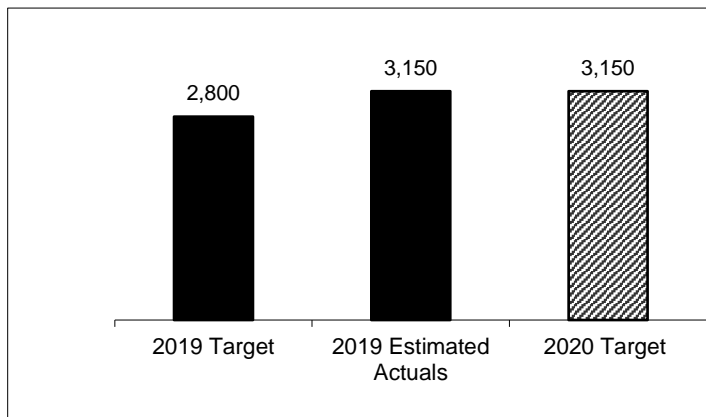
Social Services - Family Services

Performance Data (continued):

Level of Client Satisfaction



Number of IESD Direct Counselling Sessions



Note: Developed and implemented IESD Quick Access Intake for IESD clients in 2019.

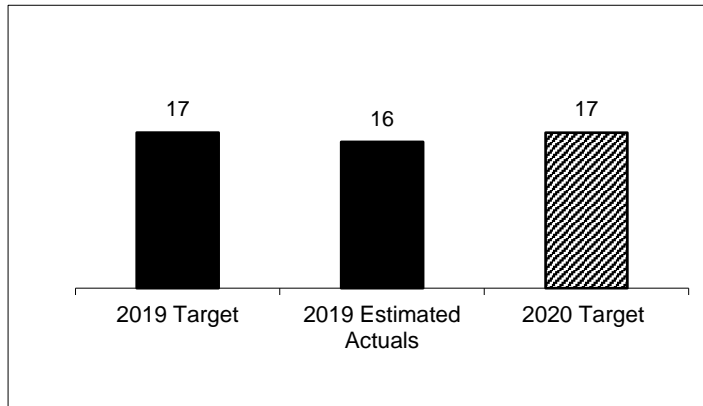


2020 Program Detail

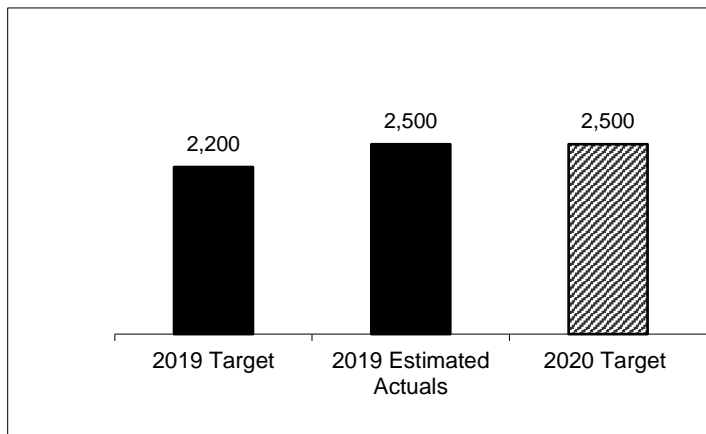
Social Services - Family Services

Performance Data (continued):

Average Weekly IESD Direct Counselling Service Hours per Counsellor



Number of IESD Clients Served



**PROGRAM 1
CORE COMMUNITY SERVICES**



2020 Program Detail

Social Services - Family Services

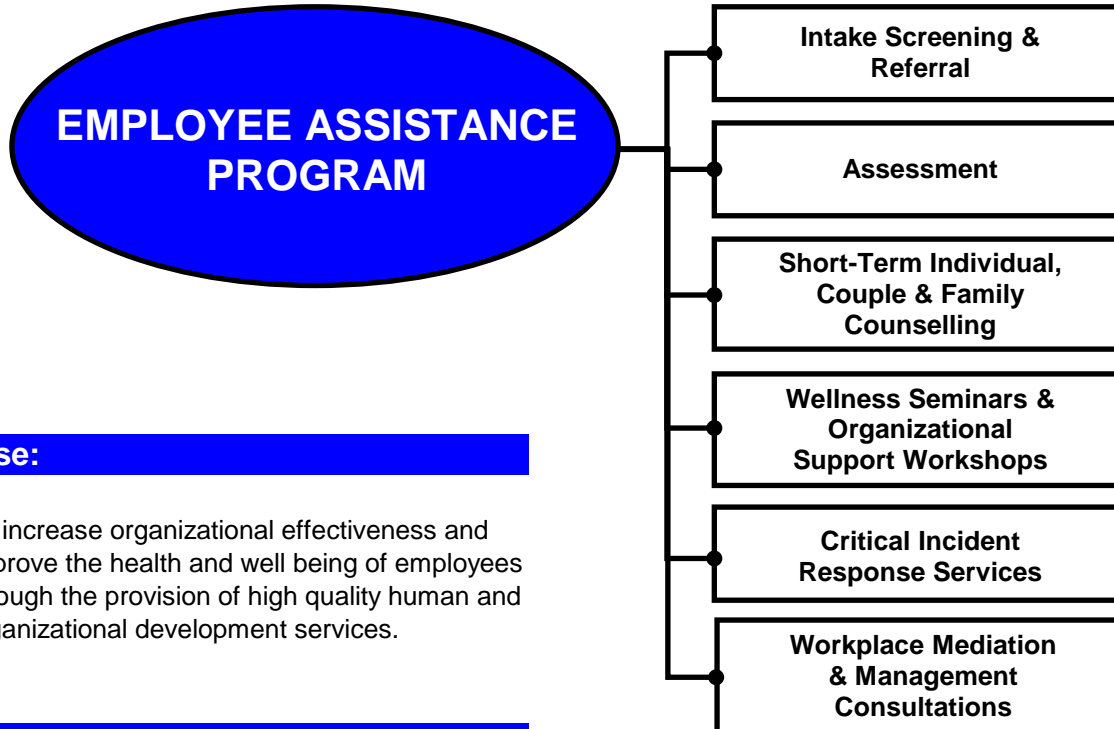
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	4,563	4,870	4,857	24	4,881
Personnel Related	97	96	83	-	83
Communications	45	42	28	-	28
Supplies	50	31	28	-	28
Computer Maintenance & Operations	12	12	12	-	12
Materials & Services	32	36	31	-	31
Equipment Maintenance & Repairs	3	6	3	-	3
Professional Services	25	27	25	-	25
Financial Expenses	2	1	1	-	1
Operating Expenses Subtotal	4,829	5,121	5,068	24	5,092
Inter-Departmental Transfers & Recoveries					
Recovery - Social Assistance	(192)	(192)	(192)	-	(192)
Recovery - RDPS	(125)	(125)	(122)	-	(122)
Inter-Departmental Transfers & Recoveries Subtotal	(317)	(317)	(314)	-	(314)
Gross Operating Expenses	4,512	4,804	4,754	24	4,778
Tangible Capital Assets					
New	34	34	-	14	14
Replacement	10	10	62	-	62
Total Tangible Capital Assets	44	44	62	14	76
Total Expenses	4,556	4,848	4,816	38	4,854
Revenues					
Fees & Service Charges	(97)	(197)	(197)	-	(197)
Total Revenues	(97)	(197)	(197)	-	(197)
Net Program Expenses	4,459	4,651	4,619	38	4,657

PROGRAM 2 EMPLOYEE ASSISTANCE PROGRAM



2020 Program Detail

Social Services - Family Services



Purpose:

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

Description of Program Activities:

- ◆ Employees receive an immediate response to their request for service with an appointment for counselling offered within four business days. There are no waiting lists for service. The counselling model is short-term.
- ◆ Contract management provided to master contracts includes: distribution of educational and promotional materials; wellness and organizational development seminars; quarterly reports on aggregate data and employee utilization; and, trends/themes of presenting problems.
- ◆ Family Services Employee Assistance Program (FSEAP) Durham, as a member of FSEAP National, partners with family services agencies across Canada guaranteeing employers and employees services nationally.
- ◆ FSEAP Employers receiving support: AWCCU Financial, Bethesda House, Central Lake Ontario Conservation Authority, Denise House, Durham Region Non-Profit Housing, Municipality of Clarington, Durham Region Transit, Regional Municipality of Durham, Township of Scugog, Town of Whitby, Township of Uxbridge and Whitby Public Library.
- ◆ Workplace mediation and management consultation/supports are provided to Human Resources staff, Health & Safety Committee members and Union representatives.
- ◆ Client satisfaction is determined through questionnaires with follow-up on complaints in accordance with FSEAP National requirements.
- ◆ Quality assurance is measured through ISO Certification. Family Services is accredited by the Canadian Centre for Accreditation (CCA).
- ◆ Critical Incident Response Services are provided to employees affected by traumatic and tragic incidents such as workplace accidents, death and/or loss of a colleague.
- ◆ Service is available 24 hours a day in both official languages, consistent with FSEAP National requirements.



2020 Program Detail

Social Services - Family Services

Description of Program Resources:

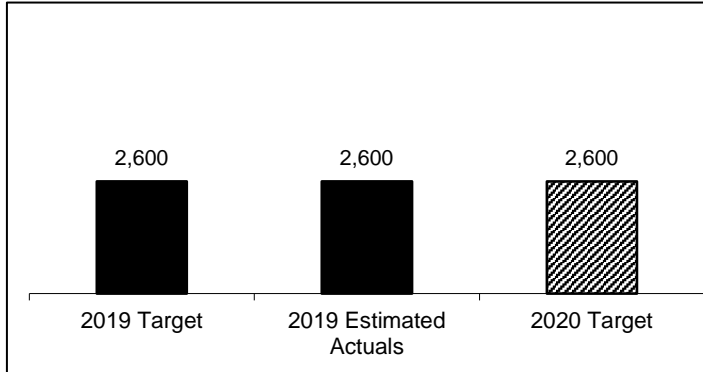
- ◆ 2020 Full Time Staff = 2.50
- 2019 Full Time Staff = 2.50

Performance Measurements:

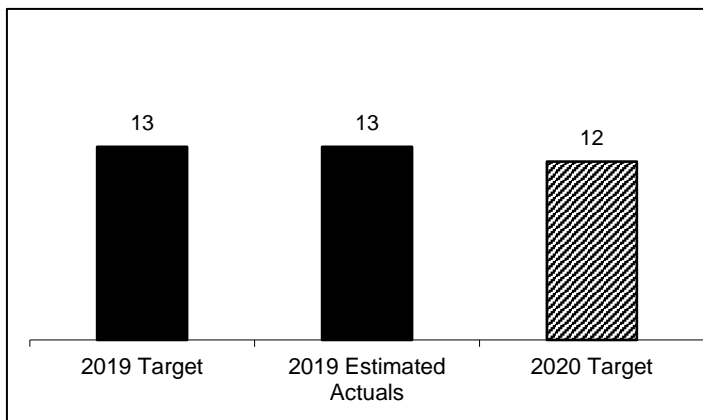
- ◆ Number of direct counselling service hours
- ◆ Number of employer contracts
- ◆ Number of employer consultations (including workplace mediation)
- ◆ Number of wellness sessions, presentations and organizational development seminars
- ◆ Level of client satisfaction

Performance Data:

Number of Direct Counselling Service Hours



Number of Employer Contracts



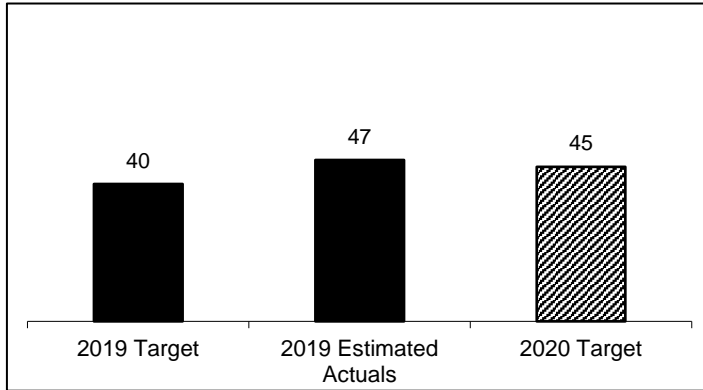


2020 Program Detail

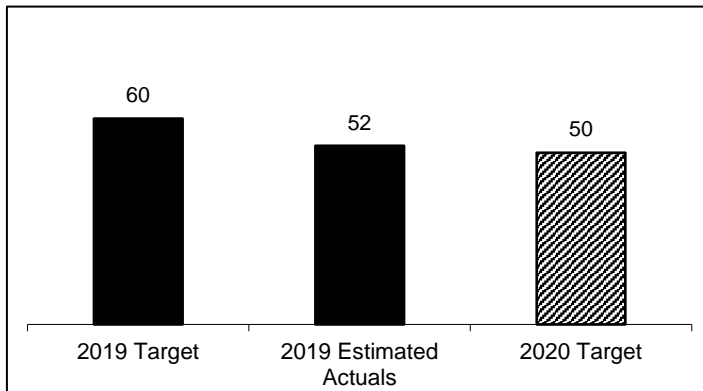
Social Services - Family Services

Performance Data (continued):

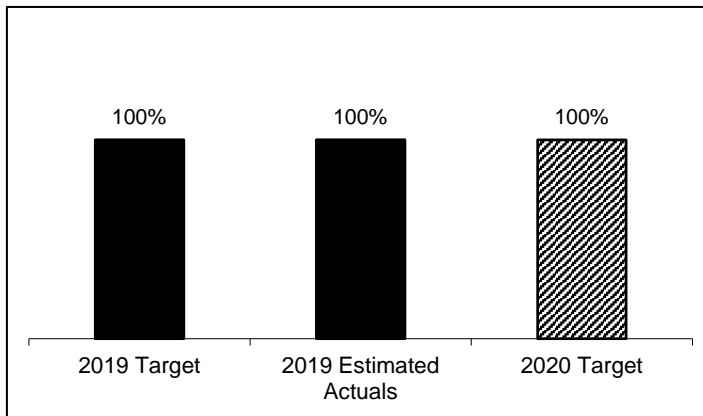
Number of Employer Consultations (Including Workplace Mediation)



Number of Wellness Sessions, Presentations and Organizational Development Seminars



Level of Client Satisfaction



Note: Client Satisfaction results for EAP counselling clients that completed the survey.

**PROGRAM 2
EMPLOYEE ASSISTANCE PROGRAM**



2020 Program Detail

**Social Services - Family
Services**

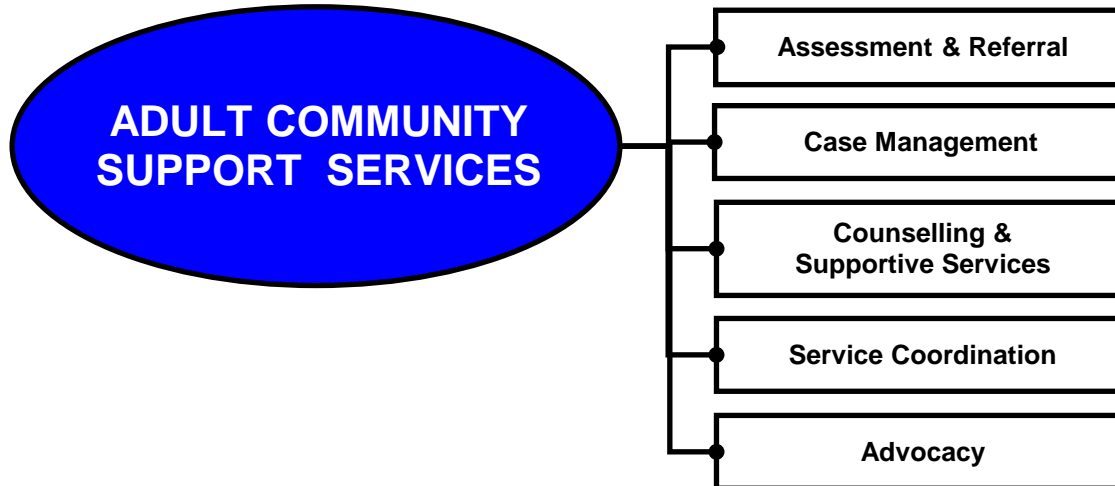
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	310	356	355	-	355
Personnel Related	-	7	8	-	8
Communications	1	5	5	-	5
Supplies	2	3	3	-	3
Materials & Services	-	2	2	-	2
Professional Services	15	20	20	-	20
Operating Expenses Subtotal	328	393	393	-	393
Inter-Departmental Transfers & Recoveries					
Recovery - Corporate HR	(215)	(215)	(215)	-	(215)
Inter-Departmental Transfers & Recoveries Subtotal	(215)	(215)	(215)	-	(215)
Total Expenses	113	178	178	-	178
Revenues					
Fees & Service Charges	(91)	(158)	(158)	-	(158)
Fees - Transit	(20)	(20)	(20)	-	(20)
Total Revenues	(111)	(178)	(178)	-	(178)
Net Program Expenses	2	-	-	-	-

PROGRAM 3 ADULT COMMUNITY SUPPORT SERVICES



2020 Program Detail

Social Services - Family Services



Purpose:

- ◆ To provide services and supports to adults with a developmental disability and their families consistent with the Ministry of Children, Community and Social Services (MCCSS) requirements for this program. Services and supports provided include assisting adults with developmental disabilities to live, work and participate in community activities independently and safely with improved quality of life.

Description of Program Activities:

- ◆ **Assessment & Referral:** To identify an individual's needs and refer them to community resources as appropriate, e.g. employment, medical, social, vocational, psychological or academic assessment to aid in planning for individual clients (current, future).
- ◆ **Case Management:** To facilitate continuity and coordination of services providing follow-up and information about service availability.
- ◆ **Counselling & Supportive Services:** To assist an individual client work through personal problems. Where intensive or prolonged counselling is required, a referral will be made to existing community services.
- ◆ **Service Coordination:** To coordinate services and supports from community agencies as required/appropriate and to manage implementation of new initiatives for the Durham community as per MCCSS requirements.
- ◆ **Advocacy:** To work with community agencies and services on an individual client's behalf, so that the client's rights are acknowledged and they benefit from available services.
- ◆ **Prompt Access to Single Session (PASS) Case Management:** Deliver timely individualized single session case management services to adults with a developmental disability and/or their family members who are often waitlisted for services. Sessions connect individuals and their families to resources and deliver direct case management services.
- ◆ The Adult Community Support Services Program provides quarterly reports to the Ministry on the costs and number of clients served. Program statistics tracked include: levels of case intensity/support required e.g. comprehensive (high); supported independence (moderate).
- ◆ The province-wide MCCSS Developmental Services Consolidated Information System (DSCIS) has facilitated the program's secure acceptance of referrals from Developmental Services Ontario and supports the process of connecting individuals to MCCSS-funded developmental services and supports.



2020 Program Detail

Social Services - Family Services

Description of Program Resources:

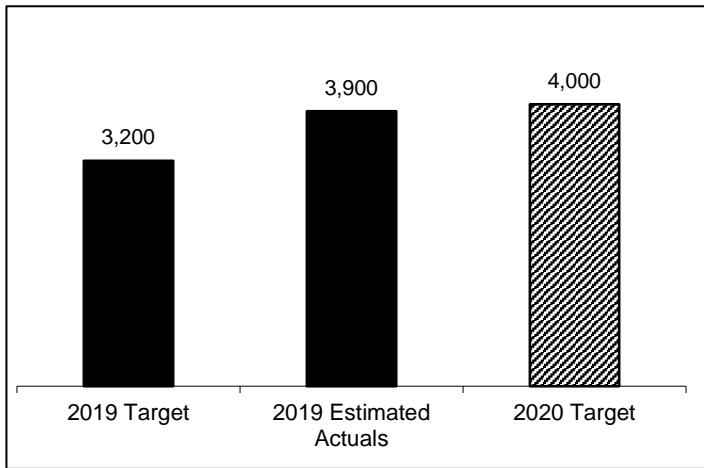
- ◆ 2020 Full Time Staff = 6.75
- 2019 Full Time Staff = 6.75

Performance Measurements:

- ◆ Number of direct client service hours
- ◆ Number of clients served
- ◆ Level of effectiveness of PASS Case Management Services

Performance Data:

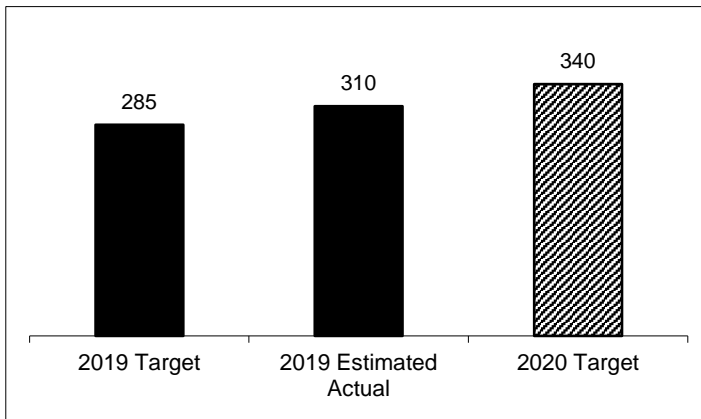
Number of Direct Client Service Hours



The number of direct client service hours is consistent with the number of FTEs funded by MCSS.

Note: Developed and implemented the Prompt Access to Single Session case management service.

Number of Clients Served



**PROGRAM 3
ADULT COMMUNITY SUPPORT SERVICES**

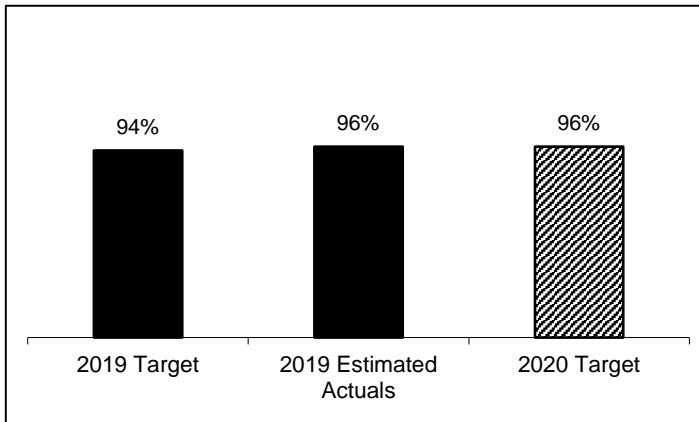


2020 Program Detail

Social Services - Family Services

Performance Data (continued):

Level of effectiveness of PASS Case Management Services



Note: Effectiveness results for PASS case management services. For those that completed the survey.

**PROGRAM 3
ADULT COMMUNITY SUPPORT SERVICES**



2020 Program Detail

Social Services - Family Services

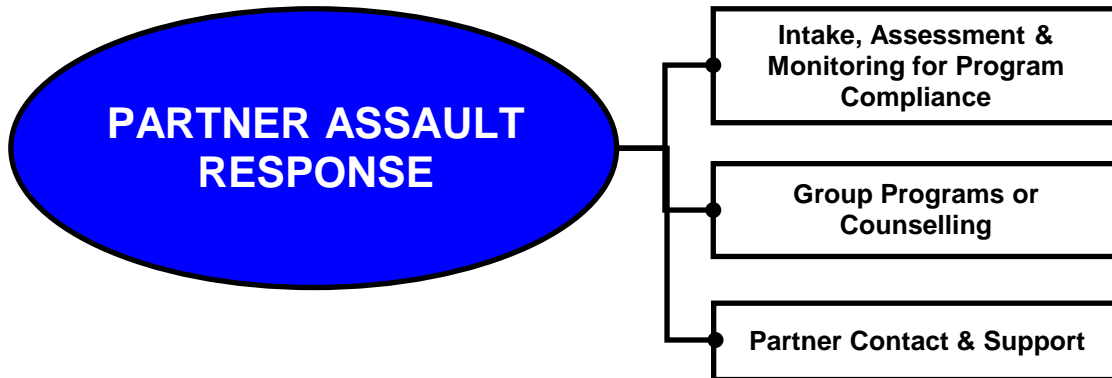
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	585	648	652	-	652
Personnel Related	12	11	11	-	11
Supplies	-	-	-	-	-
Materials & Services	-	-	-	-	-
Professional Services	2	1	1	-	1
Total Expenses	599	660	664	-	664
Revenues					
Provincial Subsidy	(599)	(599)	(599)	(8)	(607)
Total Revenues	(599)	(599)	(599)	(8)	(607)
Net Program Expenses	-	61	65	(8)	57

PROGRAM 4 PARTNER ASSAULT RESPONSE



2020 Program Detail

Social Services - Family Services



Purpose:

The Partner Assault Response (PAR) Program is 100% funded by the Ministry of the Attorney General's (MAG) Ontario Victim Services and client fees. It provides 12-session group programs for up to 560 referrals of men and women who have been mandated by the court to attend the program in response to a criminal charge involving domestic violence. Program services are delivered in accordance with the Partner Assault Response (PAR) Program Standards, provided by MAG. The program is audited by MAG. The objectives of the program are to:

- ◆ Increase clients' understanding of: (1) domestic violence and abuse and (2) non-violent strategies and skills to engage in healthy relationships.
- ◆ Reduce clients' likelihood of reoffending by increasing their self-awareness of personal attitudes and beliefs/triggers/warning signs that contribute to violent and abusive behaviour.
- ◆ Assist victims/partners by reducing isolation and helping them to make informed decisions about the future of their relationship or contact with the client.
- ◆ Collaborate with MAG, the Crown's Office, Probation and Parole, Police Services and other service providers.

Description of Program Activities:

- ◆ Review all referrals from the Crown's Office and Probation and Parole to assess individual's suitability for the program.
- ◆ Provide men and women's groups each week at day and evening times. In some instances, the individual delivery of the program may be assessed to be a more appropriate method of intervention than group participation.
- ◆ Confidential outreach/follow-up to victims/partners of clients to provide safety planning, information about the program, support and referrals to community resources.
- ◆ Monitor clients' compliance with program requirements and complete final reports that evaluate clients' success in meeting program goals for Probation and Parole or the Court.
- ◆ Provide community education on domestic assault and prevention activities; work with community to establish practices that contribute to the safety of women and men in Durham Region.
- ◆ Promote community actions that assist justice authorities in addressing intimate partner violence.



2020 Program Detail

Social Services - Family Services

Description of Program Resources:

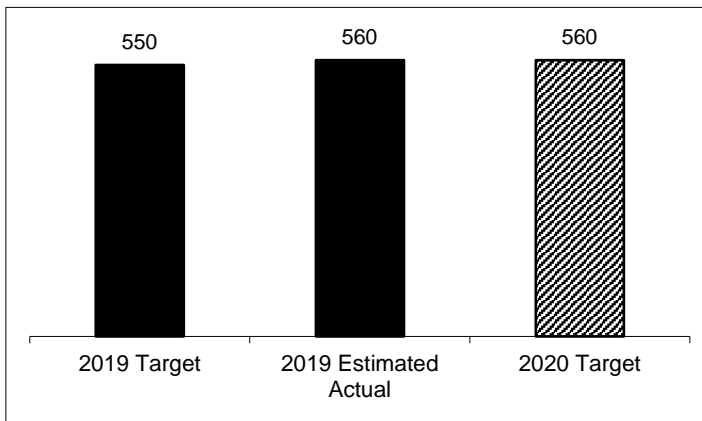
- ◆ 2020 Full Time Staff = 3.15 Position Transfer: Area Manager to Core Community Services
- 2019 Full Time Staff = 3.30 (0.15 FTE)

Performance Measurements:

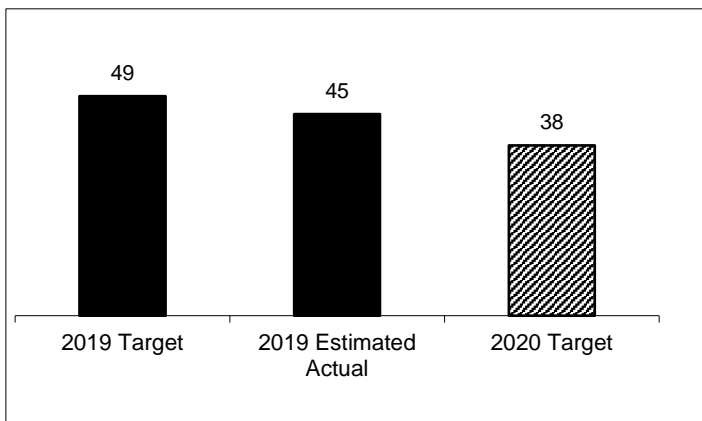
- ◆ Number of individuals referred to Program
- ◆ Number of 12-session groups offered per year

Performance Data:

Number of Individuals Referred to Program



Number of 12-Session Groups Offered Per Year



**PROGRAM 4
PARTNER ASSAULT RESPONSE**



2020 Program Detail

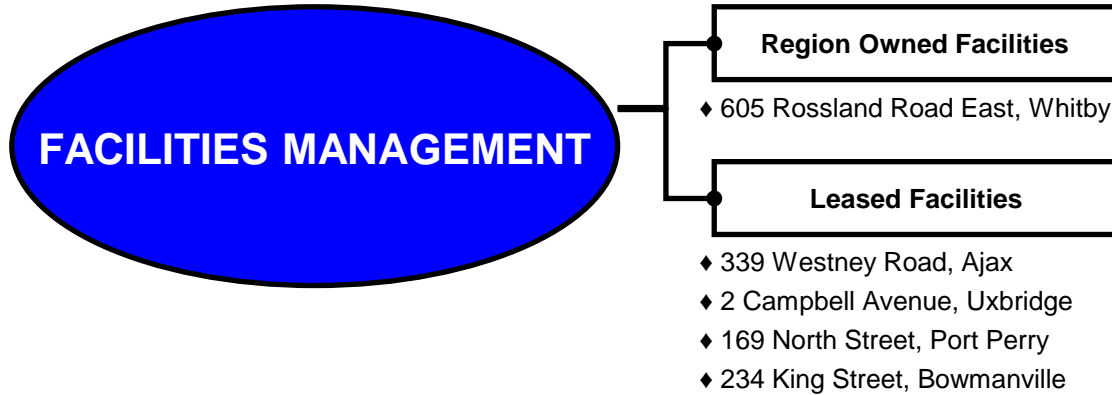
Social Services - Family Services

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	330	354	357	(24)	333
Communications	5	1	1	-	1
Materials & Services	20	1	1	-	1
Professional Services	161	153	153	(8)	145
Total Expenses	516	509	512	(32)	480
Revenues					
Provincial Subsidy	(465)	(464)	(464)	36	(428)
Fees & Service Charges	(51)	(45)	(45)	(7)	(52)
Total Revenues	(516)	(509)	(509)	29	(480)
Net Program Expenses	-	-	3	(3)	-



2020 Program Detail

Social Services - Family Services



Purpose:

- ◆ To provide a safe, comfortable work environment for Family Services staff and clients.

Description of Program Activities:

- ◆ Building and grounds maintenance staff continually inspect the perimeter and interior for deterioration in the structure and make all the necessary repairs.
- ◆ HVAC equipment is updated on an ongoing basis as outdated components are continually repaired or replaced.
- ◆ Janitorial and custodial staff create a clean and tidy environment for staff to work. This service is monitored and is frequently assessed as to its efficiency.
- ◆ Facility services are currently provided to the above locations.

Description of Program Resources:

- ◆ Comply with all building code standards.
- ◆ Monitoring of costs.
- ◆ Monitoring and/or investigating of all requests/complaints.
- ◆ Compiling statistical information for evaluation.

Performance Measurements:

- ◆ Cost per square foot.

**PROGRAM 5
FACILITIES MANAGEMENT**



2020 Program Detail

Social Services - Family Services

Performance Data:

Total Office Area Utilized

	2019	2020
Ajax Site*	3,638	3,638
Uxbridge Site*	1,170	1,170
Port Perry Site*	500	500
Bowmanville Site*	1,940	1,940
Sunderland Site**	460	0
Total Office Area Utilized (Excluding Headquarters)	7,708	7,248

*This is rental space and requires constant negotiation / contact with owners.

Cost per Square Foot of Office Area Utilized

	2019 Estimated Actuals	2019 Target	2020 Target
Ajax Site	\$31	\$31	\$31
Uxbridge Site	\$31	\$33	\$33
Port Perry Site	\$38	\$39	\$40
Bowmanville Site	\$30	\$30	\$29
Sunderland Site**	\$72	\$78	\$0
Total Cost per Office Area Utilized (Excluding Headquarters Shared Facility Cost)	\$34	\$34	\$32

**Family Services vacated from 135 Albert Street, Sunderland location effective April 1, 2019.

**PROGRAM 5
FACILITIES MANAGEMENT**



2020 Program Detail

**Social Services - Family
Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Supplies	-	-	-	-	-
Materials & Services	3	2	2	-	2
Buildings & Grounds Operations	39	40	39	(28)	11
Equipment Maintenance & Repairs	-	1	1	(1)	-
Contracted Services	33	32	32	(7)	25
Leased Facilities Expenses	171	172	172	-	172
Insurance	4	4	4	-	4
Operating Expenses Subtotal	250	251	250	(36)	214
Inter-Departmental Transfers & Recoveries					
Works-Facilities Management Charge	10	14	15	-	15
Inter-Departmental Transfers & Recoveries Subtotal	10	14	15	-	15
Replacement	100	100	-	-	-
Contribution from Reserves / Reserve Funds	(100)	(100)	-	-	-
Net Program Expenses	260	265	265	(36)	229

**PROGRAM 6
HEADQUARTERS SHARED COST**



2020 Program Detail

**Social Services - Family
Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 6
HEADQUARTERS SHARED COST**



2020 Program Detail

**Social Services - Family
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	342	342	301	50	351

TANGIBLE CAPITAL ASSETS - NEW



2020 Program Detail

Social Services - Family Services

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

MACHINERY & EQUIPMENT

\$

\$

Core Community Services - Program 1

1	Laptop Computers for Greenspace	4	1,700	6,800
2	Tablet/iPad for Greenspace	5	1,500	7,500
				<u>14,300</u>

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

Social Services - Family Services

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
<u>Core Community Services - Program 1</u>			
1 Desktop Computers (Includes Monitors)	40	1,050	42,000
2 Laptop Computers	12	1,700	20,400
			62,400
			62,400

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2020 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 goal to reduce chronic homelessness by 50% by 2027-2028.



2020 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
<ul style="list-style-type: none"> ◆ 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. ◆ 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
<ul style="list-style-type: none"> ◆ Use Health Neighbourhood data to inform planning for Housing Services: <ul style="list-style-type: none"> - 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



2020 Business Plan

Social Services - Housing Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
1 SOCIAL HOUSING ADMINISTRATION					
Operating Expenses	1,436	1,508	1,485	441	1,926
Tangible Capital Assets	26	26	27	7	34
Provincial Subsidy	-	-	-	(43)	(43)
Municipal Contribution	(36)	-	-	(36)	(36)
Subtotal	1,426	1,534	1,512	369	1,881
2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE (CHPI)					
Operating Expenses	8,054	8,830	8,044	785	8,829
Provincial Subsidy	(8,011)	(8,803)	(8,011)	(792)	(8,803)
Subtotal	43	27	33	(7)	26
3 DURHAM ACCESS TO SOCIAL HOUSING					
Operating Expenses	84	134	92	65	157
Subtotal	84	134	92	65	157
4 INVESTMENT IN AFFORDABLE HOUSING (IAH)					
Operating Expenses	216	248	249	(1)	248
Federal/Provincial Subsidy	(216)	(248)	(248)	-	(248)
Subtotal	-	-	1	(1)	-
5 HEADQUARTERS SHARED COST					
Operating Expenses	126	126	111	18	129
Subtotal	126	126	111	18	129
6 DRLHC - PROPERTY MANAGEMENT					
Operating Expenses	2,966	2,949	2,933	17	2,950
Recovery from DRLHC	(2,674)	(2,656)	(2,640)	(17)	(2,657)
Provincial Download	(292)	(293)	(293)	-	(293)
Subtotal	-	-	-	-	-

PROGRAM SUMMARY



2020 Business Plan

Social Services - Housing Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
7 REACHING HOME					
Operating Expenses	446	446	446	257	703
Program Fees	(446)	(446)	(446)	(257)	(703)
Subtotal	-	-	-	-	-
Net Program Expenses	1,679	1,821	1,749	444	2,193
Summary of Increase (Decrease)			(\$72)	-3.95%	\$372
					20.43%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	39	Economic increases
Operating Expenses	(25)	Remove one-time items
Operating Expenses	(793)	Contracted services
Operating Expenses	(29)	Headquarter shared cost
Tangible Capital Assets - New	(7)	Remove one-time items
Tangible Capital Assets - Replacement	8	Increased requirements
Subsidy	792	Provincial/Federal subsidy
Various	(57)	Line-by-Line review savings
	(72)	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Social Services - Housing Services

	(\$,000's)
Social Housing Administration	
♦ New Position: Program Assistant, beginning July 1, 2020, to administer the Reaching Home program. (Annualized cost is \$88k) (1.0 FTE)	44
♦ Increase to Contracted Services for City of Oshawa contribution to OnPoint Program, a collaborative needle clean-up and support services program.	36
♦ Master Housing Strategy (\$300k) and a portfolio review of the DRLHC housing stock (\$100k) to provide a comprehensive review of the current housing system to ensure the optimal utilization of Regional resources aligns with local housing need.	400
♦ Recovery from Reaching Home to cover program administration costs.	(39)
♦ Tangible Capital Assets - New: Workstation (\$5k) and laptop (\$2k).	7
♦ Increase in Revenue from the Province for Administration costs related to the Canada-Ontario Housing Benefit.	(43)
♦ Funding from the City of Oshawa for their contribution to the OnPoint Program.	(36)
	369
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.	785
♦ Increase in Provincial Subsidy for the CHPI program.	(792)
	(7)
Durham Access to Social Housing	
♦ One-Time increase in Professional Services in order to upgrade Lotus Notes.	65
	65
Investment in Affordable Housing	
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(1)
	(1)
Headquarters Shared Cost	
♦ Housing Services' share of costs related to the operation and maintenance of Regional Headquarters	18
	18
Durham Region Local Housing Corporation (DRLHC) - Property Management	
♦ DRLHC share of costs related to the operation and maintenance of Regional Headquarters.	17
♦ Increase in recovery from DRLHC to fund changes outlined above	(17)
	-

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Social Services - Housing Services

(\$,000's)

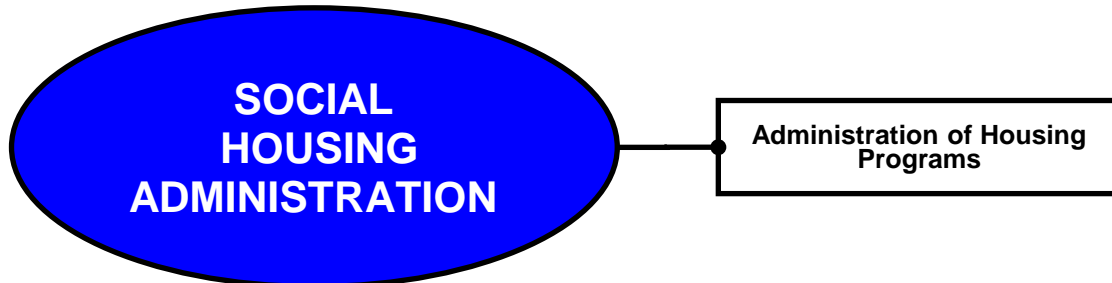
Reaching Home

◆ Increase in Contracted Services to community agencies to recognize increase in the Reaching Home funding allocation and increased need to support homelessness in Durham.	218
◆ Charge from Social Housing Administration to cover program administration costs.	39
◆ Increase in Federal Subsidy for the Reaching Home program.	<u>(257)</u>
	<u>-</u>
Total Program Changes	<u><u>444</u></u>



2020 Program Detail

Social Services - Housing
Services



Purpose:

- ◆ To cover salaries, benefits, capital and other costs associated with the administration of Social Housing programs

Description of Program Activities:

- ◆ Delivery of Social Housing programs including providing training and advice to housing providers, monitoring operations, including the preservation of Social Housing assets, assisting with the review of financial requests, developing local housing policy and ensuring action plans are in place for all Projects in Difficulty
- ◆ Performing biennial Operational Reviews
- ◆ Providing a minimum of two housing provider training/information sessions annually
- ◆ Undertaking Rent-Geared-to-Income (RGI) verification for a minimum of 20 per cent of units annually
- ◆ Undertaking capital asset preservation initiatives, scheduled or emergency, in conjunction with the Works Department
- ◆ Facilitating intervention to address serious occurrences
- ◆ Applying for funding and managing Federal/Provincial (ie. Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI), Canada-Ontario Housing Benefit (COHB), etc.)

Description of Program Resources:

- ◆ 2020 Full Time Staff = 12.06 New Position: Program Assistant (1.0 FTE)
2019 Full Time Staff = 11.06

Performance Measurements:

- ◆ Percentage of Operational Reviews conducted
- ◆ Percentage of Rent-Geared-to-Income (RGI) files reviewed

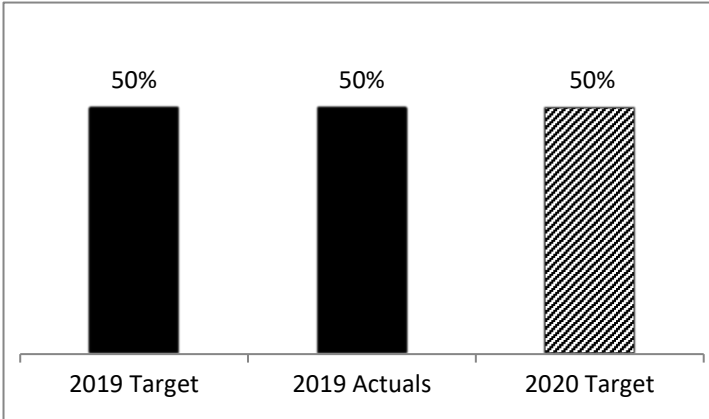


2020 Program Detail

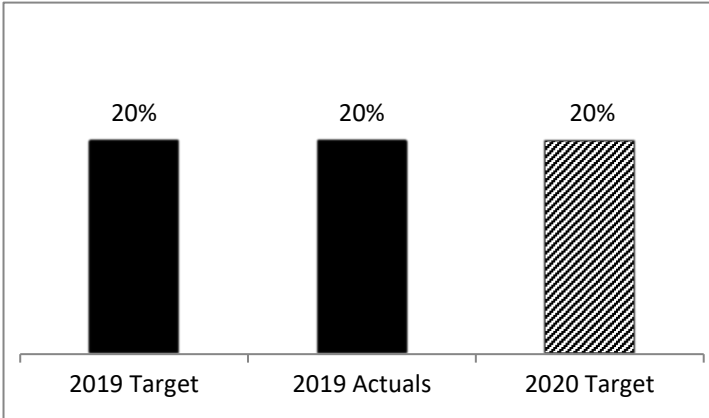
Social Services - Housing Services

Performance Data:

Percentage of Operational Reviews Conducted



Percentage of Rent-Geared-to-Income (RGI) Files Reviewed



**PROGRAM 1
SOCIAL HOUSING ADMINISTRATION**



2020 Program Detail

**Social Services - Housing
Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,332	1,408	1,424	44	1,468
Personnel Related	59	45	43	-	43
Communications	45	45	38	-	38
Supplies	18	22	22	-	22
Computer Maintenance & Operations	1	5	-	-	-
Materials & Services	9	12	12	-	12
Equipment Maintenance & Repairs	3	3	3	-	3
Professional Services	-	35	10	400	410
Contracted Services	36	-	-	36	36
Operating Expenses Subtotal	1,503	1,575	1,552	480	2,032
Inter-Departmental Transfers & Recoveries					
Recovery - Housing Services	(67)	(67)	(67)	(39)	(106)
Inter-Departmental Transfers & Recoveries Subtotal	(67)	(67)	(67)	(39)	(106)
Gross Operating Expenses	1,436	1,508	1,485	441	1,926
Tangible Capital Assets					
New	7	7	-	7	7
Replacement	19	19	27	-	27
Total Tangible Capital Assets	26	26	27	7	34
Total Expenses	1,462	1,534	1,512	448	1,960
Revenues					
Provincial Subsidy	-	-	-	(43)	(43)
Revenue from Municipalities	(36)	-	-	(36)	(36)
Total Revenues	(36)	-	-	(79)	(79)
Net Program Expenses	1,426	1,534	1,512	369	1,881

PROGRAM 2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE



2020 Program Detail

Social Services - Housing Services

Purpose:

- ◆ To utilize Provincial and Regional funding to enable community agencies to help households that are homeless or at risk of homelessness to:
 - Provide emergency shelter
 - Obtain housing
 - Prevent housing loss

Description of Program Activities:

- ◆ Program funds are used to assist households to obtain and/or retain housing in four service categories including: emergency shelter solutions; housing and related supports; services and supports; and, homelessness prevention
- ◆ Allocation of funding is determined in consultation with the Durham Advisory Committee on Homelessness (DACH) made up of community partners
- ◆ Staff maintain Purchase of Service Agreements with Community Agencies to deliver service

Description of Program Resources:

- ◆ 2020 Full Time Staff = 5.00
- ◆ 2019 Full Time Staff = 5.00

PROGRAM 2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE



2020 Program Detail

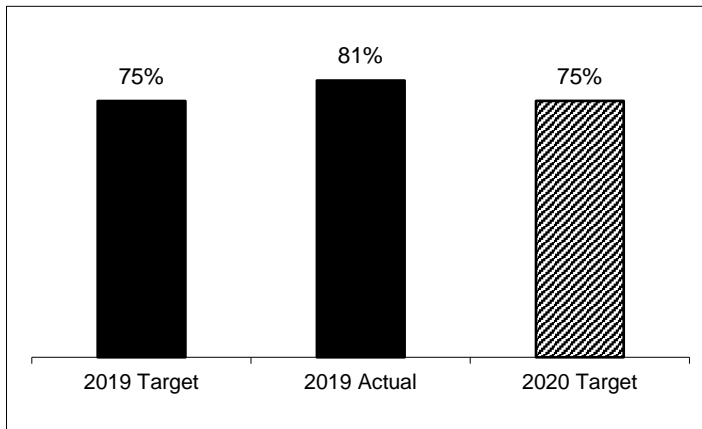
Social Services - Housing Services

Performance Measurements:

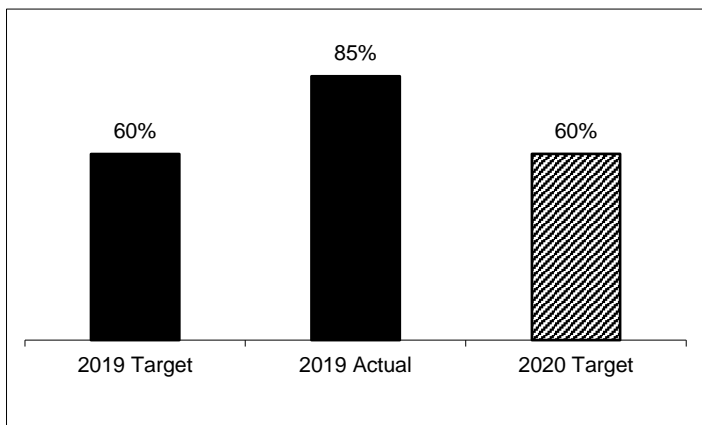
- ◆ Percentage of households assisted that maintain tenancies
- ◆ Percentage of households assisted that obtain housing

Performance Data:

Percentage of Households Assisted to Maintain Tenancies



Percentage of Households Assisted to Obtain Housing



PROGRAM 2
COMMUNITY HOMELESSNESS PREVENTION INITIATIVE



2020 Program Detail

Social Services - Housing Services

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	504	546	553	-	553
Personnel Related	-	10	10	-	10
Communications	-	8	8	-	8
Contracted Services	7,550	8,266	7,473	785	8,258
Total Expenses	8,054	8,830	8,044	785	8,829
Revenues					
Provincial Subsidy	(8,011)	(8,803)	(8,011)	(792)	(8,803)
Total Revenues	(8,011)	(8,803)	(8,011)	(792)	(8,803)
Net Program Expenses	43	27	33	(7)	26

PROGRAM 3 DURHAM ACCESS TO SOCIAL HOUSING



2020 Program Detail

Social Services - Housing Services

Purpose:

- ◆ To administer the centralized wait list for Rent-Geared-to-Income (RGI) housing

Description of Program Activities:

- ◆ Manage the RGI wait list by offering applicants housing information and application assistance
- ◆ Determine applicant eligibility for RGI in accordance with the Housing Services Act and Regional policies
- ◆ Ensure policies and procedures are consistently applied
- ◆ Provide information to the public on the application process
- ◆ Update the wait list on an annual basis
- ◆ Develop/improve policies and procedures

Description of Program Resources:

- ◆ 2020 Full Time Staff = 1.00
- ◆ 2019 Full Time Staff = 1.00

Performance Measurements:

- ◆ Percentage of new RGI applications acknowledged within 7 working days
- ◆ Percentage of RGI applicant households registered on the Durham Access to Social Housing (DASH) vacancy system

**PROGRAM 3
DURHAM ACCESS TO SOCIAL HOUSING**

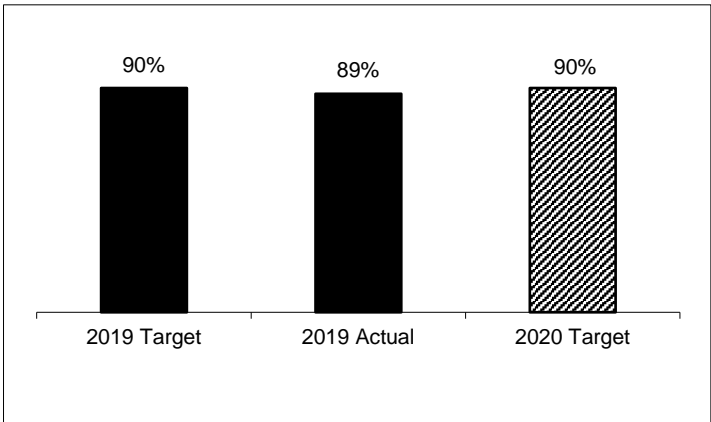


2020 Program Detail

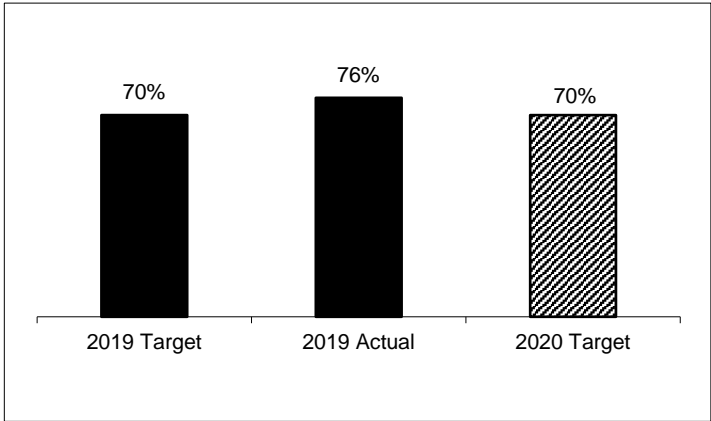
Social Services - Housing Services

Performance Data:

Percentage of New RGI Applications Acknowledged Within 14 Working Days



Percentage of RGI Application Households Registered on the DASH Vacancy System



**PROGRAM 3
DURHAM ACCESS TO SOCIAL HOUSING**



2020 Program Detail

**Social Services - Housing
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	84	86	87	-	87
Personnel Related	-	7	5	-	5
Communications	-	14	-	-	-
Materials & Services	-	12	-	-	-
Professional Services	-	15	-	65	65
Net Program Expenses	84	134	92	65	157

PROGRAM 4 INVESTMENT IN AFFORDABLE HOUSING



2020 Program Detail

Social Services - Housing Services

Purpose:

- ◆ To support the development of new housing initiatives across Durham Region under the Canada Mortgage and Housing Corporation (CMHC) - Ontario Affordable Housing Program (AHP), Investment in Affordable Housing (IAH) for Ontario Program, IAH 2014 Extension Program, 2016 Social Infrastructure Fund (SIF), Ontario Priority Housing Initiative (OPHI) and Canada-Ontario Community Housing Initiative (COCHI).

Description of Program Activities:

- ◆ Implement the Program Delivery and Fiscal Plan for Federal/Provincial programs
- ◆ Prepare and administer agreements with approved delivery agents/proponents/eligible participants
- ◆ Monitor project activities and provide regular updates to the Ministry of Housing
- ◆ Liaise with proponents regarding program requirements/project matters
- ◆ Prepare project business cases, statistical analyses and other reports as required to Regional Council and the Ministry of Municipal Affairs and Housing

Description of Program Resources:

This program is 100% funded by the federal and provincial governments

- ◆ 2020 Full Time Staff = 1.00
- ◆ 2019 Full Time Staff = 1.00

Performance Measurements:

- ◆ 379 AHP/IAH/IAH-E rental units remain affordable under the program affordability period
- ◆ Rental affordability improved for at least 660 waiting list applicants through the Durham Housing Benefit and Housing Allowance programs
- ◆ 14 low income homeowners provided with down payment assistance through Habitat for Humanity Durham
- ◆ Approximately 188 new rental units will be created during the period 2019 to 2022

**PROGRAM 4
INVESTMENT IN AFFORDABLE HOUSING**



2020 Program Detail

**Social Services - Housing
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	115	116	118	-	118
Outside Agency Expenses	33	33	33	-	33
Professional Services	-	31	30	(1)	29
Operating Expenses Subtotal	148	180	181	(1)	180
Inter-Departmental Transfers & Recoveries					
Housing Services Charge	68	68	68	-	68
Inter-Departmental Transfers & Recoveries Subtotal	68	68	68	-	68
Total Expenses	216	248	249	(1)	248
Revenues					
Provincial Subsidy	(108)	(124)	(124)	-	(124)
Federal Subsidy	(108)	(124)	(124)	-	(124)
Total Revenues	(216)	(248)	(248)	-	(248)
Net Program Expenses	-	-	1	(1)	-

**PROGRAM 5
HEADQUARTERS SHARED COST**



2020 Program Detail

**Social Services - Housing
Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 5
HEADQUARTERS SHARED COST**



2020 Program Detail

**Social Services - Housing
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	126	126	111	18	129



2020 Program Detail

Social Services - Housing Services

Purpose:

- ◆ To provide effective property management services for the Durham Regional Local Housing Corporation (DRLHC)

Description of Program Activities:

- ◆ Property Management Services for DRLHC, including:
 - tenant placement, rent collection, property maintenance, preventative maintenance, and capital planning.
- ◆ Rent-geared-to-income program delivery (e.g. income verification/rent calculation)
- ◆ Community development initiatives
- ◆ Strategic asset management through capital planning

Description of Program Resources:

- ◆ 2020 Full Time Staff = 25.00
- ◆ 2019 Full Time Staff = 25.00

Performance Measurements:

- ◆ Average number of days to complete work orders
- ◆ Vacancy loss as a percentage of rental revenue
- ◆ Arrears as a percentage of rental revenue

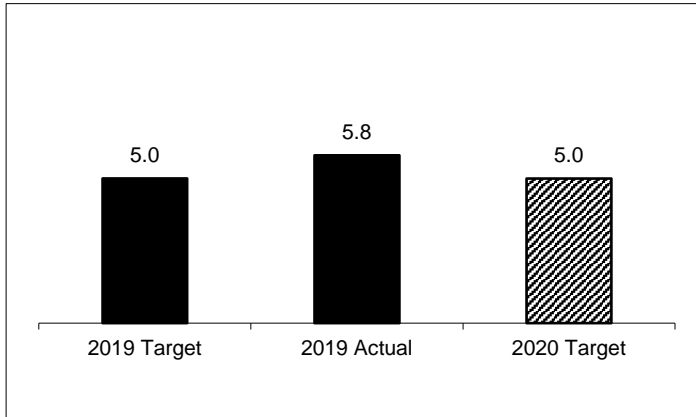


2020 Program Detail

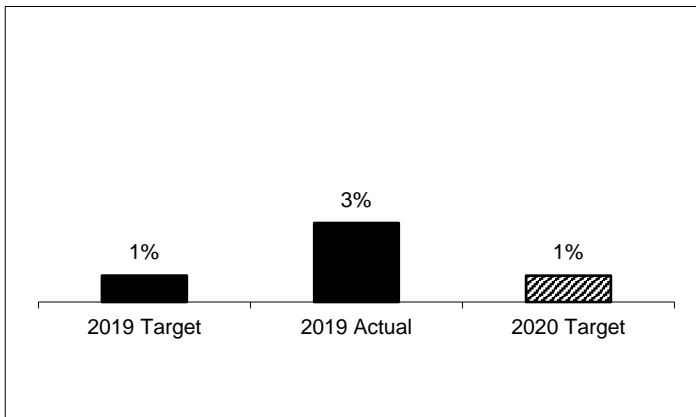
Social Services - Housing Services

Performance Data:

Average Number of Days to Complete Work Orders

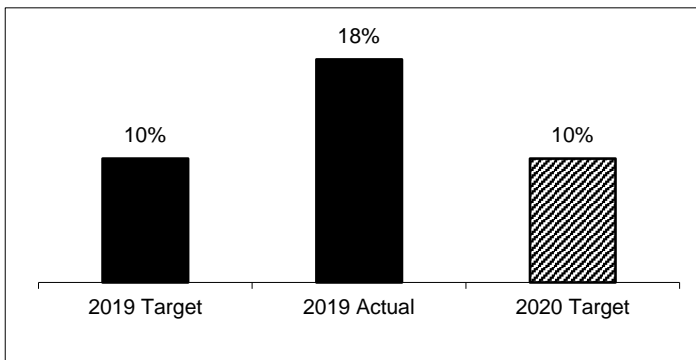


Vacancy Loss as a Percentage of Rental Revenue



* Vacancy loss due to delays resulting from time required for extensive repairs.

Arrears as a Percentage of Rental Revenue



* Higher than target due to delays at Landlord Tenant Board.

**PROGRAM 6
DRLHC - PROPERTY MANAGEMENT**



2020 Program Detail

**Social Services - Housing
Services**

DRLHC properties provide units for Rent-Geared-to-Income households at the following locations:

<u>AREA MUNICIPALITY</u>	<u>ADDRESS/LOCATION</u>	<u>UNITS</u>
Ajax	655 Harwood Avenue South	129
Brock	103 Cameron Street West	26
	342 Main Street	32
Clarington	2 Nelson Street East	21
	4 Nelson Street East	14
Oshawa	Christine/Normandy/Nevis	42
	Lomond Street	18
	439 Dean Avenue	51
	155 King Street East	165
	Cedar/Carlton/Wasaga	34
	Linden/Poplar	32
	Malaga Road	65
	460 Normandy	30
	Birchcliffe/Lakeview/Ritson*	185
385 Beatrice Street East	50	
Pickering	1910 Faylee Crescent	36
	1330 Foxglove Avenue	36
Scugog	327 Kellet Street	30
	385 Rosa Street	38
Uxbridge	20 Perry Street*	56
Whitby	850 Green Street South	81
	409 Centre Street South	16
	315 Colborne Street West	105
Total		<u><u>1,292</u></u>

* Includes 12 units in Oshawa and 5 units in Uxbridge. RGI Subsidy for these units are provided under the Strong Communities Rent Supplement Program

**PROGRAM 6
DRLHC PROPERTY MANAGEMENT**



2020 Program Detail

**Social Services - Housing
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	2,741	2,791	2,789	-	2,789
Personnel Related	44	23	23	-	23
Communications	7	-	-	-	-
Supplies	5	2	2	-	2
Headquarters Shared Costs	118	118	104	17	121
Materials & Services	1	-	-	-	-
Vehicle Operations	50	15	15	-	15
Professional Services	-	-	-	-	-
Operating Expenses Subtotal	2,966	2,949	2,933	17	2,950
Transfers from Related Entities					
DRLHC-Payroll Charge	(2,674)	(2,656)	(2,640)	(17)	(2,657)
Transfers from Related Entities Subtotal	(2,674)	(2,656)	(2,640)	(17)	(2,657)
Inter-Departmental Transfers & Recoveries					
Works-Ajax WSP-Labour Charge	1	-	-	-	-
Recovery - Strong Communities Rent Supplement	(225)	(225)	(225)	-	(225)
Recovery - Provincial Downloading (IAH)	(68)	(68)	(68)	-	(68)
Inter-Departmental Transfers & Recoveries Subtotal	(292)	(293)	(293)	-	(293)
Net Program Expenses	-	-	-	-	-



2020 Program Detail

Social Services - Housing Services

Purpose:

- ◆ To support the goals of the National Housing Strategy by developing solutions to homelessness in Durham. The Region has been delegated as the Community Entity (CE) to administer the program
- ◆ Reaching Home replaces the Homelessness Partnering Strategy (HPS)

Description of Program Activities:

- ◆ The Region will be allocated \$3.7 million over 5 years (2018/2019 to 2023/2024) to lead local service delivery
- ◆ Program funds will be used to support the goals of the National Housing Strategy, in particular, to support the most vulnerable Canadians in maintaining safe, stable and affordable housing, and to reduce chronic homelessness nationally by 50% by 2027-2028
- ◆ Allocation of funding is determined in consultation with the Durham Advisory Committee on Homelessness (DACH) made up of community partners
- ◆ Staff will maintain Purchase of Service Agreements with Community Agencies to deliver service

Description of Program Resources:

- ◆ Funding allocation includes up to 15% for administration costs
- ◆ Staff positions are included in Social Housing Administration (Program 1)

Performance Measurements:

- ◆ The program requires annual public reporting on results in a Community Progress Report beginning in 2020-2021

**PROGRAM 7
REACHING HOME**



2020 Program Detail

**Social Services - Housing
Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contracted Services	379	379	379	218	597
Operating Expenses Subtotal	379	379	379	218	597
Inter-Departmental Transfers & Recoveries					
Housing Services Charge	67	67	67	39	106
Inter-Departmental Transfers & Recoveries Subtotal	67	67	67	39	106
Total Expenses	446	446	446	257	703
Revenues					
Federal Subsidy	(446)	(446)	(446)	(257)	(703)
Total Revenues	(446)	(446)	(446)	(257)	(703)
Net Program Expenses	-	-	-	-	-

TANGIBLE CAPITAL ASSETS - NEW



2020 Program Detail

Social Services - Housing Services

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

MACHINERY & EQUIPMENT

			\$	\$
Social Housing Administration - Program 1				
1	Laptop Computer	1	1,700	1,700
2	Workstation	1	5,000	5,000
				<u>6,700</u>

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

Social Services - Housing Services

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
<u>Social Housing Administration - Program 1</u>			
1 Desktop Computer	15	800	12,000
2 Laptop Computers	9	1,700	15,300
			27,300

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LONG TERM CARE & SERVICES FOR SENIORS

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2020 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.



2020 Business Plan

Social Services - LTC & Services for Seniors

Seniors' Safety

- ♦ Coordinate Seniors' Safety Program for Durham Region in collaboration with Durham Region Police Services to educate, advocate and promote seniors' safety and elder abuse prevention awareness.

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

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

Key Deliverables

Responsibility - Lead

- ♦ Advocate for an increase in the number of long-term care beds in the Region to meet the growing needs of seniors.
 - Meet with appropriate officials at LHIN/MOLTC 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



2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Divisional Administration					
Operating	1,286	1,285	1,356	960	2,316
Tangible Capital Assets	6	6	5	-	5
Divisional Administration					
Subtotal	1,292	1,291	1,361	960	2,321
2 Homemakers Services	12	20	6	-	6
Net Program Expenses	1,304	1,311	1,367	960	2,327

Summary of Increase (Decrease)

\$56
4.27%
\$1,016
77.50%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	16	Economic increases
Salaries & Benefits	55	Annualization - 1 position
Operating Expenses	(68)	Line-By-Line Review Savings
Provincial Subsidy	54	Provincial funding reduction
Tangible Capital Assets - Replacement	(1)	Reduced requirements
	56	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

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

(\$,000's)

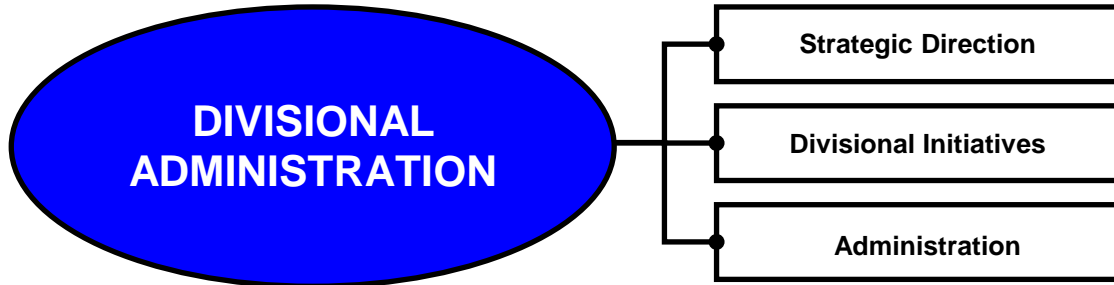
Divisional Administration

<ul style="list-style-type: none"> ◆ Position Transfer and Reclassification: Transfer Director, Resident and Program Services position (1.00 FTE) from Fairview Lodge (\$133k) and reclassify to Manager, Interprofessional Practice and Innovation. This position is required to oversee and provide guidance on professional development, professional standards and clinical outcome measures (\$27k) ◆ Position Transfer: Transfer 5 Full-time Clerk 2 positions to LTC Administration from the homes 1 each from Fairview Lodge, Hillsdale Terraces, Lakeview Manor, and 2 from Hillsdale Estates (5.00FTE) ◆ Transfer Part-time Clerk 2 hours from Fairview Lodge (\$109k), Hillsdale Estates (\$59k), Hillsdale Terraces (\$53k) and Lakeview Manor (\$63k) to consolidated scheduling responsibilities in LTC Administration Division ◆ Increase Part-time hours for Scheduling Clerk in order to provide 24 hour coverage for the scheduling and call-in function for the homes 	<p>160</p> <p>398</p> <p>284</p> <p>118</p>
Total Program Changes	960



2020 Program Detail

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



Purpose:

- ◆ To provide strategic direction, develop and promote divisional initiatives and provide administrative support to the Region's four long-term care (LTC) homes.

Description of Program Activities:

- ◆ **Director:** Provides strategic direction on issues relating to resident care and services, general operating concerns, Ministry of Long-Term Care (MOLTC) legislation, and financial and budget management.
- ◆ **Manager of Quality Risk and Compliance:** Provides guidance and oversight on quality improvement initiatives including best practices, Health Quality Ontario's Residents' First initiative, Municipal Benchmarking Network Canada (MBN Canada), and a variety of other projects which promote resident-focused care and services within all four homes.
- ◆ **Advisor - Seniors' Safety:** Provides advice utilizing evidence-based practice, research and innovation. The position provides resident, family and staff education and support related to awareness and prevention of elder abuse.
- ◆ **Administrative Staff:** Provides administrative support to the LTC Administration management team as well as directly to the homes.
- ◆ **Training Specialist:** Coordinates and delivers general orientation and mandatory training to all divisional staff.
- ◆ **Occupational Health Nurse:** Conducts new employee and new volunteer medicals, coordinates programs for the division including: influenza clinics, respirator-fit testing, and various wellness events.
- ◆ **Scheduling Supervisor:** Leads the divisional scheduling team and monitors adherence to policies, collective agreements and applicable legislation as related to scheduling in a 24/7 operation.
- ◆ **Manager of Interprofessional Practice and Innovation:** Provides guidance and oversight on professional development, professional standards and clinical outcome measurements. Leads advancement of digital health technology within the division.



2020 Program Detail

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

Description of Program Resources:

- ◆ 2020 Full Time Staff = 14

 - 2019 Full Time Staff = 8

Position Transfer and Reclassification: Transfer Director, Resident & Program Services from Fairview Lodge and reclassify to Manager of Interprofessional Practice & Innovation (1.00 FTE);

Position Transfer: Transfer 5 Clerks 2 positions from the homes (5.00 FTE)

Performance Measurements:

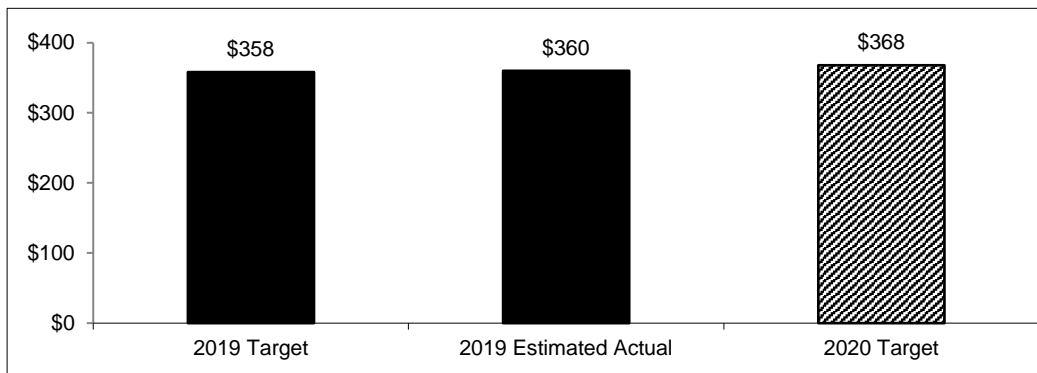
- ◆ Accreditation Status
- ◆ Operating Cost per Facility Bed Day (CMI Adjusted)

Performance Data:

Accreditation Status

Fairview Lodge	Accredited with exemplary standing	2018-2022
Hillsdale Estates	Accredited with exemplary standing	2018-2022
Hillsdale Terraces	Accredited with exemplary standing	2018-2022
Lakeview Manor	Accredited with exemplary standing	2018-2022
Adult Day Program	Accredited with exemplary standing	2018-2022

Operating Cost per Facility Bed Day (CMI Adjusted)



**PROGRAM 1
DIVISIONAL ADMINISTRATION**



2020 Program Detail

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

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	973	1,001	1,069	960	2,029
Personnel Related	39	45	45	-	45
Communications	22	4	4	-	4
Supplies	9	9	9	-	9
Materials & Services	18	-	-	-	-
Professional Services	1	2	2	-	2
Operating Expenses Subtotal	1,062	1,061	1,129	960	2,089
Inter-Departmental Transfers & Recoveries					
Social Assistance Charge	224	224	227	-	227
Inter-Departmental Transfers & Recoveries Subtotal	224	224	227	-	227
Gross Operating Expenses	1,286	1,285	1,356	960	2,316
Tangible Capital Assets					
Replacement	6	6	5	-	5
Total Tangible Capital Assets	6	6	5	-	5
Net Program Expenses	1,292	1,291	1,361	960	2,321



2020 Program Detail

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

Purpose:

- ◆ Purchase homemaking services for low income persons in need, as determined by, and in accordance with, the Homemakers and Nurses' Act, to facilitate the frail, elderly and ill/disabled persons remaining in their own homes.

Description of Program Activities:

- ◆ This program has an 80/20 cost sharing formula with the Province (Ministry of Health) funding 80 per cent of the costs.
- ◆ Staff contract for the provision of homemaking services to assist low income persons, primarily seniors and the disabled, with meal preparation and light housecleaning.
- ◆ Staff maintain Purchase of Service Agreements with the following community home care agencies to provide these services:
 - ◆ Saint Elizabeth Health Care
 - ◆ VHA Home Healthcare

Description of Program Resources:

- ◆ 1 staff in the Divisional Administration Program oversee the contracts for these services as part of their responsibilities.

Performance Measurements:

- ◆ Hours of service provided
- ◆ Cost per hour of service
- ◆ Gross cost of program

**PROGRAM 2
HOMEMAKERS SERVICES**

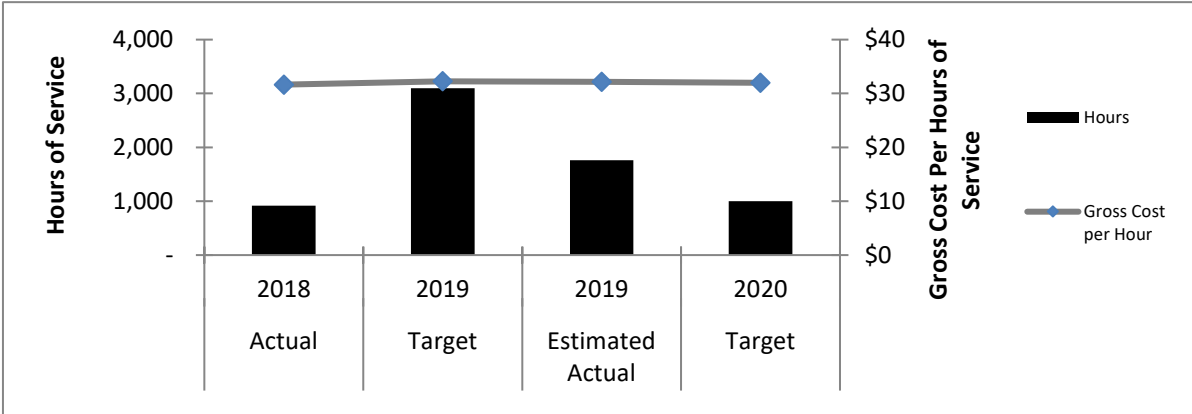


2020 Program Detail

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

Performance Data:

Hours of Service Provided and Cost per Hour of Service



Gross Cost of Program

	<u>Actual</u> <u>2018</u>	<u>Target</u> <u>2019</u>	<u>Estimated</u> <u>Actual</u> <u>2019</u>	<u>Target</u> <u>2020</u>
Hours of Service provided:	917	3,100	1,760	1,000
Gross Cost of Program:	\$29,020	\$100,000	\$56,600	\$32,009
Gross Cost per Hour of Service:	\$31.65	\$32.26	\$32.16	\$32.01

Note: In 2019, the Ministry of Health adjusted funding based on 2018 spending levels.

**PROGRAM 2
HOMEMAKERS SERVICES**



2020 Program Detail

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

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contracted Services	57	100	32	-	32
Total Expenses	57	100	32	-	32
Revenues					
Provincial Subsidy	(45)	(80)	(26)	-	(26)
Total Revenues	(45)	(80)	(26)	-	(26)
Net Program Expenses	12	20	6	-	6

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

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

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
<u>Divisional Administration - Program 1</u>			
1 Desktop Computers & Monitors	1	1,050	1,050
2 Laptops	1	3,500	3,500
3 Furniture	1	700	700
			5,250

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FAIRVIEW LODGE

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PROGRAM SUMMARY



2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Nursing and Personal Care (NPC)	14,408	14,431	15,130	(65)	15,065
2 Resident Care Program Support (RCPS)	1,423	1,603	1,784	(133)	1,651
3 Raw Food	987	1,007	1,026	-	1,026
4 Other Accommodation					
Administration	1,181	1,177	1,170	1	1,171
Debt Charges	1,020	1,020	1,020	-	1,020
Food Services	2,667	2,716	2,765	-	2,765
Environmental Services	4,274	4,493	4,507	(59)	4,448
Other Accommodation Subtotal	9,142	9,406	9,462	(58)	9,404
Operating Subtotal	25,960	26,447	27,402	(256)	27,146
Tangible Capital Assets:					
1 New - NPC	36	36	-	-	-
4 New - Other Accommodation	-	-	14	198	212
1 Replacement - NPC	151	151	49	-	49
4 Replacement - Other Accommodation	116	116	114	14	128
4 Federal Grant	-	-	-	(20)	(20)
Tangible Capital Assets Subtotal	303	303	177	192	369
Total Program Expenses	26,263	26,750	27,579	(64)	27,515
Revenue Programs					
Revenue:					
4 Revenue From Residents	(4,629)	(4,587)	(4,590)	(40)	(4,630)
Provincial Subsidy:					
1 Nursing and Personal Care	(7,875)	(8,342)	(8,963)	(375)	(9,338)
2 Resident Care Program Support	(906)	(911)	(907)	-	(907)
3 Raw Food	(693)	(692)	(696)	-	(696)
4 Other Accommodation	(1,396)	(1,388)	(1,406)	-	(1,406)
Provincial Subsidy Subtotal	(10,870)	(11,333)	(11,972)	(375)	(12,347)

PROGRAM SUMMARY



2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Other Revenue:					
2 Resident Care Program Support	(10)	(8)	(8)	-	(8)
3 Raw Food	(70)	(79)	(80)	1	(79)
4 Other Accommodation	(29)	(30)	(31)	-	(31)
Other Revenue Subtotal	(109)	(117)	(119)	1	(118)
Total Revenue Programs	(15,608)	(16,037)	(16,681)	(414)	(17,095)
Net Program Expenses	10,655	10,713	10,898	(478)	10,420

Summary of Increase (Decrease)

	\$185	
	1.73%	
		(\$293)
		-2.73%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	245	Economic increases
Salaries & Benefits	933	Annualization - Behavioural Support Unit, 1 Recreation Programmer
Operating Expenses	60	Inflationary increases
Operating Expenses	(181)	Removal of start-up costs of Behavioural Support Unit
Major Repairs & Renovations	(105)	Remove one-time items (various)
Tangible Capital Assets - New	(22)	Reduced requirements
Tangible Capital Assets - Replacement	(104)	Remove one-time items (various)
Provincial Subsidy	78	Provincial funding formula
Provincial Subsidy	(717)	Annualization of Behavioural Support Unit
Revenue from Residents	(2)	Provincial funding formula
	185	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

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

(\$,000's)

Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> ◆ New Position: Personal Support Worker (PSW), effective July 1, 2020 to increase resident and staff safety on night shift. Due to increasing resident frailty and/or responsive behaviours, most residents require 2-person care. The addition of a PSW will allow staff to more quickly respond to care needs. This position is offset by the conversion of Part Time Registered Nurse (RN) hours that were added to the budget in 2018 as part of the requirements for the RN funding. The MOLTC removed the restriction that funding was to be used for RN staffing and allows homes to determine where the funds could best be used (Annualized cost is \$74k) (1.0 FTE) ◆ Decrease Part-time hours for Registered Nurse (RN) related to the conversion of part-time RN to full-time PSW position as noted above ◆ Increase Part-time hours for PSW (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 ◆ Position Transfer and Reclassification: 1 vacant Maintenance Worker 2 from Environmental Services (\$88k) and reclassify to Coordinator, Administrative Services (\$13k). This position is required to oversee and coordinate a variety of operational programs that support the efficient functioning of the resident home areas ◆ Transfer 1 Full-time Clerk 2 position to LTC Administration to reflect centralization of scheduling responsibilities ◆ Transfer Part-time Clerk 2 hours to LTC Administration to reflect centralization of scheduling responsibilities ◆ Education & Training: One-time increase for training costs related to point of care (POC) electronic documentation ◆ Computer Maintenance & Operations: Increase for Connex Spot Monitor Connectivity software 	<p>37</p> <p>(67)</p> <p>30</p> <p>101</p> <p>(79)</p> <p>(109)</p> <p>12</p> <p>10</p> <hr style="border: 0.5px solid black;"/> <p>(65)</p>
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Resident Care Program Support (RCPS)

Recreation Services

<ul style="list-style-type: none"> ◆ Position Transfer: Transfer 1 vacant Director, Resident and Program Services to LTC Administration due to Divisional restructuring 	<p>(133)</p> <hr style="border: 0.5px solid black;"/> <p>(133)</p>
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EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

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

(\$,000's)

Other Accommodation

Environmental Services

♦ Position Transfer: Transfer 1 vacant Maintenance Worker 2 from Environmental Services to Nursing and Personal Care (NPC) due to Divisional restructuring	(88)
♦ Major Repairs & Renovations: Widen concrete work at front entrance for safety	30
	(58)

Tangible Capital Assets

New

♦ Other Accommodation - Security Cameras	125
♦ Other Accommodation - Computer Hardware for new Sysco Software program implementation.	9
♦ Other Accommodation - Electrical Charging Stations	64
♦ Other Accommodation - Federal grant	(20)
Subtotal	178

Replacement

♦ Other Accommodation - Maglocks for servery doors	14
Subtotal	14
	192

Revenues

Revenue

Raw Food

♦ Confection Revenue: Decrease to reflect historical and anticipated revenues	1
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Other Accommodation

♦ Preferred Accommodation: Increase to reflect historical and anticipated revenues	(40)
Subtotal	(39)

Provincial Subsidy

Nursing and Personal Care

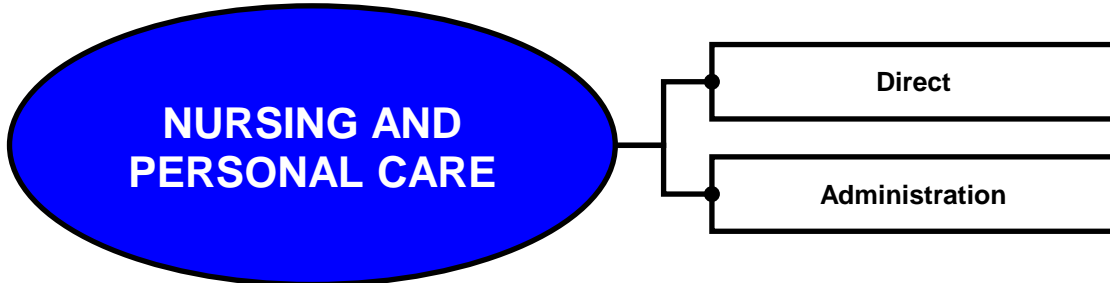
♦ One Time funding for Behavioural Specialized Unit (BSU)	(375)
Subtotal	(375)
	(414)

Total Program Changes (478)



2020 Program Detail

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



Purpose:

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 198 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

Description of Program Activities:

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director, in collaboration with the Nurse Practitioner, ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, and the creation of Ontario Health Teams, and the ongoing review of the funding envelopes by the Ministry of Long-Term Care (MOLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The 26-bed designated Behavioural Specialized Unit (BSU) provides specialized care for residents with heightened responsive behaviours that are not able to be safely and effectively managed in other LTC home resident home areas. The BSU is equipped to offer residents higher intensity, specialized care. After a period of assessment, care planning, treatment and interventions, the residents would be appropriate to safely transition to a regular long-term care environment.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOLTC on a 95 per cent - 5 per cent basis. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for residents with high intensity needs.
- ◆ Phlebotomy service is funded through the MOLTC and is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 104.5
New Position: 1 Personal Support Worker
Position Transfer: 1 Scheduling Clerk to LTC Administration
Position Transfer and Reclassification: Transfer 1 Maintenance Worker
2 from Environmental Services and reclassify to a Coordinator,
Administrative Services
- ◆ 2019 Full Time Staff = 103.5
Restated



2020 Program Detail

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

Performance Measurements:

Overview

- ◆ Fairview Lodge is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Fairview Lodge achieved a 4 year Accreditation with Exemplary Standing in 2018.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

Quality and Risk Management Indicators

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

Resource Utilization Groups (RUGS) Case Mix Index (CMI)

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Fairview Lodge has not been informed by the Province of its new CMI which will come into effect April 1, 2020. The current CMI of 95.33 will remain in effect until March 31, 2020. No change in the CMI is projected for April 1, 2020.



2020 Program Detail

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

Performance Measurements (continued):

Average Occupancy

- ◆ Fairview Lodge continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Fairview Lodge.

		Fairview Lodge
	2019 Target	99.5%
	2019 Estimated Actual	99.1%
	2020 Target	99.5%

Annual Resident and Family Overall Satisfaction with Care and Service Delivery

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Fairview Lodge's 2019 survey results showed a 94.7 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOLTC. Fairview's results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Fairview Lodge has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". Quality Councils, and Resident and Family Councils are in all homes to monitor the improvement activities in each home. This has provided for more front-line staff and resident/family involvement in making a difference.

PROGRAM 1 NURSING AND PERSONAL CARE



2020 Program Detail

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

Performance Measurements (continued):

Hours of Nursing and Personal Care per Resident per Day

Fairview Lodge Paid Hours	
2019 Target	3.44
2019 Estimated Actual	3.48
2020 Target	3.76

- ◆ Fairview Lodge is committed to providing the highest quality of care to its residents. The staffing dollars enable Fairview Lodge to provide 3.76 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Fairview Lodge staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

Per Diem

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1
NURSING AND PERSONAL CARE**



2020 Program Detail

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

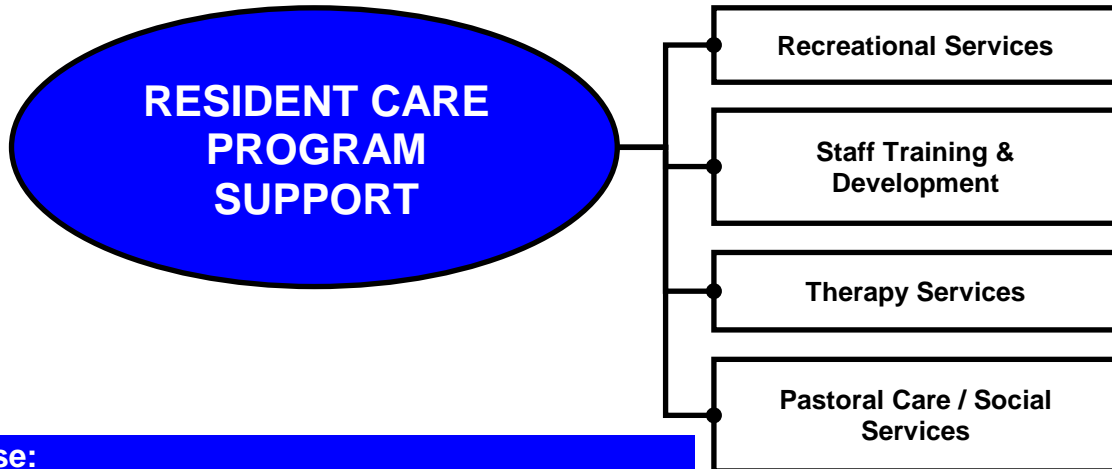
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	13,733	13,706	14,602	(87)	14,515
Personnel Related	1	5	5	12	17
Supplies	1	5	55	-	55
Medical Care	374	405	405	-	405
Computer Maintenance & Operations	-	1	1	10	11
Materials & Services	1	9	9	-	9
Professional Services	48	48	48	-	48
Minor Assets & Equipment	250	252	5	-	5
Gross Operating Expenses	14,408	14,431	15,130	(65)	15,065
Tangible Capital Assets					
New	36	36	-	-	-
Replacement	151	151	49	-	49
Total Tangible Capital Assets	187	187	49	-	49
Total Expenses	14,595	14,618	15,179	(65)	15,114
Revenues					
Provincial Subsidy	(7,875)	(8,342)	(8,963)	(375)	(9,338)
Total Revenues	(7,875)	(8,342)	(8,963)	(375)	(9,338)
Net Program Expenses	6,720	6,276	6,216	(440)	5,776

PROGRAM 2 RESIDENT CARE PROGRAM SUPPORT



2020 Program Detail

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



Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 198 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Fairview Lodge provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.

PROGRAM 2 RESIDENT CARE PROGRAM SUPPORT



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative and end of life care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 11.0 Position Transfer and Reclassification: Transfer 1 Director to LTC Administration and reclassify to a Manager of Interprofessional Practice and Innovation.
- ◆ 2019 Full Time Staff = 12.0 Restated

Performance Measurements:

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 2
RESIDENT CARE PROGRAM SUPPORT**



2020 Program Detail

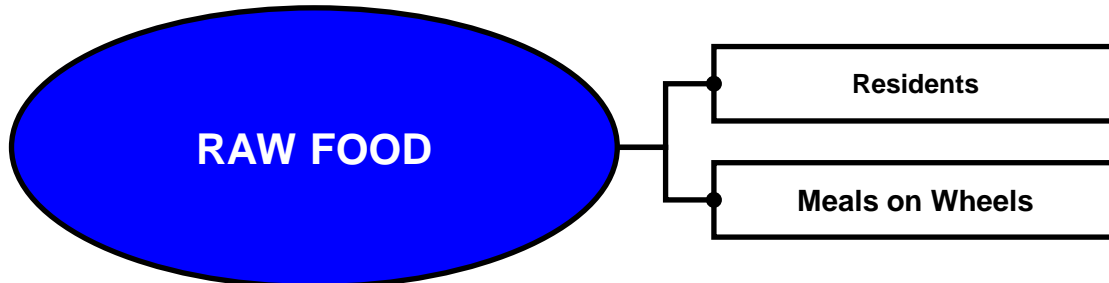
**Social Services - LTC & Services
For Seniors (Fairview Lodge)**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,146	1,324	1,505	(133)	1,372
Personnel Related	1	1	1	-	1
Communications	1	2	2	-	2
Supplies	89	76	76	-	76
Medical Care	19	20	20	-	20
Materials & Services	3	16	16	-	16
Professional Services	164	164	164	-	164
Total Expenses	1,423	1,603	1,784	(133)	1,651
Revenues					
Provincial Subsidy	(906)	(911)	(907)	-	(907)
Sundry Revenue	(10)	(8)	(8)	-	(8)
Total Revenues	(916)	(919)	(915)	-	(915)
Net Program Expenses	507	684	869	(133)	736



2020 Program Detail

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



Purpose:

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

Description of Program Activities:

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



2020 Program Detail

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

Description of Program Activities (continued):

**Historical Diet Levels
Number of Residents**

	2018	2019
High Nutritional Risk	109	118
Texture Modified (e.g. minced, pureed)	97	64
Therapeutic (e.g. diabetic, renal, gluten free)	42	46
Nutritional Supplements	73	105

Statistical information in the above table provided by Fairview Lodge

- ◆ As the above table shows, Fairview Lodge continues to have a large number of residents requiring specialized diets. The 2019 figures indicate that 60 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Fairview Lodge resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 11 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Fairview Lodge resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals for the outreach program "Meals on Wheels". As the nutritional needs of the community are also changing the number of special diets required for participants of the Meals on Wheels program has grown.

Performance Measurements:

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.



2020 Program Detail

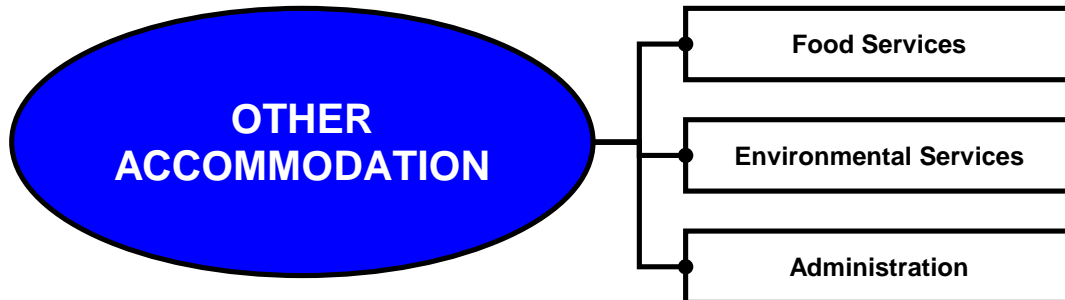
**Social Services - LTC & Services
For Seniors (Fairview Lodge)**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Food	986	998	1,017	-	1,017
Medical Care	1	9	9	-	9
Total Expenses	987	1,007	1,026	-	1,026
Revenues					
Provincial Subsidy	(693)	(692)	(696)	-	(696)
Fees & Service Charges	(70)	(79)	(80)	1	(79)
Total Revenues	(763)	(771)	(776)	1	(775)
Net Program Expenses	224	236	250	1	251



2020 Program Detail

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



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
 - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
 - ◆ The increasing resident acuity levels, often with multiple medical conditions
 - ◆ The increase in mental health issues and disease related to resident aggression
 - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
 - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal, with an emphasis where possible on local foods.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the implementation of Workforce Scheduling Solution technology as well as food services production and clerical software that interfaces with the resident electronic health record.
- ◆ The Manager of Quality, Risk and Compliance works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 45.0 Position Transfer: Transfer 1 Maintenance Worker 2 to Nursing Administration and Nursing and Personal Care
- ◆ 2019 Full Time Staff = 46.0

Performance Measurements:

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4
OTHER ACCOMMODATION**



2020 Program Detail

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

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	5,902	5,987	6,091	(88)	6,003
Personnel Related	64	58	58	6	64
Communications	55	72	72	-	72
Supplies	227	193	193	-	193
Utilities	585	675	678	-	678
Medical Care	34	39	40	-	40
Computer Maintenance & Operations	97	102	83	-	83
Materials & Services	421	483	498	-	498
Buildings & Grounds Operations	467	460	518	-	518
Equipment Maintenance & Repairs	130	165	164	-	164
Vehicle Operations	-	2	2	-	2
Debt Charges	1,020	1,020	1,020	-	1,020
Professional Services	3	9	9	(6)	3
Financial Expenses	31	32	32	-	32
Major Repairs & Renovations	105	105	-	30	30
Operating Expenses Subtotal	9,141	9,402	9,458	(58)	9,400
Inter-Departmental Transfers & Recoveries					
Works-Ajax WSP-Labour Charge	1	4	4	-	4
Inter-Departmental Transfers & Recoveries Subtotal	1	4	4	-	4
Gross Operating Expenses	9,142	9,406	9,462	(58)	9,404
Tangible Capital Assets					
New	-	-	14	198	212
Replacement	116	116	114	14	128
Federal Grant	-	-	-	(20)	(20)
Total Tangible Capital Assets	116	116	128	192	320
Total Expenses	9,258	9,522	9,590	134	9,724

**PROGRAM 4
OTHER ACCOMMODATION**



2020 Program Detail

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

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Provincial Subsidy	(1,396)	(1,388)	(1,406)	-	(1,406)
Resident Fees - Basic & Preferred Accommodation	(4,629)	(4,587)	(4,590)	(40)	(4,630)
Cable TV Revenue	(29)	(30)	(31)	-	(31)
Total Revenues	(6,054)	(6,005)	(6,027)	(40)	(6,067)
Net Program Expenses	3,204	3,517	3,563	94	3,657

TANGIBLE CAPITAL ASSETS - NEW



2020 Program Detail

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

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
<u>Other Accommodation - Program 5</u>			
1 Security Cameras	1	125,000	125,000
2 Recliner Chairs	7	2,000	14,000
3	1	8,700	8,700
Computer Hardware/Equipment for Sysco Software program for Food Services			
4 Electrical Charging Station	1	64,400	64,400
			212,100
			212,100

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

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

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
<u>Nursing and Personal Care - Program 1</u>			
1	Specialty Surfaces	2	5,000
2	Hi-Low Beds	12	30,000
3	Ceiling Lifts, heads and bar	3	10,000
4	Tub Lift	1	4,000
			49,000
<u>Other Accommodation - Program 5</u>			
5	Desktop Computers and Monitors	34	35,700
6	Laptop Computers - Standard	3	5,100
7	Laptop Computers - Power	5	17,500
8	Printers	3	6,000
9	Dish Machine	1	22,000
10	Maglocks for Servery Doors	7	14,000
11	Imop Scrubber	1	16,450
12	Furniture for Resident Home Areas	2	11,000
			127,750
			176,750

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PROGRAM SUMMARY



2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Nursing and Personal Care (NPC)	20,325	19,999	20,392	(118)	20,274
2 Resident Care Program Support (RCPS)	1,639	1,761	1,707	-	1,707
3 Raw Food	1,924	1,911	1,949	-	1,949
4 Other Accommodation					
Administration	1,488	1,330	1,324	-	1,324
Debt Charges	835	835	835	-	835
Food Services	3,609	3,332	3,303	-	3,303
Environmental Services	5,567	5,667	5,713	-	5,713
Other Accommodation Subtotal	11,499	11,164	11,175	-	11,175
Operating Subtotal	35,387	34,835	35,223	(118)	35,105
Tangible Capital Assets:					
1 New - NPC	62	62	-	-	-
4 New - Other Accommodation	-	-	-	250	250
1 Replacement - NPC	228	228	163	-	163
4 Replacement - Other Accommodation	339	339	74	670	744
4 Contribution from Reserves / Reserve Funds	(270)	(270)	-	-	-
4 Federal Grant	-	-	-	(20)	(20)
Tangible Capital Assets Subtotal	359	359	237	900	1,137
Total Program Expenses	35,746	35,194	35,460	782	36,242
Revenue Programs					
Revenue:					
4 Revenue From Residents	(7,748)	(7,690)	(7,694)	(65)	(7,759)
Provincial Subsidy:					
1 Nursing and Personal Care	(11,840)	(11,909)	(11,866)	-	(11,866)
2 Resident Care Program Support	(1,375)	(1,381)	(1,374)	-	(1,374)
3 Raw Food	(1,053)	(1,050)	(1,054)	-	(1,054)
4 Other Accommodation	(1,335)	(1,324)	(1,351)	-	(1,351)
Provincial Subsidy Subtotal	(15,603)	(15,664)	(15,645)	-	(15,645)

PROGRAM SUMMARY

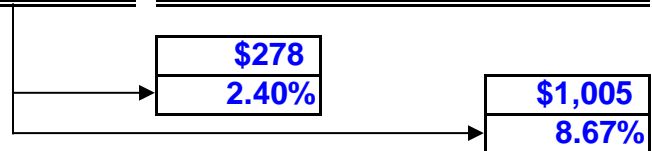


2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Other Revenue:					
1 Nursing and Personal Care	(5)	(6)	(6)	-	(6)
2 Resident Care Program Support	(7)	(7)	(7)	-	(7)
3 Raw Food	(172)	(181)	(183)	10	(173)
4 Other Accommodation	(55)	(55)	(56)	-	(56)
Other Revenue Subtotal	(239)	(249)	(252)	10	(242)
Total Revenue Programs	(23,590)	(23,603)	(23,591)	(55)	(23,646)
Net Program Expenses	12,156	11,591	11,869	727	12,596

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	236	Economic increases
Salaries & Benefits	148	Annualization - 4 positions
Operating Expenses	(96)	Remove one-time expense
Operating Expenses	77	Inflationary increases
Tangible Capital Assets - New	(62)	Remove one-time items (various)
Tangible Capital Assets - Replacement	(330)	Remove one-time items (various)
Minor Assets & Equipment	25	Increased requirement
Contribution From Reserve/Reserve Fund	270	Remove one-time contribution
Revenue from Residents	(7)	Provincial funding formula
Provincial Subsidy	17	Provincial funding formula
	278	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

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

(\$,000's)

Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> ◆ New Position: Personal Support Worker (PSW), effective July 1, 2020, 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 \$74k) (1.0 FTE) ◆ New Position: Registered Practical Nurse (RPN), effective July 1, 2020, to support the residents with dementia through the provision of expertise to the Home in the area of responsive behaviours management, to improve the overall quality of care and enhance safety in the Home. (Annualized cost is \$88k) (1.0 FTE) ◆ New Position: Nurse Practitioner (NP), effective July 1, 2020, to expand current nursing and medical services. Increasing complexity of resident health conditions requires the level of expertise of an NP to work in collaboration with the medical team at the home and in the community. This position is offset by the conversion of Part Time Registered Nurse (RN) hours. (Annualized cost is \$160k) (1.0 FTE) ◆ Decrease Part-time hours for RN related to the new full-time NP position as noted above ◆ Transfer 2 Full-time Clerk 2 positions to LTC Administration to reflect centralization of scheduling responsibilities (-2.0 FTE) ◆ Transfer Part-time Clerk 2 hours to LTC Administration to reflect centralization of scheduling responsibilities ◆ Education & Training: One-time increase for training costs related to point of care (POC) electronic documentation 	<p>37</p> <p>44</p> <p>80</p> <p>(77)</p> <p>(160)</p> <p>(59)</p> <p>17</p> <hr/> <p>(118)</p>
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Tangible Capital Assets

New

<ul style="list-style-type: none"> ◆ Other Accommodation: Tub Room Renovations ◆ Other Accommodation: IP CCTV Camera Installation ◆ Other Accommodation - Computer Hardware for new Sysco Software program implementation. ◆ Other Accommodation - Electrical Charging Station ◆ Other Accommodation - Federal grant 	<p>670</p> <p>198</p> <p>11</p> <p>41</p> <p>(20)</p> <hr/> <p>900</p>
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Revenues

Revenue

Raw Food

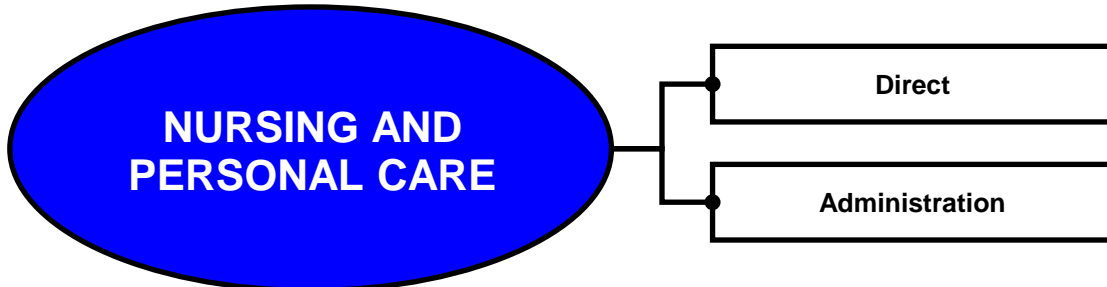
<ul style="list-style-type: none"> ◆ Confection Revenue: Decrease to reflect historical and anticipated revenues 	<p>10</p>
Other Accommodation	
<ul style="list-style-type: none"> ◆ Preferred Accommodation: Increase to reflect historical and anticipated revenues 	<p>(65)</p>
	<hr/> <p>(55)</p>

Total Program Changes 727



2020 Program Detail

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



Purpose:

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 300 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

Description of Program Activities:

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, and the creation of Ontario Health Teams, and the ongoing review of the funding envelopes by the Ministry of Long-Term Care (MOLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOLTC on a 95 per cent - 5 per cent basis. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for residents with high intensity needs.
- ◆ Phlebotomy service is funded through the MOLTC and is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 135.6 New Positions: 1 Personal Support Worker, 1 Registered Practical Nurse, 1 Nurse Practitioner
Position Transfer: 2 Scheduling Clerks to LTC Administration

- 2019 Full Time Staff = 134.6 Restated



2020 Program Detail

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

Performance Measurements:

Overview

- ◆ Hillsdale Estates is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Hillsdale Estates achieved a 4 year Accreditation with Exemplary Standing in 2018.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

Quality and Risk Management Indicators

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

Resource Utilization Groups (RUGS) Case Mix Index (CMI)

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Hillsdale Estates has not been informed by the Province of its new CMI which will come into effect April 1, 2020. The current CMI of 99.68 will remain in effect until March 31, 2020. No change in the CMI is projected for April 1, 2020.



2020 Program Detail

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

Performance Measurements (continued):

Average Occupancy

- ◆ Hillsdale Estates continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Hillsdale Estates.

		Hillsdale Estates
	2019 Target	99.5%
	2019 Estimated Actual	99.3%
	2020 Target	99.5%

Annual Resident and Family Overall Satisfaction With Care and Service Delivery

- ◆ As part of the "Best Practice Approach", annual Customer Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Hillsdale Estates' 2019 survey results showed a 80.7 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOLTC.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Hillsdale Estates has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". Quality Councils, and Resident and Family Councils are in all homes to monitor the improvement activities in each home. This has provided for more front-line staff and resident/family involvement in making a difference.

PROGRAM 1 NURSING AND PERSONAL CARE



2020 Program Detail

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

Performance Measurements (continued):

Hours of Nursing and Personal Care per Resident per Day

Hillsdale Estates Paid Hours	
2019 Target	3.23
2019 Estimated Actual	3.42
2020 Target	3.30

- ◆ Hillsdale Estates is committed to providing the highest quality of care to its residents. The staffing dollars enable Hillsdale Estates to provide 3.3 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Hillsdale Estates staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site quality council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

Per Diem

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1
NURSING AND PERSONAL CARE**



2020 Program Detail

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

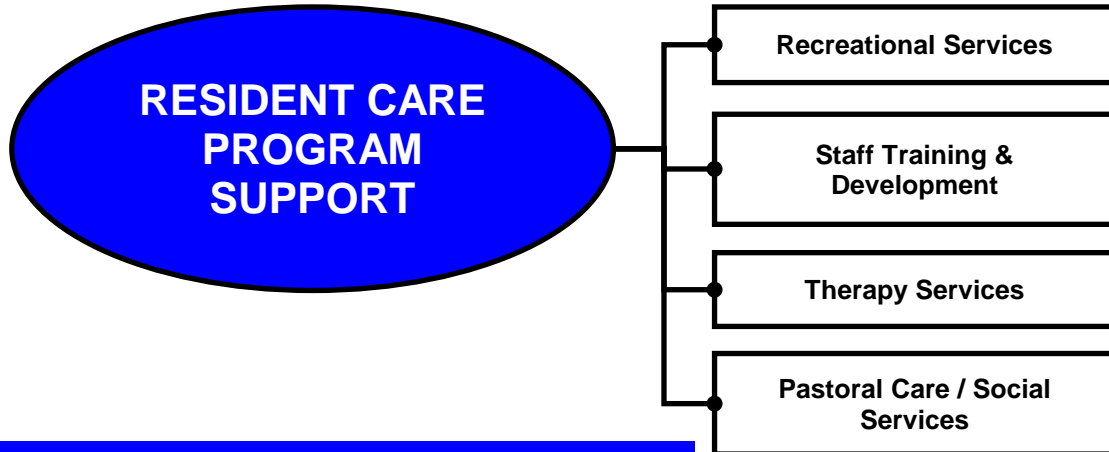
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	19,703	19,385	19,843	(135)	19,708
Personnel Related	16	82	17	17	34
Supplies	36	37	37	-	37
Medical Care	440	415	415	-	415
Materials & Services	61	11	11	-	11
Professional Services	69	69	69	-	69
Gross Operating Expenses	20,325	19,999	20,392	(118)	20,274
Tangible Capital Assets					
New	62	62	-	-	-
Replacement	228	228	163	-	163
Total Tangible Capital Assets	290	290	163	-	163
Total Expenses	20,615	20,289	20,555	(118)	20,437
Revenues					
Provincial Subsidy	(11,840)	(11,909)	(11,866)	-	(11,866)
Sundry Revenue	(5)	(6)	(6)	-	(6)
Total Revenues	(11,845)	(11,915)	(11,872)	-	(11,872)
Net Program Expenses	8,770	8,374	8,683	(118)	8,565

PROGRAM 2 RESIDENT CARE PROGRAM SUPPORT



2020 Program Detail

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



Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 300 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and weekends for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Hillsdale Estates provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative and end of life care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 13.0
2019 Full Time Staff = 13.0 Restated

Performance Measurements:

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 2
RESIDENT CARE PROGRAM SUPPORT**



2020 Program Detail

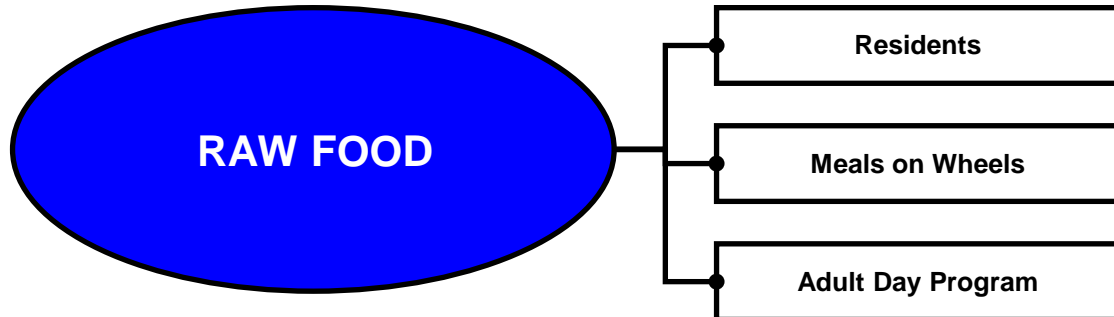
**Social Services - LTC & Services
For Seniors (Hillsdale Estates)**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,203	1,388	1,335	-	1,335
Communications	3	4	3	-	3
Supplies	63	65	65	-	65
Medical Care	30	30	30	-	30
Materials & Services	82	1	1	-	1
Professional Services	258	273	273	-	273
Total Expenses	1,639	1,761	1,707	-	1,707
Revenues					
Provincial Subsidy	(1,375)	(1,381)	(1,374)	-	(1,374)
Sundry Revenue	(7)	(7)	(7)	-	(7)
Total Revenues	(1,382)	(1,388)	(1,381)	-	(1,381)
Net Program Expenses	257	373	326	-	326



2020 Program Detail

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



Purpose:

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

Description of Program Activities:

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



2020 Program Detail

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

Description of Program Activities (continued):

**Historical Diet Levels
Number of Residents**

	2018	2019
High Nutritional Risk	148	139
Texture Modified (e.g. minced, pureed)	135	188
Therapeutic (e.g. diabetic, renal, gluten free)	101	80
Nutritional Supplements	108	120

Statistical information in the above table provided by Hillsdale Estates

- ◆ As the above table shows, Hillsdale Estates continues to have a large number of residents requiring specialized diets. The 2019 figures indicate that 46 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Hillsdale Estates resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 36 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Hillsdale Estates resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals for the outreach program "Meals on Wheels" on a cost recovery basis. As the nutritional needs of the community are also changing the number of special diets required for participants of the Meals on Wheels program has grown.
- ◆ Meals and snacks are provided to clients of the Adult Day Program at Hillsdale Estates on a cost recovery basis.

Performance Measurements:

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3
RAW FOOD**



2020 Program Detail

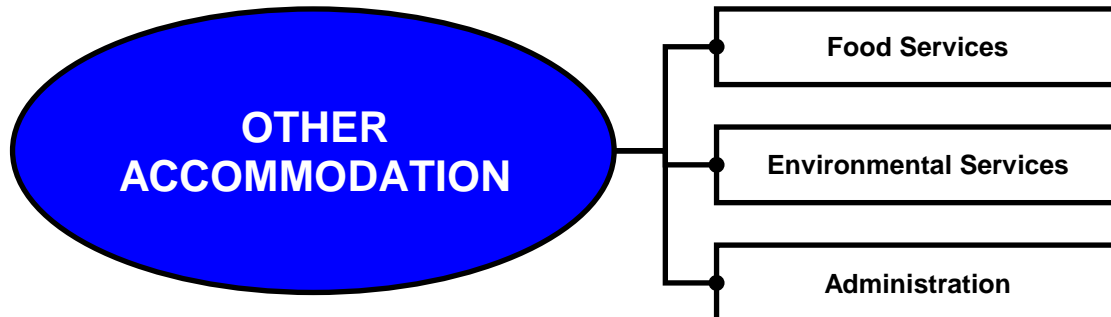
**Social Services - LTC & Services
For Seniors (Hillsdale Estates)**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Food	1,936	1,923	1,961	-	1,961
Medical Care	13	13	13	-	13
Operating Expenses Subtotal	1,949	1,936	1,974	-	1,974
Inter-Departmental Transfers & Recoveries					
Recovery - Adult Day Program	(25)	(25)	(25)	-	(25)
Inter-Departmental Transfers & Recoveries Subtotal	(25)	(25)	(25)	-	(25)
Total Expenses	1,924	1,911	1,949	-	1,949
Revenues					
Provincial Subsidy	(1,053)	(1,050)	(1,054)	-	(1,054)
Fees & Service Charges	(164)	(175)	(177)	10	(167)
Sundry Revenue	(8)	(6)	(6)	-	(6)
Total Revenues	(1,225)	(1,231)	(1,237)	10	(1,227)
Net Program Expenses	699	680	712	10	722



2020 Program Detail

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



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
 - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
 - ◆ The increasing resident acuity levels, often with multiple medical conditions
 - ◆ The increase in mental health issues and disease related to resident aggression
 - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
 - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal, with an emphasis where possible on local foods.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the implementation of Workforce Scheduling Solution technology as well as food services production and clerical software that interfaces with the resident electronic health record.
- ◆ The Manager of Risk and Compliance works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 61.94
2019 Full Time Staff = 61.94



2020 Program Detail

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

Performance Measurements:

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4
OTHER ACCOMMODATION**



2020 Program Detail

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

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	7,990	7,476	7,457	-	7,457
Personnel Related	96	75	75	-	75
Communications	46	62	61	-	61
Supplies	346	356	356	-	356
Utilities	952	1,077	1,050	-	1,050
Medical Care	20	31	31	-	31
Computer Maintenance & Operations	111	155	124	-	124
Materials & Services	492	472	512	-	512
Buildings & Grounds Operations	414	439	463	-	463
Equipment Maintenance & Repairs	170	159	159	-	159
Vehicle Operations	13	13	13	-	13
Debt Charges	835	835	835	-	835
Professional Services	3	3	3	-	3
Financial Expenses	39	39	39	-	39
Minor Assets & Equipment	-	-	25	-	25
Operating Expenses Subtotal	11,527	11,192	11,203	-	11,203
Inter-Departmental Transfers & Recoveries					
Recovery - Adult Day Program	(28)	(28)	(28)	-	(28)
Inter-Departmental Transfers & Recoveries Subtotal	(28)	(28)	(28)	-	(28)
Gross Operating Expenses	11,499	11,164	11,175	-	11,175
Tangible Capital Assets					
New	-	-	-	250	250
Replacement	339	339	74	670	744
Federal Grant	-	-	-	(20)	(20)
Contribution from Reserves / Reserve Funds	(270)	(270)	-	-	-
Total Tangible Capital Assets	69	69	74	900	974
Total Expenses	11,568	11,233	11,249	900	12,149

**PROGRAM 4
OTHER ACCOMMODATION**



2020 Program Detail

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

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Provincial Subsidy	(1,335)	(1,324)	(1,351)	-	(1,351)
Resident Fees - Basic & Preferred Accommodation	(7,748)	(7,690)	(7,694)	(65)	(7,759)
Cable TV Revenue	(55)	(55)	(56)	-	(56)
Total Revenues	(9,138)	(9,069)	(9,101)	(65)	(9,166)
Net Program Expenses	2,430	2,164	2,148	835	2,983

TANGIBLE CAPITAL ASSETS - NEW



2020 Program Detail

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

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
Other Accommodation - Program 5			
1 Security Camera	1	198,000	198,000
2 Computer Hardware/Equipment for Sysco Software program for Food Services	1	10,875	10,875
3 Electrical Charging Station	1	41,000	41,000
			249,875

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

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

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
Nursing and Personal Care - Program 1			
1 Hi-Low Beds	34	2,500	85,000
2 Ceiling Lifts	10	3,587	35,870
3 Surfaces (Mattresses)	31	400	12,400
4 Therapeutic Surfaces (Mattresses)	12	2,500	30,000
			163,270
Other Accommodation - Program 5			
5 Desktop Computers and Monitors	36	1,050	37,800
6 Laptop Computers - Standard	9	1,700	15,300
7 Laptop Computers -Power	3	3,500	10,500
8 Furniture	2	5,315	10,630
			74,230
BUILDING			
Other Accommodation - Program 5			
9 Tub Room Renovatiions	1	670,000	670,000
			670,000
			907,500

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HILLSDALE TERRACES

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PROGRAM SUMMARY



2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
<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)	13,152	12,909	13,018	(1)	13,017
2 Resident Care Program Support (RCPS)	1,359	1,392	1,405	37	1,442
3 Raw Food	1,173	1,180	1,203	-	1,203
4 Other Accommodation					
Administration	1,181	1,185	1,181	39	1,220
Debt Charges	3,434	3,434	3,434	-	3,434
Food Services	2,554	2,639	2,667	30	2,697
Environmental Services	3,958	4,074	4,104	-	4,104
Other Accommodation Subtotal	11,127	11,332	11,386	69	11,455
Operating Subtotal	26,811	26,813	27,012	105	27,117
Tangible Capital Assets:					
1 New - NPC	37	37	-	-	-
4 New - Other Accommodation	-	-	-	175	175
1 Replacement - NPC	67	67	65	-	65
4 Replacement - Other Accommodation	188	188	84	-	84
4 Contribution from Reserves /					
Reserve Funds	(70)	(70)	-	-	-
Federal Grant	-	-	-	(20)	(20)
Tangible Capital Assets Subtotal	222	222	149	155	304
Total Program Expenses	27,033	27,035	27,161	260	27,421
Revenue Programs					
Revenue:					
4 Revenue From Residents	(4,862)	(4,765)	(4,821)	(41)	(4,862)
Provincial Subsidy:					
1 Nursing and Personal Care	(7,677)	(7,693)	(7,744)	-	(7,744)
2 Resident Care Program Support	(915)	(921)	(916)	-	(916)
3 Raw Food	(701)	(699)	(703)	-	(703)
4 Other Accommodation	(870)	(921)	(887)	-	(887)
Provincial Subsidy Subtotal	(10,163)	(10,234)	(10,250)	-	(10,250)

PROGRAM SUMMARY

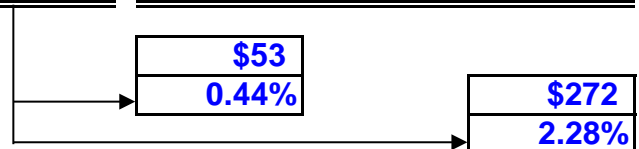


2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Other Revenue:					
1 Nursing and Personal Care	(1)	(4)	(4)	-	(4)
2 Resident Care Program Support	(5)	(5)	(5)	-	(5)
3 Raw Food	(42)	(41)	(41)	-	(41)
4 Other Accommodation	(44)	(38)	(39)	-	(39)
Other Revenue Subtotal	(92)	(88)	(89)	-	(89)
Total Revenue Programs	(15,117)	(15,087)	(15,160)	(41)	(15,201)
Net Program Expenses	11,916	11,948	12,001	219	12,220

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	137	Economic increases
Salaries & Benefits	102	Annualization - 2 positions
Operating Expenses	19	Inflationary increases
Operating Expenses	(46)	Remove one-time items (various)
Minor Assets & Equipment	(4)	Reduced requirements
Major Repairs & Renovations	(10)	Remove one-time items (various)
Tangible Capital Assets - New	(37)	Reduced requirements
Tangible Capital Assets - Replacement	(106)	Reduced requirements
Contribution From Reserve/Reserve Fund	70	Remove one-time contribution
Revenue from Residents	(56)	Provincial funding formula
Provincial Subsidy	(16)	Provincial funding formula
	53	

EXPLANATION OF PROGRAM CHANGES



2020 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: Coordinator of Administrative Services, effective July 1, 2020, to oversee a variety of non-clinical nursing functions currently being managed by nursing managers (Annualized cost is \$112k) (1.0 FTE) ◆ Position Reclassification: Vacant Registered Nurse (RN) to Nurse Practitioner (NP), to expand current nursing and medical services. Increasing complexity of resident health conditions requires the level of expertise of an NP to work in collaboration with the medical team at the home and in the community ◆ New Position: Personal Support Worker (PSW), effective July 1, 2020, to improve the home's capacity to manage increased behaviors and levels of care, and allow for consistent staffing levels across all Resident Home Areas. (Annualized cost is \$73k) (1.0 FTE) ◆ Transfer 1 Full-time Clerk 2 position to LTC Administration to reflect centralization of scheduling responsibilities (-1.0 FTE) ◆ Transfer Part-time Clerk 2 hours to LTC Administration to reflect centralization of scheduling responsibilities ◆ Education & Training: One-time Increase for training costs related to point of care (POC) electronic documentation 	<p>56</p> <p>29</p> <p>37</p> <p>(80)</p> <p>(53)</p> <p>10</p> <hr style="border: 0.5px solid black;"/> <p>(1)</p>
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Resident Care Program Support (RCPS)

Recreation Services

<ul style="list-style-type: none"> ◆ New Position: Recreation Programmer, effective July 1, 2020, to allow for increased individualized resident programming to enhance quality of life, engage residents in a meaningful way and reduce boredom (Annualized cost is \$73k) (1.0 FTE) 	<p>37</p> <hr style="border: 0.5px solid black;"/> <p>37</p>
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Other Accommodation

Home Administration

<ul style="list-style-type: none"> ◆ Hardware and Software Maintenance: Increase for Sysco Software Program for dietary services ◆ Major Repairs & Renovations: Access Card Readers to Resident Home Areas 	<p>12</p> <p>27</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal 39</p>
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Food Services

<ul style="list-style-type: none"> ◆ Increase Part-time hours for the Cook position (0.4 FTE) to allow for 7 days per week coverage 	<p>30</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal 30</p> <hr style="border: 0.5px solid black;"/> <p>69</p>
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EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

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

(\$,000's)

Tangible Capital Assets

New

◆ Other Accommodation - Computer Hardware for new Sysco Software program implementation.	9
◆ Other Accommodation - Security Cameras	125
◆ Other Accommodation - Electrical Charging Station	41
◆ Other Accommodation - Federal grant	(20)
	<u>155</u>

Revenues

Revenue from Residents

Other Accommodation

◆ Preferred Accommodation: Increase to reflect actual and anticipated revenues	(41)
	<u>(41)</u>
	<u>219</u>

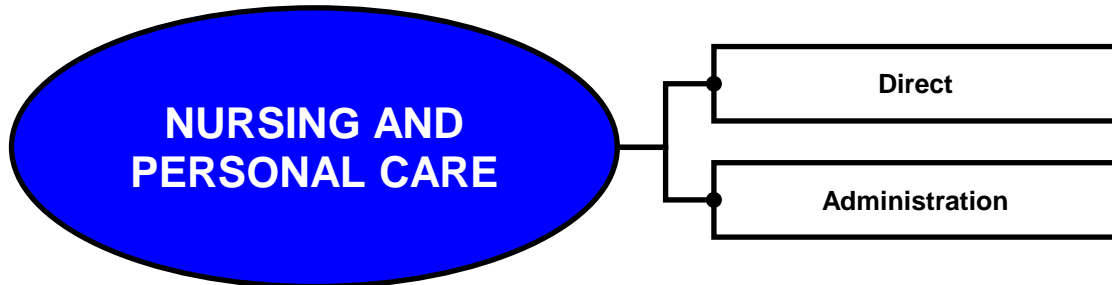
Total Program Changes

219



2020 Program Detail

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



Purpose:

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 200 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

Description of Program Activities:

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, and the creation of Ontario Health Teams, and the ongoing review of the funding envelopes by the Ministry of Long-Term Care (MOLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOLTC on a 95 per cent - 5 per cent basis. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for residents with high intensity needs.
- ◆ Phlebotomy service is funded through the MOLTC and is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 91.4 New Positions: 1 Personal Support Worker, 1 Coordinator, Administrative Services
Position Transfer: 1 Scheduling Clerk to LTC Administration
- 2019 Full Time Staff = 90.4



2020 Program Detail

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

Performance Measurements:

Overview

- ◆ Hillsdale Terraces is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Hillsdale Terraces achieved a 4 year Accreditation with Exemplary Standing in 2018.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

Quality and Risk Management Indicators

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

Resource Utilization Groups (RUGS) Case Mix Index (CMI)

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Hillsdale Terraces has not been informed by the Province of its new CMI which will come into effect April 1, 2020. The current CMI of 96.98 will remain in effect until March 31, 2020. No change in the CMI is projected for April 1, 2020.



2020 Program Detail

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

Performance Measurements (continued):

Average Occupancy

- ◆ Hillsdale Terraces continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Hillsdale Terraces.

		Hillsdale Terraces
	2019 Target	99.5%
	2019 Estimated Actual	99.2%
	2020 Target	99.5%

Annual Resident and Family Overall Satisfaction with Care and Service Delivery

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Hillsdale Terraces' 2019 survey results showed a 85.1 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOLTC. Hillsdale Terraces' results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Hillsdale Terraces has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". Quality Councils, and Resident and Family Councils are in all homes to monitor the improvement activities in each home. This has provided for more front-line staff and resident/family involvement in making a difference.

PROGRAM 1 NURSING AND PERSONAL CARE



2020 Program Detail

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

Performance Measurements (continued):

Hours of Nursing and Personal Care per Resident per Day

Hillsdale Terraces Paid Hours	
2019 Target	3.21
2019 Estimated Actual	3.23
2020 Target	3.24

- ◆ Hillsdale Terraces is committed to providing the highest quality of care to its residents. The staffing dollars enable Hillsdale Terraces to provide 3.24 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Hillsdale Terraces staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

Per Diem

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1
NURSING AND PERSONAL CARE**



2020 Program Detail

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

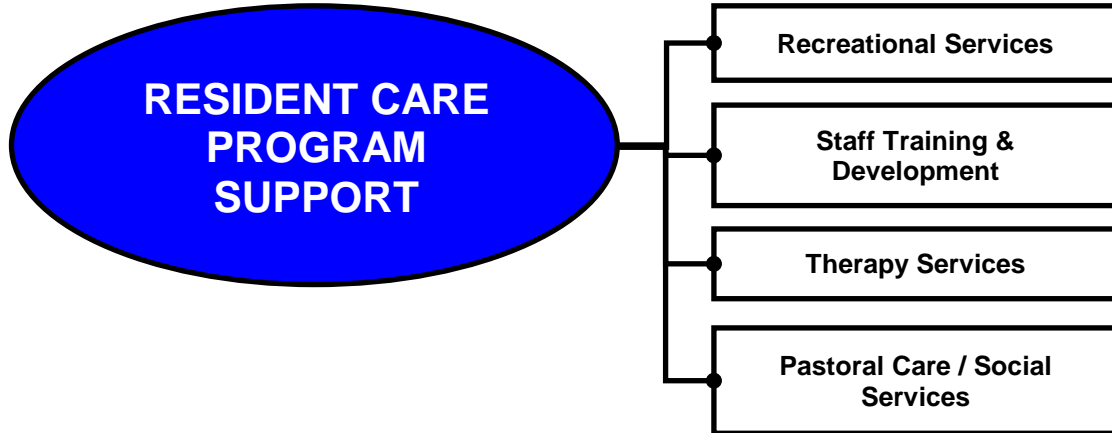
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	12,732	12,425	12,580	(11)	12,569
Personnel Related	7	56	10	10	20
Medical Care	362	373	373	-	373
Materials & Services	3	7	7	-	7
Professional Services	48	48	48	-	48
Gross Operating Expenses	13,152	12,909	13,018	(1)	13,017
Tangible Capital Assets					
New	37	37	-	-	-
Replacement	67	67	65	-	65
Total Tangible Capital Assets	104	104	65	-	65
Total Expenses	13,256	13,013	13,083	(1)	13,082
Revenues					
Provincial Subsidy	(7,677)	(7,693)	(7,744)	-	(7,744)
Sundry Revenue	(1)	(4)	(4)	-	(4)
Total Revenues	(7,678)	(7,697)	(7,748)	-	(7,748)
Net Program Expenses	5,578	5,316	5,335	(1)	5,334

PROGRAM 2 RESIDENT CARE PROGRAM SUPPORT



2020 Program Detail

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



Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 200 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Hillsdale Terraces provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.

PROGRAM 2 RESIDENT CARE PROGRAM SUPPORT



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative and end of life care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 11.0 New Position: 1 Recreation Programmer
2019 Full Time Staff = 10.0

Performance Measurements:

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 2
RESIDENT CARE PROGRAM SUPPORT**



2020 Program Detail

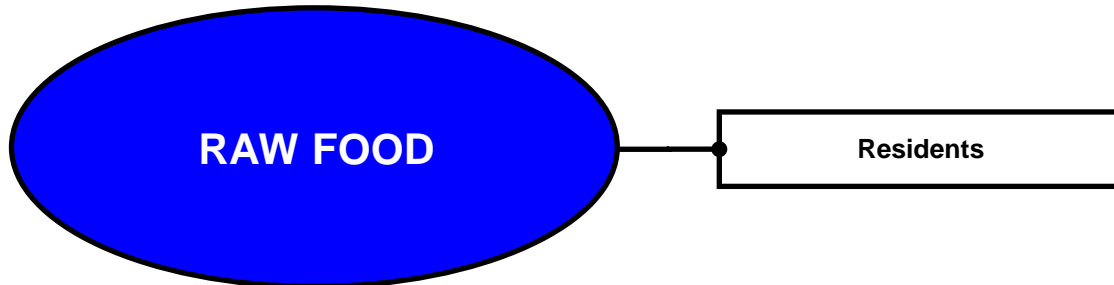
**Social Services - LTC & Services
For Seniors (Hillsdale Terraces)**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,114	1,141	1,154	37	1,191
Personnel Related	-	-	-	-	-
Communications	5	5	5	-	5
Supplies	54	60	60	-	60
Medical Care	20	20	20	-	20
Professional Services	166	166	166	-	166
Total Expenses	1,359	1,392	1,405	37	1,442
Revenues					
Provincial Subsidy	(915)	(921)	(916)	-	(916)
Sundry Revenue	(5)	(5)	(5)	-	(5)
Total Revenues	(920)	(926)	(921)	-	(921)
Net Program Expenses	439	466	484	37	521



2020 Program Detail

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



Purpose:

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

Description of Program Activities:

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.

**Historical Diet Levels
Number of Residents**

	2018	2019
High Nutritional Risk	102	92
Texture Modified (e.g. minced, pureed)	50	65
Therapeutic (e.g. diabetic, renal, gluten free)	43	52
Nutritional Supplements	41	50

Statistical information in the above table provided by Hillsdale Terraces

- ◆ As the above table shows, Hillsdale Terraces continues to have a large number of residents requiring specialized diets. The 2019 figures indicate that 46 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Hillsdale Terraces resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 23 per cent require total assistance.



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Hillsdale Terraces resident while controlling raw food expenditures.

Performance Measurements:

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.



2020 Program Detail

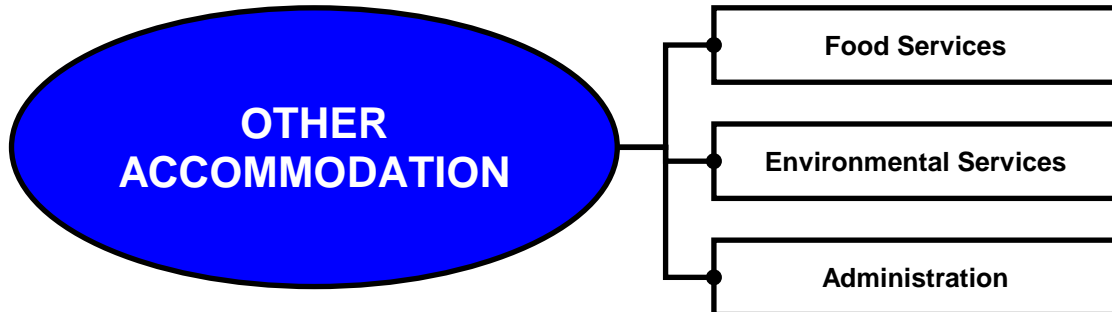
**Social Services - LTC & Services
For Seniors (Hillsdale Terraces)**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Food	1,172	1,171	1,194	-	1,194
Medical Care	1	9	9	-	9
Total Expenses	1,173	1,180	1,203	-	1,203
Revenues					
Provincial Subsidy	(701)	(699)	(703)	-	(703)
Fees & Service Charges	(41)	(41)	(41)	-	(41)
Sundry Revenue	(1)	-	-	-	-
Total Revenues	(743)	(740)	(744)	-	(744)
Net Program Expenses	430	440	459	-	459



2019 Program Detail

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



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
 - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
 - ◆ The increasing resident acuity levels, often with multiple medical conditions
 - ◆ The increase in mental health issues and disease related to resident aggression
 - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
 - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



2019 Program Detail

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

Description of Program Activities (continued):

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal, with an emphasis where possible on local foods.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the implementation of Workforce Scheduling Solution technology as well as food services production and clerical software that interfaces with the resident electronic health record.
- ◆ The Manager of Risk and Compliance works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 43.0
2019 Full Time Staff = 43.0

PROGRAM 4 OTHER ACCOMMODATION



2019 Program Detail

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

Performance Measurements:

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4
OTHER ACCOMMODATION**



2020 Program Detail

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

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	5,754	5,828	5,899	30	5,929
Personnel Related	56	58	59	-	59
Communications	44	99	99	-	99
Supplies	193	209	208	-	208
Utilities	541	662	662	-	662
Medical Care	27	25	25	-	25
Computer Maintenance & Operations	83	97	80	12	92
Materials & Services	343	307	331	-	331
Buildings & Grounds Operations	446	440	430	-	430
Equipment Maintenance & Repairs	169	125	125	-	125
Debt Charges	3,434	3,434	3,434	-	3,434
Professional Services	3	3	3	-	3
Financial Expenses	25	26	26	-	26
Minor Assets & Equipment	9	9	5	-	5
Major Repairs & Renovations	-	10	-	27	27
Gross Operating Expenses	11,127	11,332	11,386	69	11,455
Tangible Capital Assets					
New	-	-	-	175	175
Replacement	188	188	84	-	84
Federal Grant	-	-	-	(20)	(20)
Contribution from Reserves / Reserve Funds	(70)	(70)	-	-	-
Total Tangible Capital Assets	118	118	84	155	239
Total Expenses	11,245	11,450	11,470	224	11,694
Revenues					
Provincial Subsidy	(870)	(921)	(887)	-	(887)
Resident Fees - Basic & Preferred Accommodation	(4,862)	(4,765)	(4,821)	(41)	(4,862)
Cable TV Revenue	(38)	(38)	(39)	-	(39)
Sundry Revenue	(6)	-	-	-	-
Total Revenues	(5,776)	(5,724)	(5,747)	(41)	(5,788)
Net Program Expenses	5,469	5,726	5,723	183	5,906

TANGIBLE CAPITAL ASSETS - NEW



2020 Program Detail

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

Description	Qty	Unit Cost	Total
		\$	\$
MACHINERY & EQUIPMENT			
<u>Other Accommodation - Program 5</u>			
1 Security Cameras	1	125,000	125,000
2 Computer Hardware/Equipment for Sysco Software program for Food Services		8,700	8,700
3 Electrical Charging Station	1	41,000	41,000
		Subtotal	<u>174,700</u>
			<u><u>174,700</u></u>

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

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

Description	Qty	Unit Cost	Total
		\$	\$
MACHINERY & EQUIPMENT			
<u>Nursing and Personal Care - Program 1</u>			
1 Ceiling Lifts	10	2,500	25,000
2 Mattresses/Surfaces	60	500	30,000
3 Hi Low Beds	4	2,500	10,000
		Subtotal	<u>65,000</u>
<u>Other Accommodation - Program 5</u>			
4 Desktop Computers and Monitors	30	1,050	31,500
5 Laptops - Standard	7	1,700	11,900
6 Laptops - Power	2	3,500	7,000
7 Tablets	2	2,000	4,000
8 Printers	2	1,250	2,500
9 Retherm Units	1	22,000	22,000
10 Duel Temp Cabinets	5	1,100	5,500
		Subtotal	<u>84,400</u>
			<u><u>149,400</u></u>

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LAKEVIEW MANOR

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PROGRAM SUMMARY



2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Nursing and Personal Care (NPC)	9,640	10,090	10,295	-	10,295
2 Resident Care Program Support (RCPS)	1,492	1,461	1,474	-	1,474
3 Raw Food	723	750	764	-	764
4 Other Accommodation					
Administration	898	888	885	-	885
Debt Charges	2,593	2,593	2,593	-	2,593
Food Services	1,792	1,791	1,791	-	1,791
Environmental Services	2,906	3,032	3,077	-	3,077
Other Accommodation Subtotal	8,189	8,304	8,346	-	8,346
Operating Subtotal	20,044	20,605	20,879	-	20,879
Tangible Capital Assets:					
1 New - NPC	23	23	-	-	-
4 New - Other Accommodation	-	-	-	158	158
1 Replacement - NPC	257	257	114	45	159
4 Replacement - Other Accommodation	52	52	-	82	82
4 Federal Grant	-	-	-	(20)	(20)
Tangible Capital Assets Subtotal	332	332	114	265	379
Total Program Expenses	20,376	20,937	20,993	265	21,258
Revenue Programs					
Revenue:					
4 Revenue From Residents	(3,552)	(3,458)	(3,501)	(68)	(3,569)
Provincial Subsidy:					
1 Nursing and Personal Care	(5,720)	(5,806)	(5,697)	-	(5,697)
2 Resident Care Program Support	(682)	(686)	(682)	-	(682)
3 Raw Food	(521)	(522)	(524)	-	(524)
4 Other Accommodation	(695)	(721)	(693)	-	(693)
Provincial Subsidy Subtotal	(7,618)	(7,735)	(7,596)	-	(7,596)

PROGRAM SUMMARY

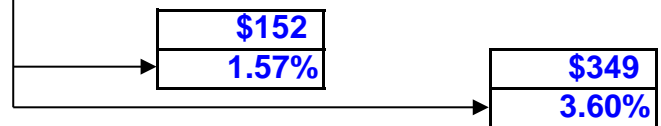


2020 Business Plan

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

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Other Revenue:					
2 Resident Care Program Support	(4)	(4)	(4)	-	(4)
3 Raw Food	(26)	(25)	(25)	-	(25)
4 Other Accommodation	(26)	(26)	(26)	-	(26)
Other Revenue Subtotal	(56)	(55)	(55)	-	(55)
Total Revenue Programs	(11,226)	(11,248)	(11,152)	(68)	(11,220)
Net Program Expenses	9,150	9,689	9,841	197	10,038

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	132	Economic increases
Salaries & Benefits	135	Annualization - 3 positions
Operating Expenses	42	Inflationary increases
Operating Expenses	(3)	Utility Savings
Operating Expenses	(13)	Remove one-time items
Minor Assets & Equipment	(17)	Reduced requirement
Tangible Capital Assets - New	(23)	Reduced requirement
Tangible Capital Assets - Replacement	(195)	Reduced requirement
Revenue from Residents	(44)	Provincial funding formula
Provincial Subsidy	138	Provincial funding formula
	152	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

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

(\$,000's)

Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> ◆ New Positions: 2 Personal Support Workers (PSW), effective July 1, 2020, to improve capacity for managing increased behaviours and levels of care, and to allow for consistent staffing levels across all Resident Home Areas. (Annualized cost is \$147k). (2.0 FTE) ◆ Increase Part-time hours for PSW. 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 ◆ Transfer 1 Full-time Clerk 2 position to LTC Administration to reflect centralization of scheduling responsibilities. (-1.0 FTE) ◆ Transfer Part-time Clerk 2 hours to LTC Administration to reflect centralization of scheduling responsibilities ◆ Education & Training: One-time increase for training costs related to point of care (POC) electronic documentation 	<p>74</p> <p>61</p> <p>(80)</p> <p>(63)</p> <p>8</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: center;">-</p> <hr style="border: 0.5px solid black;"/>
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Tangible Capital Assets

New

<ul style="list-style-type: none"> ◆ Other Accommodation - Security Cameras ◆ Other Accommodation - Computer Hardware for new Sysco Software program implementation ◆ Other Accommodation - Electric Vehicle Charging Stations 	<p>91</p> <p>9</p> <p>58</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">Subtotal</p> <hr style="border: 0.5px solid black;"/> <p>158</p>
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Replacement

<ul style="list-style-type: none"> ◆ Nursing and Personal Care: Bath Tub ◆ Nursing and Personal Care: Hi-Low beds ◆ Other Accommodation - Desktop Computers ◆ Other Accommodation - Laptops ◆ Other Accommodation - Dish Machine 	<p>30</p> <p>15</p> <p>21</p> <p>16</p> <p>45</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">Subtotal</p> <hr style="border: 0.5px solid black;"/> <p>127</p>
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Financing

<ul style="list-style-type: none"> ◆ Other Accommodation - Federal Grant for partial funding of the Electric Vehicle Charging Stations 	<p>(20)</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">Subtotal</p> <hr style="border: 0.5px solid black;"/> <p>(20)</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: center;">265</p> <hr style="border: 0.5px solid black;"/>
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EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

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

(\$,000's)

Revenues

Other Accommodation

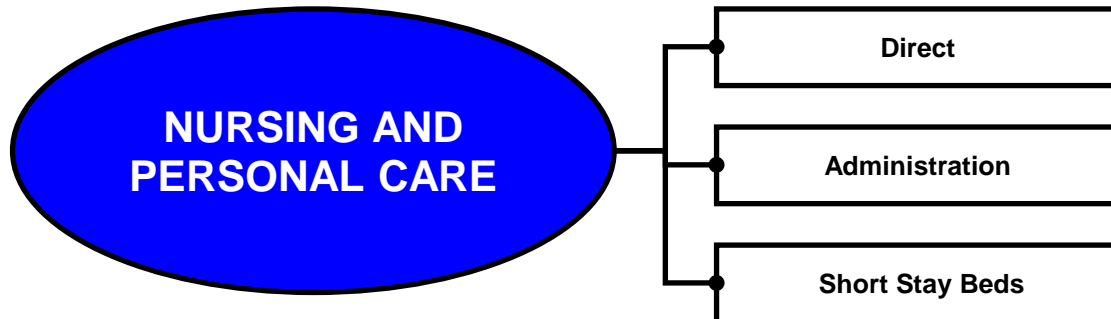
◆ Preferred Accommodation: Increase to reflect historical and anticipated revenues	(68)
	<u>(68)</u>
Total Program Changes	<u><u>197</u></u>

PROGRAM 1 NURSING AND PERSONAL CARE



2020 Program Detail

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



Purpose:

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 149 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

Description of Program Activities:

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director, in collaboration with the Nurse Practitioner, ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, and the creation of Ontario Health Teams, and the ongoing review of the funding envelopes by the Ministry of Long-Term Care (MOLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOLTC on a 95 per cent - 5 per cent basis. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for residents with high intensity needs.
- ◆ Phlebotomy service is funded through the MOLTC and is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 73.5
New Positions: 2 Personal Support Workers to improve capacity for managing increased behaviours and levels of care, and to allow for consistent staffing levels across all Resident Home Areas
Position Transfer: 1 Scheduling Clerk to LTC Administration to reflect centralization of scheduling responsibilities
- ◆ 2019 Full Time Staff = 72.5



2020 Program Detail

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

Performance Measurements:

Overview

- ◆ Lakeview Manor is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Lakeview Manor achieved a 4 year Accreditation with Exemplary Standing in 2018.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

Quality and Risk Management Indicators

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

Resource Utilization Groups (RUGS) Case Mix Index (CMI)

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Lakeview Manor has not been informed by the Province of its new CMI which will come into effect April 1, 2020. The current CMI of 94.89 will remain in effect until March 31, 2020. No change in the CMI is projected for April 1, 2020.



2020 Program Detail

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

Performance Measurements (continued):

Average Occupancy

- ◆ Lakeview Manor continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Lakeview Manor.

		Lakeview Manor
	2019 Target	99.5%
	2019 Estimated Actual	98.5%
	2020 Target	99.5%

Annual Resident and Family Overall Satisfaction with Care and Service Delivery

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Lakeview Manor's 2019 survey results showed a 98.3 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOLTC. Lakeview's results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Lakeview Manor has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". Quality Councils, and Resident and Family Councils are in all homes to monitor the improvement activities in each home. This has provided for more front-line staff and resident/family involvement in making a difference.



2020 Program Detail

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

Performance Measurements (continued):

Hours of Nursing and Personal Care per Resident per Day

Lakeview Manor Paid Hours	
2019 Target	3.18
2019 Estimated Actual	3.14
2020 Target	3.27

- ◆ Lakeview Manor is committed to providing the highest quality of care to its residents. The staffing dollars enable Lakeview Manor to provide 3.27 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Lakeview Manor staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

Per Diem

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1
NURSING AND PERSONAL CARE**



2020 Program Detail

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

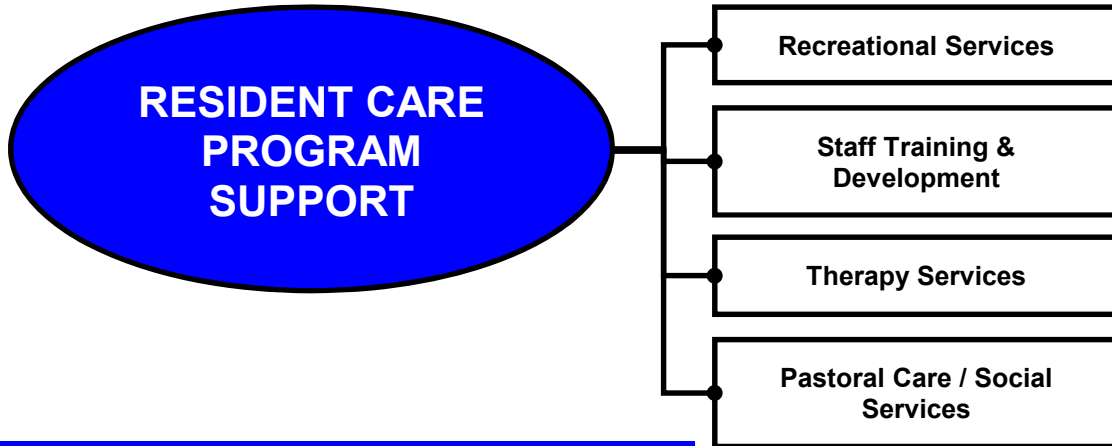
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	9,390	9,788	9,993	(8)	9,985
Personnel Related	1	6	6	8	14
Medical Care	209	246	246	-	246
Materials & Services	2	10	10	-	10
Professional Services	38	40	40	-	40
Gross Operating Expenses	9,640	10,090	10,295	-	10,295
Tangible Capital Assets					
New	23	23	-	-	-
Replacement	257	257	114	45	159
Total Tangible Capital Assets	280	280	114	45	159
Total Expenses	9,920	10,370	10,409	45	10,454
Revenues					
Provincial Subsidy	(5,720)	(5,806)	(5,697)	-	(5,697)
Total Revenues	(5,720)	(5,806)	(5,697)	-	(5,697)
Net Program Expenses	4,200	4,564	4,712	45	4,757

PROGRAM 2 RESIDENT CARE PROGRAM SUPPORT



2020 Program Detail

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



Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 149 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during all days, evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Lakeview Manor provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.

PROGRAM 2 RESIDENT CARE PROGRAM SUPPORT



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative and end of life care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 9.0
2019 Full Time Staff = 9.0

Performance Measurements:

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 2
RESIDENT CARE PROGRAM SUPPORT**



2020 Program Detail

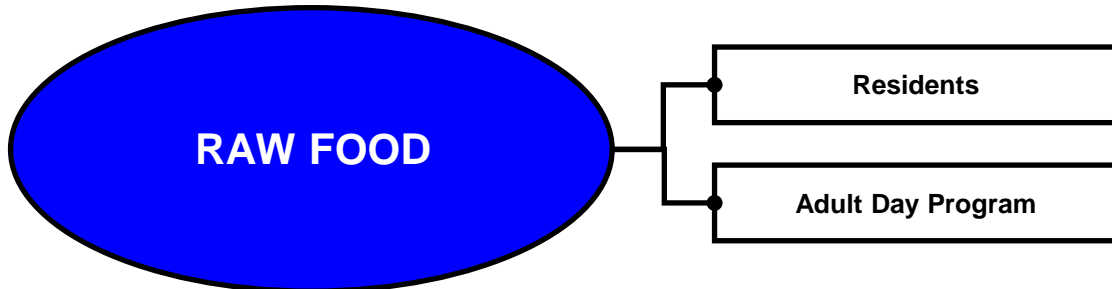
**Social Services - LTC & Services
For Seniors (Lakeview Manor)**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,271	1,260	1,273	-	1,273
Communications	2	4	4	-	4
Supplies	80	55	55	-	55
Medical Care	15	15	15	-	15
Materials & Services	1	4	4	-	4
Professional Services	123	123	123	-	123
Total Expenses	1,492	1,461	1,474	-	1,474
Revenues					
Provincial Subsidy	(682)	(686)	(682)	-	(682)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(686)	(690)	(686)	-	(686)
Net Program Expenses	806	771	788	-	788



2020 Program Detail

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



Purpose:

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

Description of Program Activities:

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



2020 Program Detail

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

Description of Program Activities (continued):

**Historical Diet Levels
Number of Residents**

	2018	2019
High Nutritional Risk	61	61
Texture Modified (e.g. minced, pureed)	56	49
Therapeutic (e.g. diabetic, renal, gluten free)	33	26
Nutritional Supplements	41	49

Statistical information in the above table provided by Lakeview Manor

- ◆ As the above table shows, Lakeview Manor continues to have a large number of residents requiring specialized diets. The 2019 figures indicate that 41 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Lakeview Manor resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 31 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Lakeview Manor resident while controlling raw food expenditures.
- ◆ Meals and snacks are provided to clients of the Adult Day Program on a cost recovery basis.

Performance Measurements:

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3
RAW FOOD**



2020 Program Detail

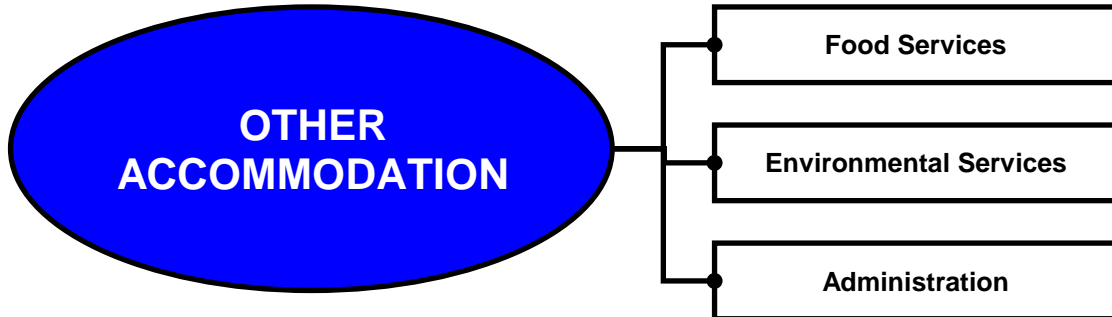
**Social Services - LTC & Services
For Seniors (Lakeview Manor)**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Food	726	745	760	-	760
Medical Care	-	7	7	-	7
Operating Expenses Subtotal	726	752	767	-	767
Inter-Departmental Transfers & Recoveries					
Recovery - Adult Day Program	(3)	(2)	(3)	-	(3)
Inter-Departmental Transfers & Recoveries Subtotal	(3)	(2)	(3)	-	(3)
Total Expenses	723	750	764	-	764
Revenues					
Provincial Subsidy	(521)	(522)	(524)	-	(524)
Fees & Service Charges	(21)	(20)	(20)	-	(20)
Sundry Revenue	(5)	(5)	(5)	-	(5)
Total Revenues	(547)	(547)	(549)	-	(549)
Net Program Expenses	176	203	215	-	215



2020 Program Detail

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



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
 - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
 - ◆ The increasing resident acuity levels, often with multiple medical conditions
 - ◆ The increase in mental health issues and disease related to resident aggression
 - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
 - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



2020 Program Detail

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

Description of Program Activities (continued):

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal, with an emphasis where possible on local foods.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the implementation of Workforce Scheduling Solution technology as well as food services production and clerical software that interfaces with the resident electronic health record.
- ◆ The Manager of Risk and Compliance works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 30.98
2019 Full Time Staff = 30.98



2020 Program Detail

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

Performance Measurements:

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4
OTHER ACCOMMODATION**



2020 Program Detail

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

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	4,086	4,099	4,148	-	4,148
Personnel Related	71	89	89	-	89
Communications	46	98	98	-	98
Supplies	178	136	135	-	135
Utilities	438	513	511	-	511
Medical Care	19	20	19	-	19
Computer Maintenance & Operations	71	91	78	-	78
Materials & Services	216	202	224	-	224
Buildings & Grounds Operations	258	268	273	-	273
Equipment Maintenance & Repairs	198	178	178	-	178
Vehicle Operations	4	6	6	-	6
Debt Charges	2,593	2,593	2,593	-	2,593
Professional Services	3	3	3	-	3
Financial Expenses	19	19	19	-	19
Minor Assets & Equipment	17	17	-	-	-
Operating Expenses Subtotal	8,217	8,332	8,374	-	8,374
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Transfers & Recoveries Subtotal	(28)	(28)	(28)	-	(28)
Gross Operating Expenses	8,189	8,304	8,346	-	8,346
Tangible Capital Assets					
New	-	-	-	158	158
Replacement	52	52	-	82	82
Federal Grant	-	-	-	(20)	(20)
Total Tangible Capital Assets	52	52	-	220	220
Total Expenses	8,241	8,356	8,346	220	8,566

**PROGRAM 4
OTHER ACCOMMODATION**



2020 Program Detail

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

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Provincial Subsidy	(695)	(721)	(693)	-	(693)
Resident Fees - Basic & Preferred Accommodation	(3,552)	(3,458)	(3,502)	(68)	(3,570)
Cable TV Revenue	(26)	(26)	(26)	-	(26)
Total Revenues	(4,273)	(4,205)	(4,221)	(68)	(4,289)
Net Program Expenses	3,968	4,151	4,125	152	4,277

TANGIBLE CAPITAL ASSETS - NEW



2020 Program Detail

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

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
<u>Other Accommodation - Program 5</u>			
1 Security Cameras	1	91,000	91,000
2 Computer Hardware/Equipment for Sysco Software program for Food Services	1	8,700	8,700
3 Electrical Charging Station	1	58,400	58,400
			158,100

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

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

Description	Qty	Unit Cost	Total
MACHINERY & EQUIPMENT		\$	\$
Nursing and Personal Care - Program 1			
1 Mattresses/Surfaces	9	1,000	9,000
2 Bath Tubs	3	30,000	90,000
3 Tub Chairs	3	15,000	45,000
4 Hi-Low Beds	6	2,500	15,000
			159,000
Other Accommodation - Program 5			
5 Desktop Computers and Monitors	20	1,050	21,000
6 Laptops - Standard	3	1,700	5,100
7 Laptops - Power	3	3,500	10,500
8 Dish Machine	1	45,000	45,000
			81,600
			240,600

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ADULT DAY PROGRAM

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PROGRAM DETAIL

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PROGRAM SUMMARY



2020 Business Plan

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

By Program (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense/Revenue Programs	\$	\$	\$	\$	\$
Operating:					
1 Adult Day Program	952	897	858	-	858
1 Contribution from Province	(724)	(724)	(670)	-	(670)
1 Revenue - Other	(103)	(111)	(111)	-	(111)
Net Program Expenses	125	62	77	-	77

Summary of Increase (Decrease)

\$15	24.19%	\$15	24.19%
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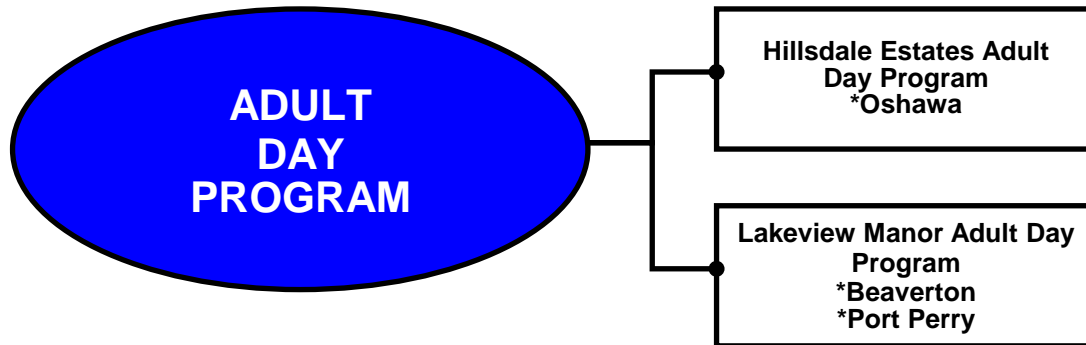
Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	14	Economic increases
Operating Expenses	(54)	Remove one-time expenses
Operating Expenses	1	Inflationary adjustments
Provincial Subsidy	54	Remove one-time subsidy
	<u>15</u>	



2020 Program Detail

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



Purpose:

- ◆ To provide day programs to meet the needs of frail, physically disabled and/or cognitively impaired adults living in the community.
- ◆ To provide respite and assist the family caregiver.

Description of Program Activities:

- ◆ The programs provide structured activities, including social interaction, exercises, and recreation.
- ◆ Individualized client goals, care plans and activities are developed in co-operation with caregivers.

Description of Program Resources:

- ◆ The Province funds the Program, which is supplemented by a daily fee of \$21.
- ◆ 2020 Full Time Staff = 4.08
2019 Full Time Staff = 4.08

Performance Measurements:

- ◆ Units of service for the Hillsdale Estates program - Participant Days
- ◆ Units of service for the Lakeview Manor program - Participant Days
- ◆ Client Satisfaction Survey

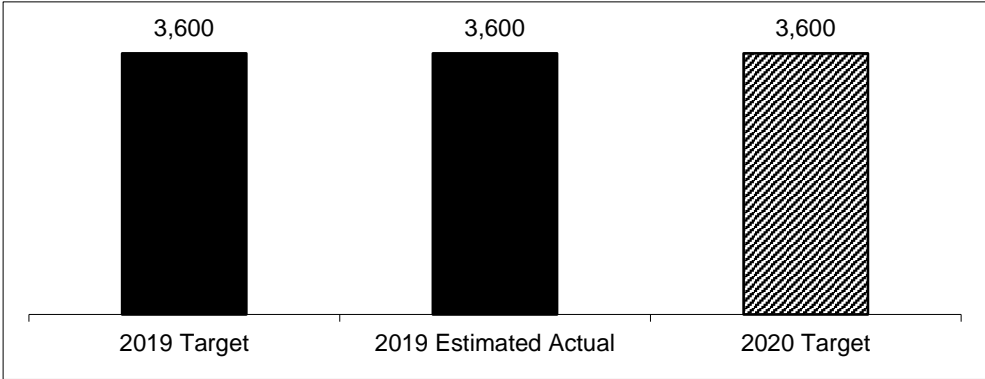


2020 Program Detail

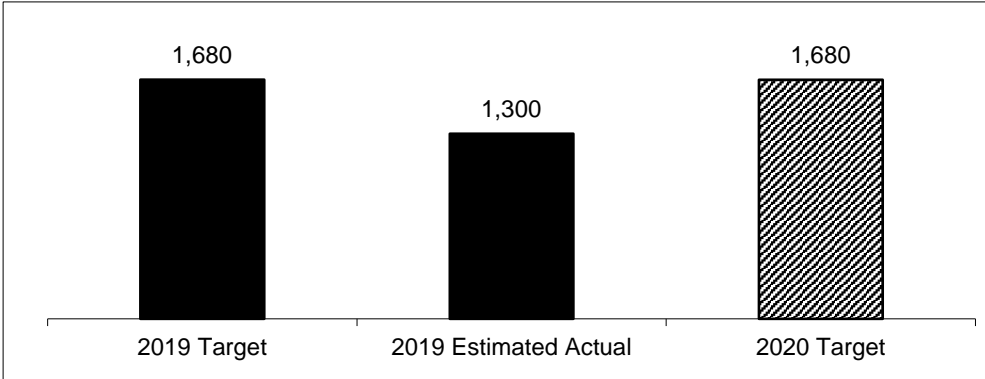
**Social Services - LTC & Services
For Seniors - Adult Day Program**

Performance Data:

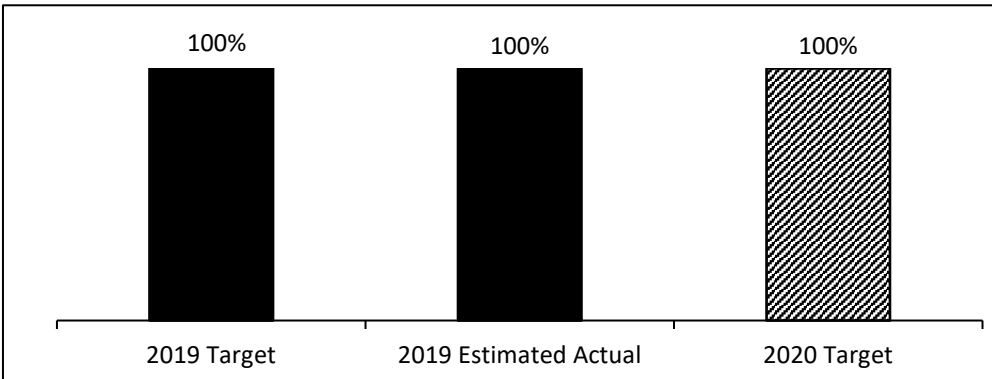
Participant Days: Hillsdale Estates Program



Participant Days: Lakeview Manor Program



Client Satisfaction Survey



**PROGRAM 1
ADULT DAY PROGRAM**



2020 Program Detail

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

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	772	709	724	-	724
Personnel Related	3	5	5	-	5
Communications	3	2	2	-	2
Supplies	63	74	19	-	19
Food	6	8	8	-	8
Materials & Services	9	3	3	-	3
Professional Services	3	3	3	-	3
Operating Expenses Subtotal	859	804	764	-	764
Inter-Departmental Transfers & Recoveries					
Social Assistance Charge	10	10	10	-	10
Hillsdale Estates Charge	28	28	28	-	28
Lakeview Manor Charge	28	28	28	-	28
Hillsdale Estates - Food Charge	25	25	25	-	25
Lakeview Manor - Food Charge	2	2	3	-	3
Inter-Departmental Transfers & Recoveries Subtotal	93	93	94	-	94
Total Expenses	952	897	858	-	858
Revenues					
Provincial Subsidy - One Time	(54)	(54)	-	-	-
Provincial Subsidy	(670)	(670)	(670)	-	(670)
Fees & Service Charges	(103)	(111)	(111)	-	(111)
Total Revenues	(827)	(835)	(781)	-	(781)
Net Program Expenses	125	62	77	-	77

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2020 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 Mobility 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 potential Community Benefits Charges, 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 one window 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.



2020 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 the GO East Extension).
- ◆ 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. ◆ Update of the Regional Cycling Plan. 	

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. ◆ Co-lead in the preparation of the Community Safety and Wellness Plan. 	



2020 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. ◆ Protect and maintain the Region's prime agricultural lands. ◆ 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. ◆ Implement the action items of the Transportation Master Plan (TMP). 	

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. ◆ Implement a collaborative approach with area municipalities and other stakeholders toward the development and implementation of a new Regional Official Plan. 	

STRATEGIC PLANNING



2020 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

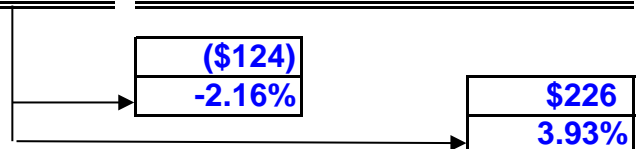


2020 Business Plan

Planning

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Policy and Special Studies	1,338	1,431	1,453	3	1,456
2 Transportation Planning	867	1,149	1,086	134	1,220
3 Plan Implementation	1,363	1,421	1,437	-	1,437
4 Land Division	219	220	222	(80)	142
5 Executive	451	451	455	-	455
6 Administration and Support Services	1,267	1,347	1,324	125	1,449
7 Citizen Advisory Committees	17	35	34	-	34
8 Headquarters Shared Cost	430	430	378	63	441
Operating Subtotal	5,952	6,484	6,389	245	6,634
Tangible Capital Assets:					
9 New	30	30	-	-	-
10 Replacement	40	40	41	-	41
Tangible Capital Assets Subtotal	70	70	41	-	41
Total Program Expenses	6,022	6,554	6,430	245	6,675
Revenue Programs					
2 Transportation Planning	(60)	(90)	(90)	90	-
6 Administration and Support Services	(2)	(1)	(1)	-	(1)
11 Application and Approval	(653)	(710)	(710)	15	(695)
Total Revenue Programs	(715)	(801)	(801)	105	(696)
Net Program Expenses	5,307	5,753	5,629	350	5,979

Summary of Increase (Decrease)





2020 Business Plan

Planning

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	72	Economic increases
Operating Expenses	5	Inflationary increases
Operating Expenses	(52)	Headquarters shared cost
Various	(116)	Line-by-Line Review savings
Tangible Capital Assets - New	(31)	Remove one-time items
Tangible Capital Assets - Replacement	1	Increased requirement
Recovery from Transit	(3)	Economic increase
	<u>(124)</u>	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Planning

(\$,000's)

Policy and Special Studies

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

Transportation Planning

♦ Increase for one-time acquisition of Software (\$20k) and annual Software Maintenance and Licencing (\$20k) to replace Smart Commute tool and website previously provided by Metrolinx.	40
♦ Net increase in expenses for 2020 Transportation Studies, specifically, an increase for Transportation Master Plan related studies (\$10k), Data Consortium (\$46k), and Cordon Count (\$50k), offset by a decrease in Walking Network Database (-\$12k).	94
	134

Land Division

♦ Position Transfer: 1 Clerk Steno to Administration, effective January 1, 2020 to achieve efficiencies by amalgamating all Clerk Stenos into one administrative team.	(80)
	(80)

Administration and Support Services

♦ Position Transfer: 1 Clerk Steno from Land Division, effective January 1, 2020 to achieve efficiencies by amalgamating all Clerk Stenos into one administrative team.	80
♦ Increase in Computer Maintenance & Operations for annual software support services required to maintain the new development tracking software, per contractual obligation.	42
♦ Net increase in Equipment Maintenance & Repairs for rental of an additional multi-function device in place of purchasing and maintaining a new printer.	3
	125

Headquarters Shared Cost

♦ Planning's share of costs related to the operation and maintenance of Regional Headquarters.	63
	63

Revenue Programs

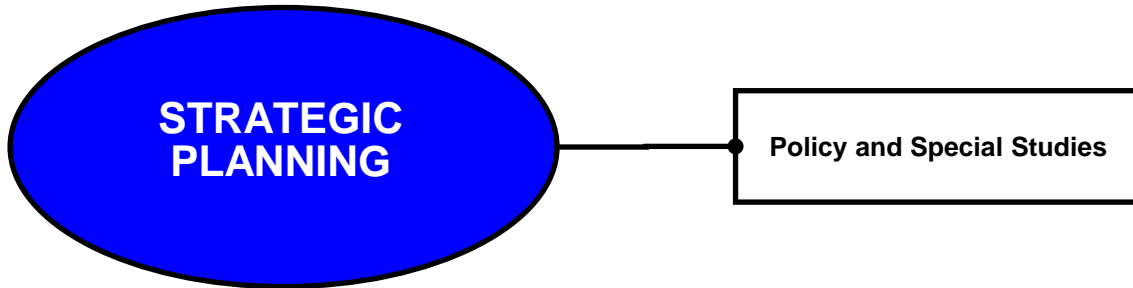
♦ Decrease in provincial subsidy for Smart Commute program.	90
♦ Net decrease in revenue from Application and Approval fees based on 2019 estimated actuals and projected 2020 volumes.	15
	105

Total Program Changes	350
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2020 Program Detail

Planning



Purpose:

- ◆ To formulate, maintain and monitor the policies of the Durham Regional Official Plan (ROP), the Region's principal planning document.

Description of Program Activities:

- ◆ Undertake the Municipal Comprehensive Review of the ROP, including discussion papers and policy proposals related to the themes of:
 - Agriculture and Rural System
 - Climate Change and Sustainability
 - Environment and Greenlands System
 - Transportation System
 - Housing
 - Growth Management
- ◆ Continue the consultant supported Growth Management Study, including intensification and greenfield analyses, an employment strategy and a land needs assessment.
- ◆ Continue enhanced consultation program for the Municipal Comprehensive Review to engage the public, stakeholders and agencies.
- ◆ Lead and coordinate efforts to provide a Regional perspective on planning policy initiatives introduced by the Province, including further changes to the Provincial Policy Statement and the Planning Act.
- ◆ Support the Region's participation in the implementation of the Clean Water Act and regulations, including implementation of Source Protection Plans.
- ◆ Partner with the Works and Finance Departments to address development charges related issues and to prepare annual strategic issues and financial forecast reports for water and sewer services, transportation, and transit.
- ◆ Support the implementation of the approved Housing and Homelessness Strategy (At Home in Durham) for the Region (including demand, supply, affordability and specialized need).
- ◆ Support the implementation of the Affordable and Seniors' Housing Task Force recommendations.
- ◆ Support the activities of the Durham Region Roundtable on Climate Change.
- ◆ Research, monitor and report on planning indicators, as a basis for evaluating the performance of the policies and targets contained in the Regional Official Plan (e.g. growth management, development, building activity, growth trends and the natural heritage system).
- ◆ Serve as the source of data for land related information on planning issues.
- ◆ Provide a planning context for environmental assessments conducted by the Region.
- ◆ Maintain and update a planning data system to support research and policy review/development.
- ◆ Provide expert planning advice before the Local Planning Appeal Tribunal (LPAT).
- ◆ Support the activities of Durham Environmental Advisory Committee (DEAC), Durham Agriculture Advisory Committee (DAAC), and the Durham Active Transportation Committee (DATC).



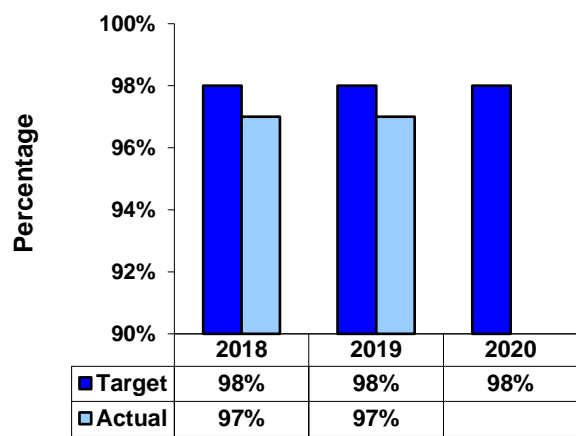
2020 Program Detail

Planning

Description of Program Resources:

- ◆ 2020 Full Time Staff = 10.45
- 2019 Full Time Staff = 10.45

Performance Measurements:



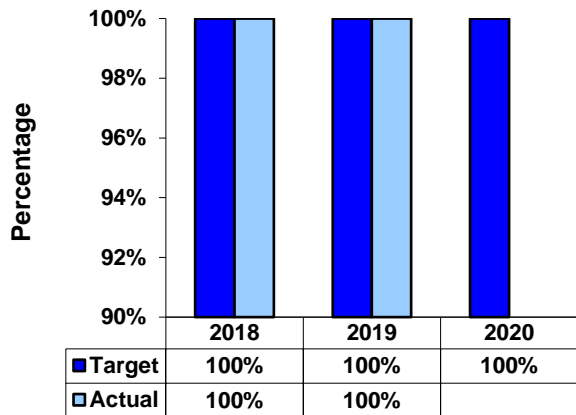
New Residential Units

Percentage of new residential units located within Settlement Areas.

Notes:

- 2018 actual was 4,583 out of 4,729.
- 2019 actual was 1,342 out of 1,381.*

* As at June 30, 2019 - Does not include January 2019 for Oshawa and February 2019 for Clarington.



**Land Designated for
Agricultural Purposes**

Percentage of land designated for Agricultural purposes which was not re-designated for other uses during the reporting year.

**PROGRAM 1
POLICY AND SPECIAL STUDIES**



2020 Program Detail

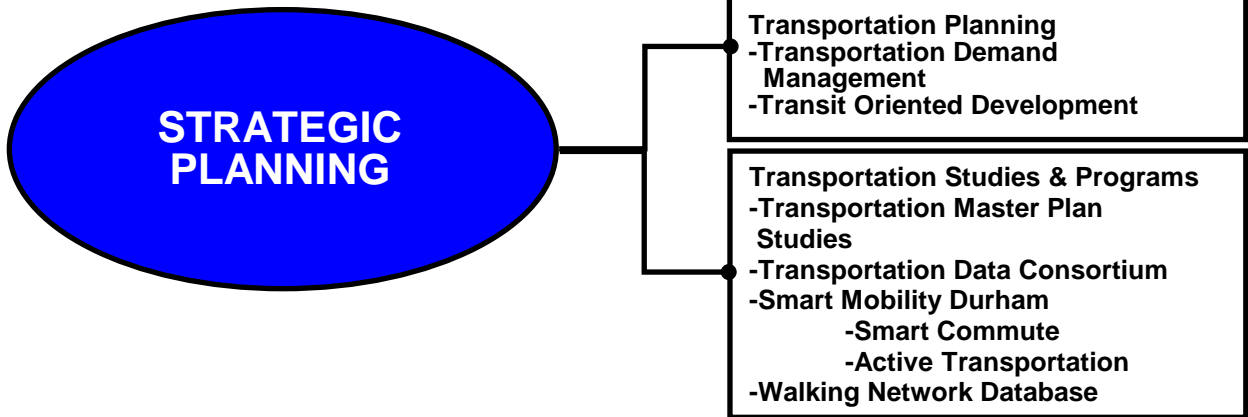
Planning

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,297	1,396	1,418	-	1,418
Personnel Related	27	25	25	3	28
Professional Services	14	10	10	-	10
Net Program Expenses	1,338	1,431	1,453	3	1,456



2020 Program Detail

Planning



Purpose:

- ◆ To gather and analyze data, support research, and formulate Regional transportation planning policy.
- ◆ To represent the Region's interests and participate in Provincial and Greater Toronto and Hamilton Area (GTHA)/Metrolinx transportation initiatives.
- ◆ To promote the use of sustainable modes of transportation, including leading the development of active transportation policies and plans.
- ◆ To support Durham Region Transit in service planning and development reviews.
- ◆ To provide input to Environmental Assessment undertakings for Regional roads; and coordination of Regional comments on area municipal transportation related EA and master plans.
- ◆ To engage in studies, independently and in partnership with the other GTHA municipalities, and the Ministry of Transportation (MTO) that provide a basis for strategic planning of transportation services in Durham and throughout the GTHA.

Description of Program Activities:

- ◆ Review and comment on development applications to ensure that Regional transportation policies are addressed and implemented.
- ◆ Implement the action items of the Transportation Master Plan (TMP) by creating supporting policies and by researching and promoting safe and accessible travel choices including walking, cycling, transit, autos and goods movement in partnership with other departments.
- ◆ Provide expert planning advice before the Local Planning Appeal Tribunal (LPAT).
- ◆ Coordinate the Region's response to Provincial/Federal transportation initiatives at critical milestones (e.g. Metrolinx Regional Transportation Plan 'Making It Happen', Highway 401 widening projects, GO East Extension, and GO Regional Express Rail including Station Plan Implementation).
- ◆ Partner with the other GTHA municipalities, Metrolinx and MTO on inter-regional transportation planning initiatives including Transportation Tomorrow Surveys, Travel Time Study, Travel Modelling Group etc.
- ◆ Provide technical support to Durham Region Transit for strategic transit service planning, development application review and environmental assessments of higher order transit services in Durham.
- ◆ Advance the objectives of a revised "Smart Commute Durham" initiative, aimed at promoting Transportation Demand Management (TDM) measures for commuters.
- ◆ Update the Regional Cycling Plan and implement the cycling communication strategy in collaboration with Works, Health, Social Services, Corporate Communications and Police Services.



2020 Program Detail

Planning

Description of Program Activities (Continued):

- ◆ Create and promote Transportation Demand Management (TDM) and Transit Oriented Development (TOD) strategies that support the integrated transportation and land use principles and objectives of the Regional Official Plan and the TMP.
- ◆ Advance the Durham Regional Freight and Goods Movement strategy and framework.
- ◆ Utilize the Durham Region Transportation Planning Model (DRTPM) for various transportation studies, including development reviews, roads and transit development charges background studies.
- ◆ Complete transportation analyses to support Environmental Assessment undertakings for capital projects including Regional road widenings and expansion projects and transit projects.
- ◆ **Transportation Data Consortium** participate on an inter-municipal group that collaborates on broad ranging transportation studies, including:
 - Data Management Group provides central storage for current and historical data and computer systems required for transportation studies. Services include: information processing; transportation demand forecasting model (EMME) support; remote access to computer systems; and Transportation Tomorrow Survey data for the entire GTHA and surrounding areas.
 - Travel Time Study surveys travel time, speed and delay across the GTA and surrounding areas, including Provincial highways.
 - Travel Modelling Group forecasts transportation demand across the GTHA (housed at the University of Toronto).
 - Census Place of Work is a customized set of data about 'work-related' travel patterns across Ontario. The data collected helps local and regional governments, as well as the province and its agencies make transportation planning and investment decisions.
 - Strava Metro is a bicyclist and pedestrian spatial database for use in planning and programming activities. It collects data using human counters or electronic gates to survey key intersections within a community. The data enables detailed analysis of cycling and pedestrian patterns by time of day, day of week, season and local geography.
- ◆ **Smart Mobility Durham** promotes sustainable and active modes of transportation in partnership with Regional and local municipal governments and stakeholders.
 - Smart Commute promotes sustainable transportation and provide the tools to help employers and commuters explore smart travel options such as walking, cycling, transit, carpooling and teleworking to reduce traffic congestion and climate change (GHG emissions).
 - Active Transportation supports the need for active or non-motorized transportation as part of the multi-modal network that underpins sustainable, healthy and complete communities. The program also focuses on cycling and pedestrian education and safety.
- ◆ **Walking Network Database** provides a tool to assess pedestrian access for transit trips, and assists in the planning for location of transit stops and area-municipal walking infrastructure. The database is updated regularly using ortho-photography.

Description of Program Resources:

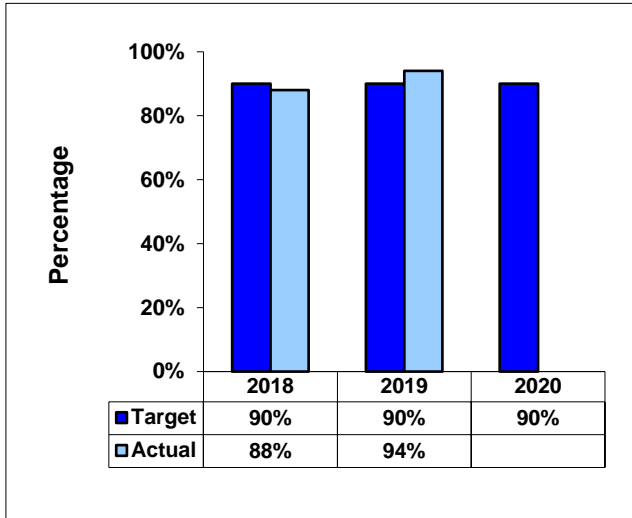
- ◆ 2020 Full Time Staff = 8.46
- 2019 Full Time Staff = 8.46



2020 Program Detail

Planning

Performance Measurements:

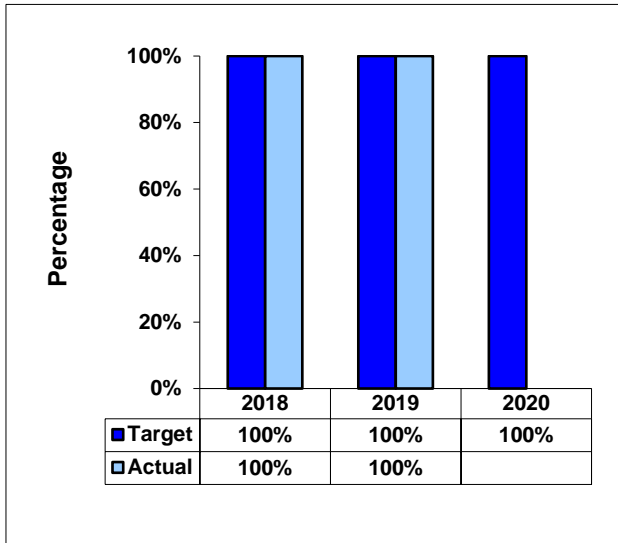


Percentage of Transportation Review Completed within Desired Response Time

Desired response time for transportation review of Plans of Subdivision is 30 days.

Notes:

2018 actual was 63 out of 72.
2019 actual was 29 out of 31.



Percentage of Customized Demand Forecasting Runs Completed within Desired Response Time

Desired response time for customized demand forecasting runs was 15 days. For 2020 the desired response time for customized demand forecasting runs is 12 days.

Notes:

2018 actual was 7 out of 7.
2019 actual was 17 out of 17.

**PROGRAM 2
TRANSPORTATION PLANNING**



2020 Program Detail

Planning

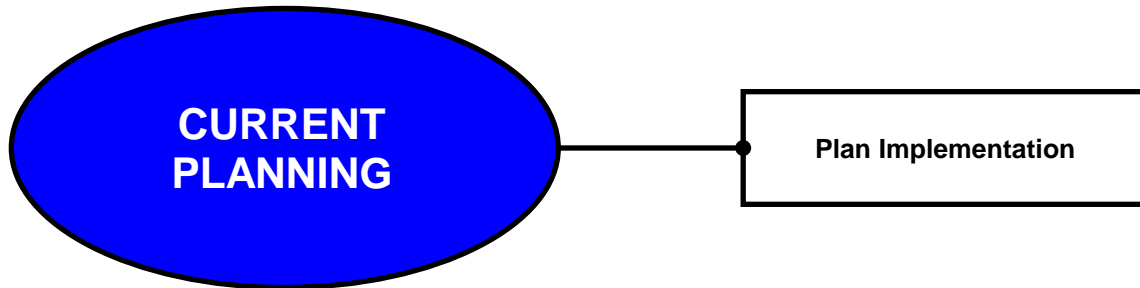
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	891	1,075	1,089	-	1,089
Personnel Related	24	47	43	-	43
Communications	29	42	45	-	45
Computer Maintenance & Operations	-	-	-	20	20
Professional Services	184	246	173	94	267
Minor Assets & Equipment	-	-	-	20	20
Total Expenses	1,128	1,410	1,350	134	1,484
Revenues					
Provincial Subsidy	(60)	(90)	(90)	90	-
Recovery from Transit	(261)	(261)	(264)	-	(264)
Total Revenues	(321)	(351)	(354)	90	(264)
Net Program Expenses	807	1,059	996	224	1,220

Total Operating Program Expenses Per above	1,484
Less: Recovery form Transit	(264)
Net Operating Program Expenses Per Program Summary	<u>1,220</u>



2020 Program Detail

Planning



Purpose:

- ◆ To fulfill planning approval responsibilities assigned to the Region through the Planning Act.
- ◆ To ensure Regional and Provincial interests and policies are implemented through the review of various plans and development applications.

Description of Program Activities:

- ◆ Assess the merits of Regional Official Plan amendment applications, and administer the related approval process.
- ◆ Approve non-exempt local plan amendments, and non-delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Review and exempt local plan amendments from the Region's approval authority, based on Council approved policy.
- ◆ Review and provide comments and conditions on delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Administer the Regional Tree By-law.
- ◆ Review and provide comments on development related activities, which includes mandatory pre-consultation on development proposals, draft local official plans and amendments, consents, zoning by-law amendments, Ministry of the Environment, Conservation and Parks certificates, and aggregate licenses.
- ◆ Undertake Provincial Plan Review responsibilities including preparing responses to applications subject to Provincial Plans and policies.
- ◆ Coordinate comments from Regional Departments on planning applications and provide one window service to the area municipalities.
- ◆ Process appeals to the Local Planning Appeal Tribunal (LPAT).
- ◆ Provide expert planning advice before the LPAT and the courts.
- ◆ Ensure the effectiveness of development application processes and procedures including: the review of application fees; updating procedures to reflect new Provincial and Regional standards/requirements; the maintenance of development tracking systems; the monitoring of plan exemption and delegation processes and assessing policy effectiveness.
- ◆ Coordinate street naming within the Region.



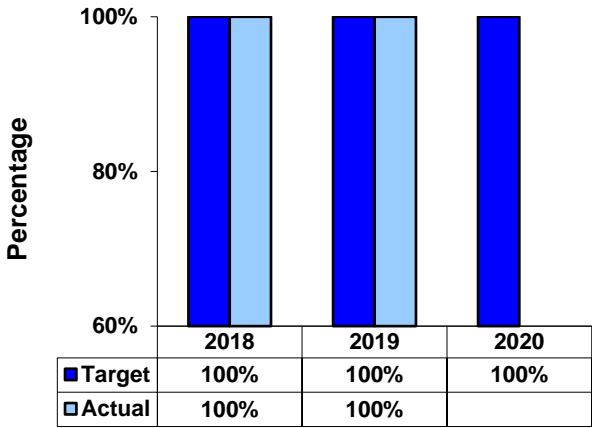
2020 Program Detail

Planning

Description of Program Resources:

- ◆ 2020 Full Time Staff = 10.54
- 2019 Full Time Staff = 10.54

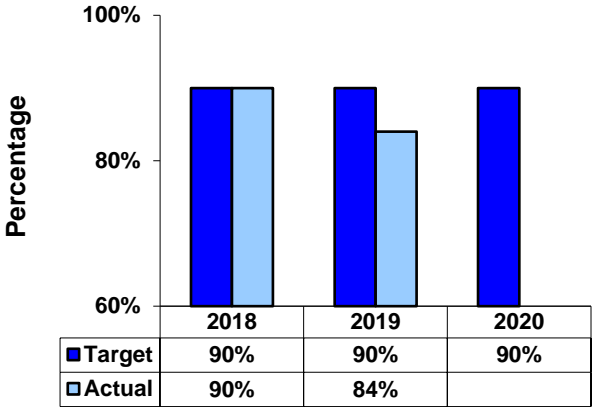
Performance Measurements:



Public Notices

Percentage of public notices published within 30 days of receipt of a complete application.

- Notes:**
- 2018 actual was 3 out of 3.
 - 2019 actual was 6 out of 6.



Subdivision/Condominium Applications

Percentage of complete delegated applications circulated within 5 days of receipt.

- Notes:**
- 2018 actual was 38 out of 42.
 - 2019 actual was 16 out of 19.

**PROGRAM 3
PLAN IMPLEMENTATION**



2020 Program Detail

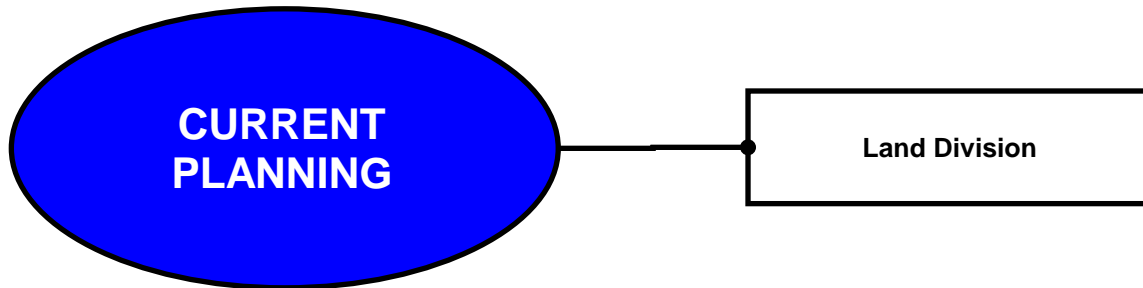
Planning

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,272	1,312	1,328	-	1,328
Personnel Related	24	27	27	-	27
Communications	7	2	2	-	2
Professional Services	60	80	80	-	80
Net Program Expenses	1,363	1,421	1,437	-	1,437



2020 Program Detail

Planning



Purpose:

- ◆ To provide administrative support to the Durham Land Division Committee - a quasi-judicial body appointed by Regional Council to act as its delegated approval authority for consents, in accordance with the Planning Act.

Description of Program Activities:

- ◆ Assist land owners and agents in submitting consent applications, and administer the consent process in accordance with the provisions of the Planning Act.
- ◆ Schedule public meetings for consideration of consent applications by the Land Division Committee.
- ◆ Give notice of hearing on consent applications through mailed notices and posting of signs.
- ◆ Prepare and circulate meeting agendas and material.
- ◆ Take minutes and record decisions of the Land Division Committee at public meetings.
- ◆ Provide written Notices of Decision.
- ◆ Process appeals to the Local Planning Appeal Tribunal (LPAT).
- ◆ Oversee clearance of conditions and issue consent certificates (stamp deeds).
- ◆ Provide liaison among commenting agencies, the public, applicants, agents and others involved in the process.
- ◆ Provide administrative support to members of the Land Division Committee.

Description of Program Resources:

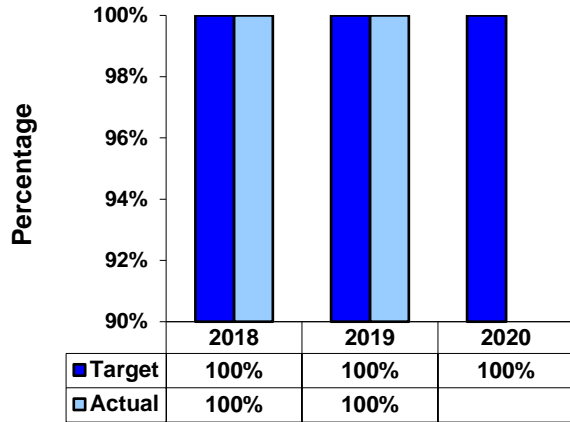
- ◆ 2020 Full Time Staff = 1.05 (1 Clerk Steno transferred to Administration & Support Services)
2019 Full Time Staff = 2.05



2020 Program Detail

Planning

Performance Measurements:

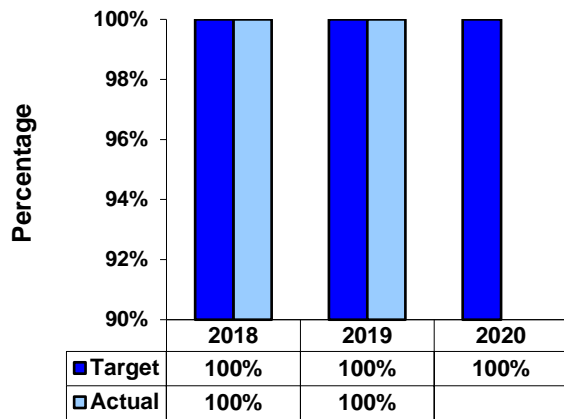


Public Hearings

Percentage of public hearings held within 90 days of receipt of a complete application.

Notes:

- 2018 actual was 211 out of 211.
- 2019 actual was 197 out of 197.



Decisions

Percentage of notices of decision given within 10 days of a Land Division Committee meeting.

Notes:

- 2018 actual was 159 out of 159.
- 2019 actual was 164 out of 164.



2020 Program Detail

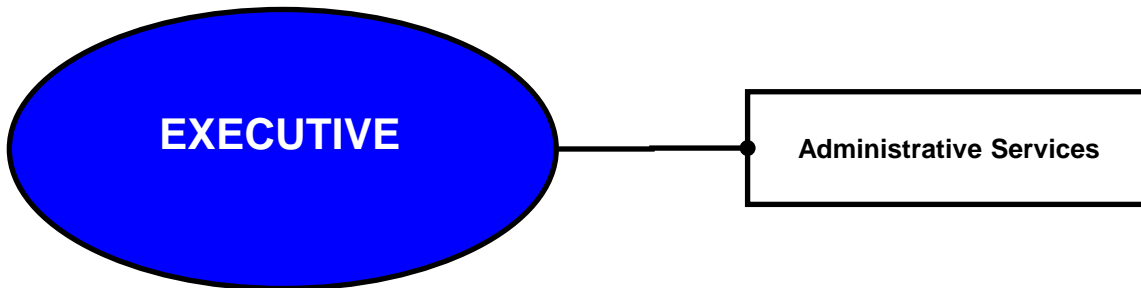
Planning

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	214	214	216	(80)	136
Personnel Related	5	6	6	-	6
Net Program Expenses	219	220	222	(80)	142



2020 Program Detail

Planning



Purpose:

- ◆ To establish and implement the overall directions for the delivery of Regional planning and economic development services, from current to strategic long-range planning, and economic development to tourism, as directed by Regional Council and as mandated by the Planning Act.
- ◆ To discharge, on behalf of Regional Council, certain approval powers delegated from the Province on planning approval matters.

Description of Program Activities:

- ◆ Provide overall guidance and co-ordination of Departmental services in the discharge of Regional planning and economic development and tourism responsibilities.
- ◆ Ensure the delivery of planning, and economic development and tourism services in an effective and efficient manner.
- ◆ Provide advice to Regional Council and Planning and Economic Development Committee on all Regional planning and economic development and tourism matters.
- ◆ Represent the planning, and economic development and tourism interests of the Region before special purpose bodies; liaise with area municipalities, other Regions, Conservation Authorities, Provincial and Federal ministries, other public bodies respecting Regional interests; and participate on multi-agencies initiatives to implement Regional policies (e.g. Conservation Authorities Liaison Committee, Regional Planning Commissioners of Ontario).
- ◆ Implement the authority delegated by Regional Council to the Commissioner respecting the approvals of certain part-lot control exemption by-laws, plans of subdivisions, condominium descriptions, and area municipal official plan amendments.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 2.50
2019 Full Time Staff = 2.50



2020 Program Detail

Planning

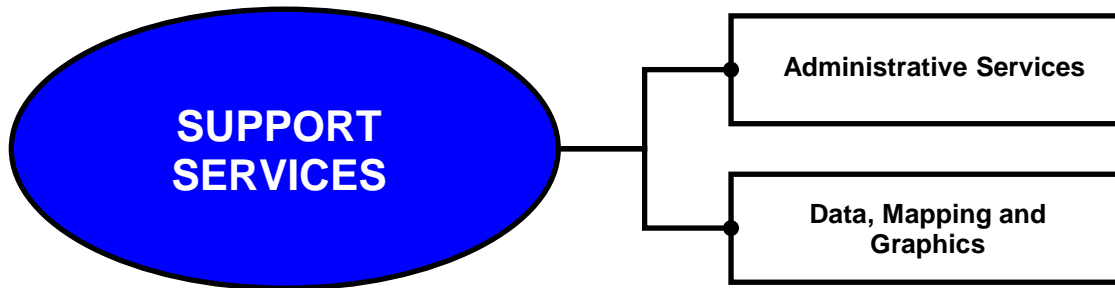
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	427	429	434	-	434
Personnel Related	24	22	21	-	21
Net Program Expenses	451	451	455	-	455

PROGRAM 6 ADMINISTRATION AND SUPPORT SERVICES



2020 Program Detail

Planning



Purpose:

- ◆ To provide administrative support and assistance to professional and management staff in delivering their responsibilities.
- ◆ To provide data, mapping and graphics services including the provision of Geographic Information System (GIS) analysis, database design and management, and visual products including maps, artwork, and infographics.
- ◆ To maintain existing information technology systems, software applications and databases, and to implement new technologies and data programs as required.

Description of Program Activities:

◆ Administrative Services

- ◆ Provide customer care and clerical support services for the Planning Division.
- ◆ Coordinate the preparation of the annual departmental Business Plans and Budgets.
- ◆ Monitor the financial position for the department, ensuring expenditures and receipts are reported in an accurate and timely manner.
- ◆ Order, receive and monitor supplies and materials for staff use.
- ◆ Maintain central file system and resource library for divisional use.

◆ Data, Mapping and Graphics

- ◆ Prepare maps and graphics for various reports, displays and presentations.
- ◆ Provide GIS services including data management and analysis.
- ◆ Provide data expertise/advisory services to department staff, Regional departments and external agencies such as area municipalities, conservation authorities, and the Province.
- ◆ Acquire, create, deploy, and maintain accurate and current Planning and Economic Development datasets.
- ◆ Create and maintain standard cartographic products and web maps.
- ◆ Ensure the department makes effective use of emerging new technologies and visualization techniques related to Planning and Economic Development.
- ◆ Enhance business processes by implementing new, and improving the efficiency of existing technologies.
- ◆ Represent the department on external GIS and data industry groups such as Regional Information Systems Working Group and Urban and Regional Information Systems Association.
- ◆ Provide external mapping services on a cost recovery basis.
- ◆ Conduct the annual Durham Region Business Count (Employment Survey).

PROGRAM 6 ADMINISTRATION AND SUPPORT SERVICES



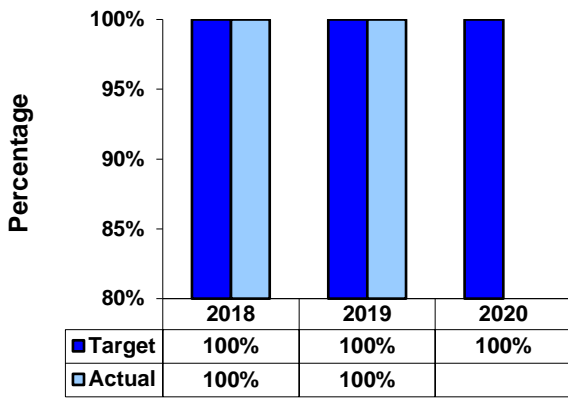
2020 Program Detail

Planning

Description of Program Resources:

- ◆ 2020 Full Time Staff = 13.00 (1 Clerk Steno transferred from Land Division)
- 2019 Full Time Staff = 12.00

Performance Measurement:



Digital Data Requests

Percentage of digital data requests (internal / external customers) responded to within 24 hours.

Notes:

- 2018 actual was 31 out of 31 with 69 datasets shared.
- 2019 actual was 17 out of 17 with 347 datasets shared.

**PROGRAM 6
ADMINISTRATION AND SUPPORT SERVICES**



2020 Program Detail

Planning

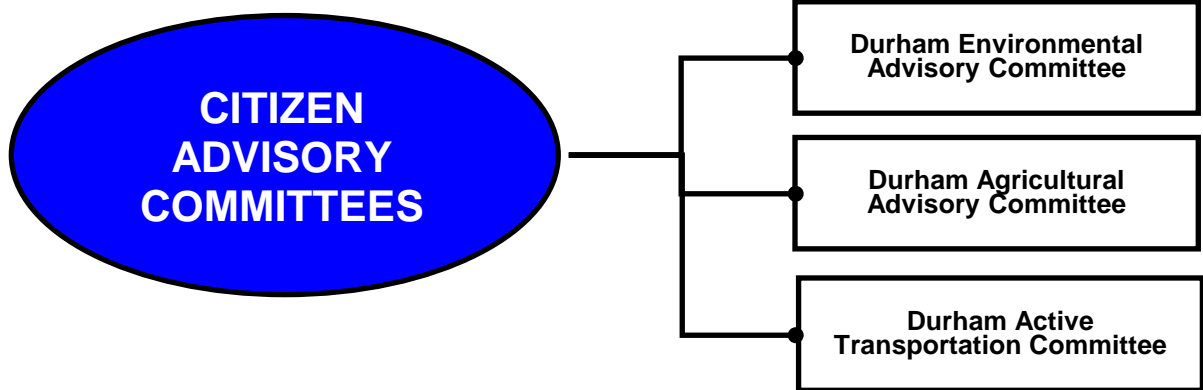
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,153	1,193	1,207	80	1,287
Personnel Related	12	14	14	-	14
Communications	47	75	54	-	54
Supplies	18	20	20	-	20
Computer Maintenance & Operations	7	8	8	42	50
Materials & Services	3	3	4	-	4
Equipment Maintenance & Repairs	12	12	12	3	15
Professional Services	10	15	-	-	-
Minor Assets & Equipment	5	7	5	-	5
Gross Operating Expenses	1,267	1,347	1,324	125	1,449
Tangible Capital Assets					
New	30	30	-	-	-
Replacement	40	40	41	-	41
Total Tangible Capital Assets	70	70	41	-	41
Total Expenses	1,337	1,417	1,365	125	1,490
Revenues					
Sale of Publications	(2)	(1)	(1)	-	(1)
Total Revenues	(2)	(1)	(1)	-	(1)
Net Program Expenses	1,335	1,416	1,364	125	1,489

PROGRAM 7 CITIZEN ADVISORY COMMITTEES



2020 Program Detail

Planning



Purpose:

- ♦ To support the activities of the Durham Environmental Advisory Committee, the Durham Agricultural Advisory Committee and the Durham Active Transportation Committee.

Description of Program Activities:

- ♦ The **Durham Environmental Advisory Committee** (DEAC) will have 10 regularly scheduled meetings and will re-launch the Environmental Achievement Awards program. Other activities are detailed in the workplan approved by the Planning and Economic Development Committee and Regional Council.
- ♦ The **Durham Agricultural Advisory Committee** (DAAC) will have 10 regularly scheduled meetings and also host its annual educational farm tour. Other activities are detailed in the workplan approved by the Planning and Economic Development Committee and Regional Council.
- ♦ The **Durham Active Transportation Committee** (DATC) will have 4 regularly scheduled meetings and will provide advice on the identification and implementation programs which encourage public awareness and education on active transportation matters. Other activities are detailed in the workplan approved by the Planning and Economic Development Committee and Regional Council.

**PROGRAM 7
CITIZEN ADVISORY COMMITTEES**



2020 Program Detail

Planning

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Related	16	23	22	-	22
Communications	1	11	11	-	11
Supplies	-	1	1	-	1
Net Program Expenses	17	35	34	-	34

Summary:

Durham Agricultural Advisory Committee	13
Durham Environmental Advisory Committee	17
Durham Active Transportation Committee	4
	34

**PROGRAM 8
HEADQUARTERS SHARED COST**



2020 Program Detail

Planning

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 8
HEADQUARTERS SHARED COST**



2020 Program Detail

Planning

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	430	430	378	63	441

**PROGRAM 10
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

Planning

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

Administration and Support Services - Program 6

1 Laptop Computers - standard user with monitors	11	\$ 1,950	\$ 21,450
2 Laptop Computer - power user with monitor	1	3,750	3,750
3 Tablets	6	2,600	15,600
			40,800

**PROGRAM 11
APPLICATION AND APPROVAL REVENUE**



2020 Program Detail

Planning

Purpose:

Cost recovery for certain statutory planning approvals, applications and related matters.

Program Activities:

Detailed Program Revenue	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Area Municipal Official Plan Amendments					
Application	38,000	38,000	38,000	(500)	37,500
Approval	-	4,500	4,500		4,500
	<u>38,000</u>	<u>42,500</u>	<u>42,500</u>	<u>(500)</u>	<u>42,000</u>
Subdivision/Condominium					
Regional Applications					
Application	19,000	40,000	40,000	(18,000)	22,000
Final Approval	3,000	3,375	3,375		3,375
Delegated Applications					
Subdivision Review	80,000	100,000	100,000	(4,000)	96,000
Condominium Review	20,000	31,000	31,000	(6,000)	25,000
Major Revision	9,000	15,000	15,000	(6,000)	9,000
Clearance	37,000	40,000	40,000	(3,000)	37,000
Other (Extension/Recirculation)	12,000	9,500	9,500	2,500	12,000
	<u>180,000</u>	<u>238,875</u>	<u>238,875</u>	<u>(34,500)</u>	<u>204,375</u>
Land Division					
Application	158,000	160,000	160,000		160,000
Commenting	79,000	80,000	80,000		80,000
Certification & Re-stamping	91,000	76,000	76,000	15,000	91,000
Tabling	12,000	12,000	12,000		12,000
Special		500	500		500
	<u>340,000</u>	<u>328,500</u>	<u>328,500</u>	<u>15,000</u>	<u>343,500</u>
Regional Official Plan Amendments					
Minor	35,000	21,000	21,000		21,000
Major		20,000	20,000		20,000
	<u>35,000</u>	<u>41,000</u>	<u>41,000</u>	<u>-</u>	<u>41,000</u>
Rezoning Applications	<u>48,500</u>	<u>52,500</u>	<u>52,500</u>	<u>-</u>	<u>52,500</u>
Other Fees	<u>11,700</u>	<u>6,800</u>	<u>6,800</u>	<u>5,500</u>	<u>12,300</u>
Total Revenue	<u>653,200</u>	<u>710,175</u>	<u>710,175</u>	<u>(14,500)</u>	<u>695,675</u>

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2020 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.



2020 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. 	



2020 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 Ontario Tech University 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. 	



2020 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

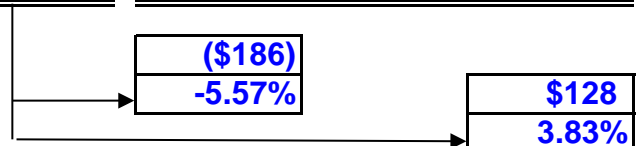


2020 Business Plan

Economic Development & Tourism

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Administration	450	597	566	(40)	526
2 Business Development	481	579	545	31	576
3 Tourism	697	745	719	72	791
4(a) Business Advisory Centre Durham (BACD)	160	160	160	-	160
4(b) Facilities - Garden Street (BACD)	72	73	72	-	72
Subtotal BACD	232	233	232	-	232
5 Rural and Agriculture	683	512	480	(6)	474
6 Community Promotion Resource	17	25	17	-	17
7 Marketing Strategy Partnerships	518	561	543	241	784
8 Headquarters Shared Cost	113	113	100	16	116
Operating Subtotal	3,191	3,365	3,202	314	3,516
Tangible Capital Assets:					
10 Replacement	7	7	10	-	10
Tangible Capital Assets Subtotal	7	7	10	-	10
Total Program Expenses	3,198	3,372	3,212	314	3,526
Revenue Programs					
2 Business Development	(30)	(30)	(30)	-	(30)
7 Marketing Strategy Partnerships	(25)	-	(26)	-	(26)
Total Revenue Programs	(55)	(30)	(56)	-	(56)
Net Program Expenses	3,143	3,342	3,156	314	3,470

Summary of Increase (Decrease)



PROGRAM SUMMARY



2020 Business Plan

Economic Development & Tourism

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	32	Economic increases
Salaries & Benefits	95	Annualization - 1 position
Salaries & Benefits	7	Job reclassification
Salaries & Benefits	(20)	Remove one-time temporary salary
Operating Expenses	46	Inflationary increases
Operating Expenses	(13)	Headquarters shared cost
Tangible Capital Assets - Replacement	3	Increased requirement
Various	(336)	Line-by-Line Review savings
	<u>(186)</u>	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Economic Development & Tourism

(\$,000's)

Administration

◆ Position Transfer: 1 Program Assistant to Marketing Strategy Partnerships, effective January 1, 2020 to more efficiently achieve program deliverables.	(87)
◆ Net increase in Equipment Maintenance & Repairs for rental and maintenance of a new multi-function device.	2
◆ Increase in Professional, Technical & Consulting to refresh the Economic Development Strategy.	45
	(40)

Business Development

◆ Increase in Conferences as part of change in focus to a more domestic, sector-focused, strategy.	12
◆ Increase in Community Relations for greater participation in sector specific events.	16
◆ Increase in Trade Shows specific to domestic attraction and the Energy sector.	3
	31

Tourism

◆ Increase in Purchased Services to support Regional programming in North Durham.	45
◆ Net increase to shift program focus to Travel Trade (\$25k) and Business Events (\$30k) from Culinary (-\$5k), Cycling (-\$16k) and Trails (-\$7k).	27
	72

Rural and Agriculture

◆ One-time decrease in Salaries and Benefits as a result of gapping in filling the Manager and Program Coordinator positions.	(31)
◆ Increase in Community Relations to implement the Vibrant North Durham Plan and Agriculture Strategy that were completed in 2019.	20
◆ Increase in Payments to Outside Agencies to support the Youth Entrepreneurship Project.	5
	(6)

Marketing Strategy Partnerships

◆ Position Transfer: 1 Program Assistant from Administration, effective January 1, 2020 to more efficiently achieve program deliverables.	87
◆ Increase in Communication Expenses for content marketing, and increased focus on social media.	54
◆ Increase in Payments to Outside Agencies to support 1855 Whitby's Masterclass Series.	100
	241

EXPLANATION OF PROGRAM CHANGES



2020 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.

16

16

Total Program Changes

314



2020 Program Detail

Economic Development & Tourism

Purpose:

- ◆ To establish and implement the overall direction for the delivery of Economic Development & Tourism services including: Business Development and Investment Attraction, Marketing and Cluster Development, Rural & Agricultural Affairs, Tourism and Broadband.
- ◆ To provide assistance to professional and management staff in delivering their responsibilities.

Description of Program Activities:

Director

- ◆ Provide overall guidance and coordination of divisional services.
- ◆ Ensure the delivery of Economic Development and Tourism services in an effective and efficient manner.
- ◆ Represent Economic Development and Tourism interests of the Region by liaising with area municipalities, other Regions, and economic development stakeholders, to further Regional interests.
- ◆ Provide budget development and financial accountability.
- ◆ Advocate to senior levels of government and co-ordinate the efforts of municipalities, agencies and stakeholders, to advance the Region's Economic Development and Tourism interests.
- ◆ Guide the implementation of the Region's Economic Development Strategy, including performing a refresh of the 2017-2021 Strategy.

Administrative Services

- ◆ Provide customer care and clerical support services for the division.
- ◆ Assist in the preparation of the annual divisional Business Plans and Budgets.
- ◆ Provide minutes and reports for conferences, seminars, workshops and meetings.
- ◆ Monitor the financial position of the division, ensuring expenditures and receipts are recorded in an accurate and timely manner.
- ◆ Maintain a listing of relevant local events that would be of interest to the division and internal regional stakeholders.
- ◆ Provide administrative and project support to the Durham Economic Development Partnership (DEDP).
- ◆ Maintain central file system for divisional use.
- ◆ Order, receive and monitor supplies and materials for staff use.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 3 (1 Program Assistant transferred to Marketing Strategy Partnerships)
2019 Full Time Staff = 4

**PROGRAM 1
ADMINISTRATION**



2020 Program Detail

**Economic Development &
Tourism**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	340	453	461	(87)	374
Personnel Related	26	27	17	-	17
Communications	54	89	58	-	58
Supplies	5	5	5	-	5
Materials & Services	3	1	3	-	3
Equipment Maintenance & Repairs	4	4	4	2	6
Professional Services	15	15	15	45	60
Minor Assets & Equipment	3	3	3	-	3
Gross Operating Expenses	450	597	566	(40)	526
Tangible Capital Assets					
Replacement	7	7	10	-	10
Total Tangible Capital Assets	7	7	10	-	10
Net Program Expenses	457	604	576	(40)	536



2020 Program Detail

Economic Development & Tourism

Purpose:

- ◆ To attract new investment and jobs to Durham Region, by promoting Durham Region in international markets through participation in investment missions, and through the development of a domestic investment attraction plan focused on target sectors.
- ◆ To seek out opportunities to promote Durham Region internationally and domestically as the place to invest for non-residential investment.
- ◆ Work in partnership with Toronto Global and Durham Economic Development Partnership (DEDP) and other partners to attract investment to the Region, and support the expansion of large Regional employers.

Description of Program Activities:

- ◆ Update and implement the Business Development and Investment Attraction Strategic Plan to attract new investment and jobs using a three tiered approach to priority geographies. Tier 1: Germany; Tier 2: UK, Ireland, Sweden, Norway, Denmark and China; and Tier 3: The US, France, Netherlands, Belgium and Spain.
- ◆ Use a sector-driven approach in Business Development and Investment Attraction activities in both Foreign and Domestic Markets. Priority Sectors include Agri-business; Energy, Environment and Engineering (EN3); Health Sciences; Innovative Technology; and Advanced Manufacturing.
- ◆ In partnership with other investment attraction organizations (DEDP, Ontario Manufacturing Communities Alliance, Toronto Global, and Ontario Food Cluster), participate in investment attraction events, trade shows and missions to target markets focusing on priority sectors.
- ◆ Develop and implement familiarization (FAM) tours and other promotional opportunities for the Real Estate and Development industries, as well as Toronto Global, the Ontario Investment Office and Invest Canada, to create awareness of Durham Region as a place to invest and to showcase the Region's assets.
- ◆ Respond to investment inquiries in a timely manner with appropriate follow-up as warranted. Investigate opportunities to streamline the processes for following up on leads to ensure the process is efficient and effective.
- ◆ Work continuously with the DEDP to develop and improve messaging regarding key factors that influence investment in the Region, as well as identifying potential issues/barriers that could prevent investment and work collaboratively to address them.
- ◆ Host missions and delegations from other international jurisdictions as well as Provincial Ministries, in order to promote the investment assets of Durham Region.

Description of Program Resources:

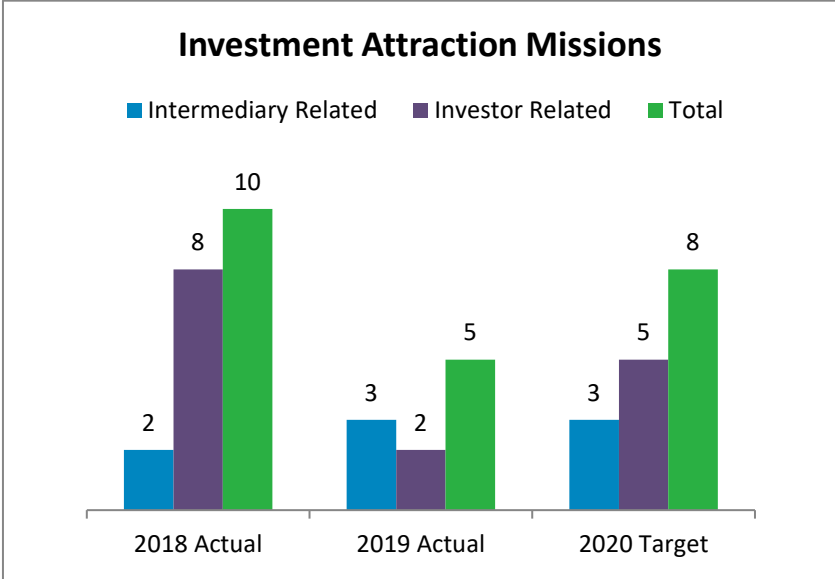
- ◆ 2020 Full Time Staff = 2
- 2019 Full Time Staff = 2



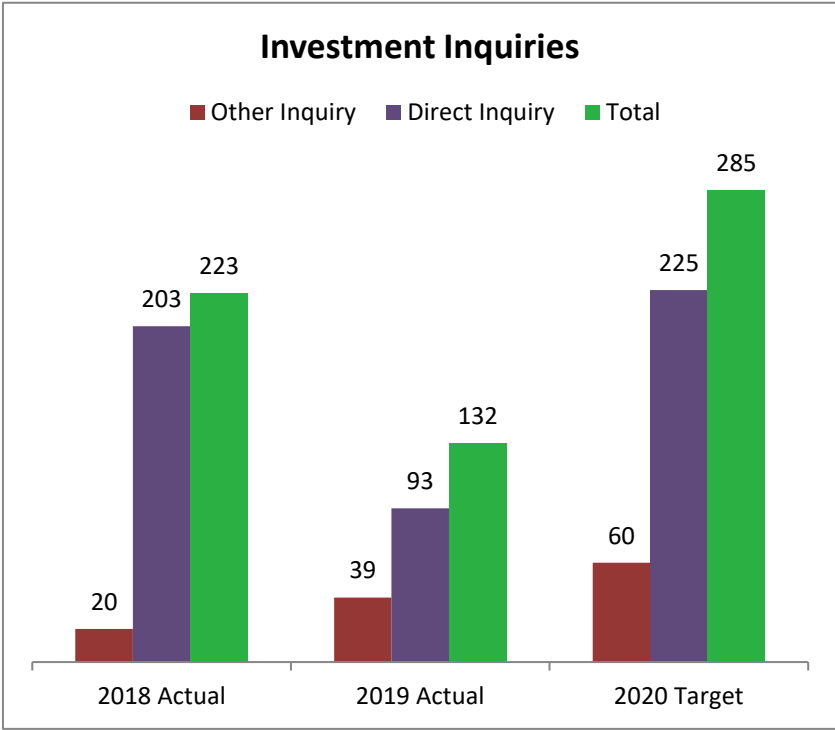
2020 Program Detail

Economic Development & Tourism

Performance Measurements:



Promoting Durham Region internationally to attract investment. Number of investment attraction missions in which Durham participated.



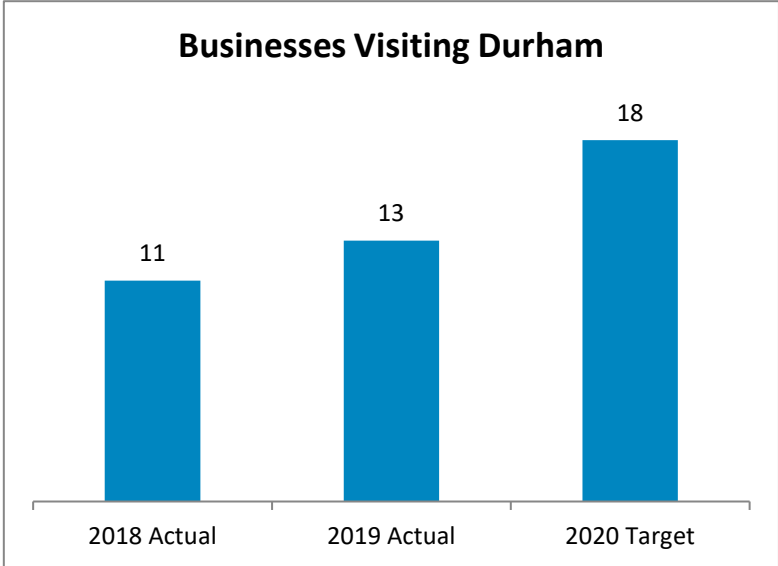
Investment inquiries which demonstrated an interest in Durham Region and are provided ongoing follow-up. Direct inquiry is as a result of Durham Region activities. Other investment inquiries come from Toronto Global, Province of Ontario, Global Affairs Canada and other sources.



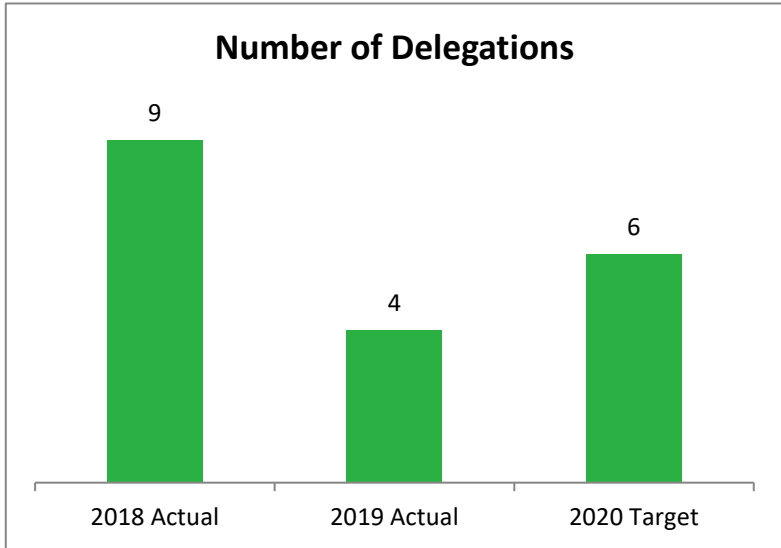
2020 Program Detail

**Economic Development &
Tourism**

Performance Measurements (Continued):



Number of businesses visiting Durham to investigate investment potential.



Government Delegations and Intermediaries who visited Durham Region.

**PROGRAM 2
BUSINESS DEVELOPMENT**



2020 Program Detail

**Economic Development &
Tourism**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	188	251	254	-	254
Personnel Related	27	21	22	12	34
Communications	86	127	115	19	134
Professional Services	180	180	154	-	154
Total Expenses	481	579	545	31	576
Revenues					
Revenue from Municipalities	(30)	(30)	(30)	-	(30)
Total Revenues	(30)	(30)	(30)	-	(30)
Net Program Expenses	451	549	515	31	546



2020 Program Detail

Economic Development & Tourism

Purpose:

- ◆ To attract and promote Durham Region as a destination for tourists, residents, sport events, group travel, meetings and conventions and those who enjoy festivals.
- ◆ Strengthen the Region's role in the following areas: product development; engaging market-ready tourism partners; identifying, evaluating and bidding on new sporting events and supporting existing events; coordinate and facilitate promotions and linkages to align with strategies of Central Counties Tourism (RTO6) and Destination Ontario.
- ◆ Durham Tourism will play a lead and / or significant role promoting and marketing Durham, both inside and outside of the Region by reinforcing the distinct character of Durham's rural and urban areas through destination awareness communications tactics and a strong Marketing, Communications and Public Relations Plan.
- ◆ Development of a new tourism strategy to take place within 2020.

Description of Program Activities:

Partnerships

- ◆ Collaborate with Central Counties Tourism to develop and promote tourism experiences and partnership opportunities.
- ◆ Nurture ongoing partnerships with Central Counties Tourism, Economic Developers Council of Ontario / Canada (EDCO/ EDAC), Creative Community Networks, Tourism Industry Association Ontario (TIAO), Festival and Events Ontario (FEO), Attractions Ontario (AO), Culinary Tourism Alliance (CTA), American Bus Association (ABA), Bus Carrier Federation (BCF), Ontario Motorcoach Association (OMCA), Canadian Sport Tourism Alliance (CSTA), Meeting Planners International (MPI), Canadian Society of Association Executives (CSAE) and the Canadian Inbound Tourism Association (CITAP).
- ◆ Provide ongoing industry equipping opportunities to assist the tourism sector.

Marketing and promotion of Durham Region

- ◆ Strategic development of tourism experiences for the travel trade industry designed to drive overnight visitation and/or attract new types of visitors to support diversification of visitor profile (multi-cultural near markets and international growth markets). Initiatives will focus on agri/culinary, arts, culture & heritage, outdoors and sport tourism based offers.
- ◆ Continue to market culinary and agri-tourism opportunities, engage with area restaurants and producers to create signature experiences, host media FAM tour to highlight unique locations to help create a taste of place for Durham Region.
- ◆ Engage with local bloggers to create unique experiences for Durham Region.
- ◆ Continue to engage and promote festival producers and the arts community to showcase culture in Durham Region.
- ◆ Continued enhancements to the redesigned durhamtourism.ca website including social media accounts, blogs, and a fully integrated calendar of events.
- ◆ Develop a news feed function on the durhamtourism.ca website to increase user time on the site and to drive conversions to local stakeholders. This will improve ability to host and release timely content that would be of interest to both residents and visitors. The newsfeed function will support content engagements and balance the decline in newsletter open rates.



2020 Program Detail

Economic Development & Tourism

Description of Program Activities (Continued):

Continue to strengthen and grow sport tourism

- ◆ Plan and begin early development of projects and enhanced processes in support of strengthening the overall sport tourism program, such as a sport event hosting grant program in preparation for future budget consideration.
- ◆ Building on the success of sport events such as the Durham Region 2019 Ontario Parasport Games, strategically identify, evaluate and bid on events that will generate positive economic impact, enhance sport culture in the Region and result in lasting legacies for the community.
- ◆ Collaborate with partners to host selected events with a focus on creating memorable participant experiences.
- ◆ Provide support to sport events held in the Region, such as the annual Ontario Lacrosse Festival.

Develop and build market reach within the Travel Trade and Business Events Sectors

- ◆ Develop and implement plans to support stakeholders attract new and retain existing business within the travel trade and business events sectors to increase visitation to Durham Region.
- ◆ Coordinate the hosting of familiarization tours in each sector with industry partners to build awareness and drive future bookings in Durham Region.

Coordinate and distribute tourism publications

- ◆ Produce the 2020 Discovery Guide. Print and distribute the Durham Region Fishing Guide, Durham Trails Guide and Durham Cycle Tours Map. Develop strategies in 2020 to determine the best return on investment by reducing the printed quantity of guides and shift focus to digital promotion of guides to achieve greatest reach.

Support and foster relationships with area municipalities

- ◆ Provide a full time tourism coordinator to support tourism initiatives and increase visitation in the three northern municipalities within Durham Region.
- ◆ Continuing to foster relationships with area municipal tourism staff to help grow local tourism.
- ◆ Creating a Durham Tourism presence within municipally run visitor information centres to ensure that Durham Region is fully represented and branded properly.
- ◆ Coordinating marketing efforts with area municipalities to create a fulsome visitor's guide for Durham Region that includes businesses that are tourism ready.
- ◆ Aligning calendar of events with area municipalities, Central Counties Tourism, and Destination Ontario to allow for ease of use for the event organizer.
- ◆ Ensure that municipal councils have a full understanding of tourism opportunities and how partnerships can be greater enhanced with Durham Tourism and Central Counties Tourism to market these opportunities.

Description of Program Resources:

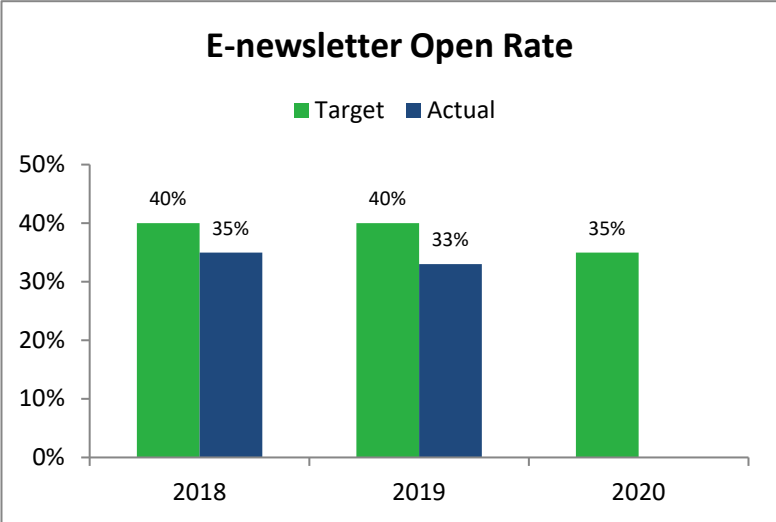
- ◆ 2020 Full Time Staff = 4
2019 Full Time Staff = 4 Restated



2020 Program Detail

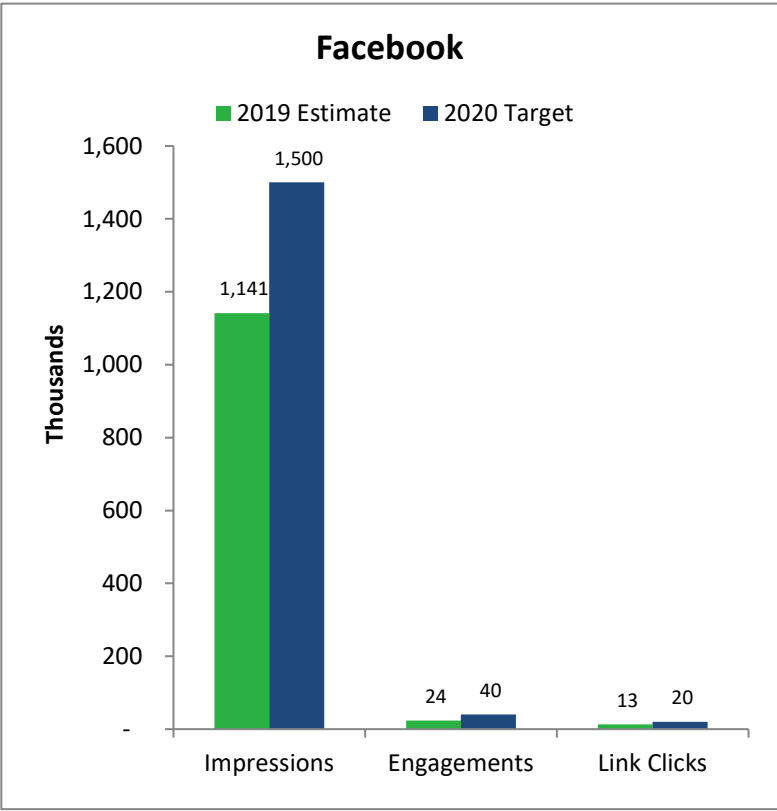
Economic Development & Tourism

Performance Measurements:



Note: The Industry average open rate for travel e-newsletters is 20% and the Tourism e-newsletter is trending significantly higher.

Open rate is a measure of what percentage of people on an email list open a particular email campaign. As of November 2019, there were 8,689 subscribers to the e-newsletter.



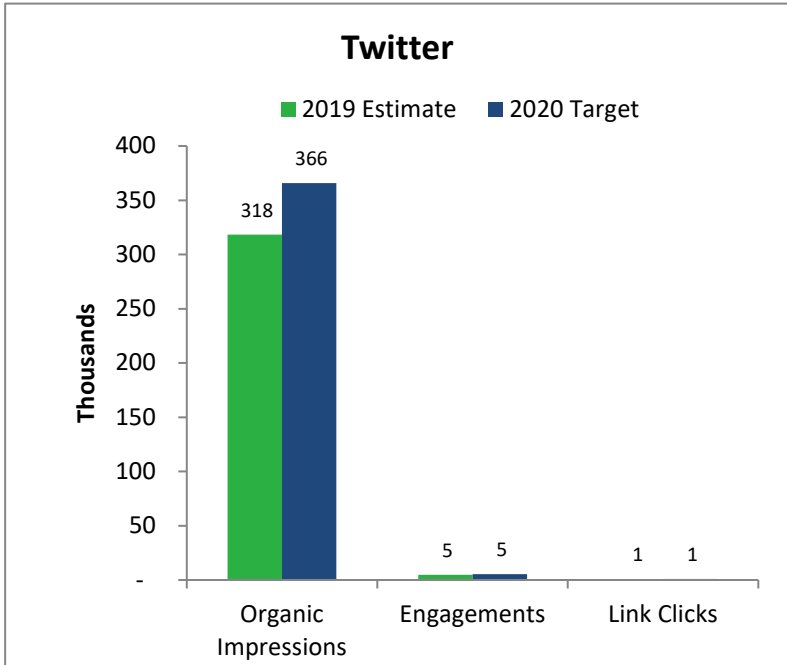
Note: 2019 Data is for January 1, 2019 - October 31, 2019, 2020 Target is for a full year.



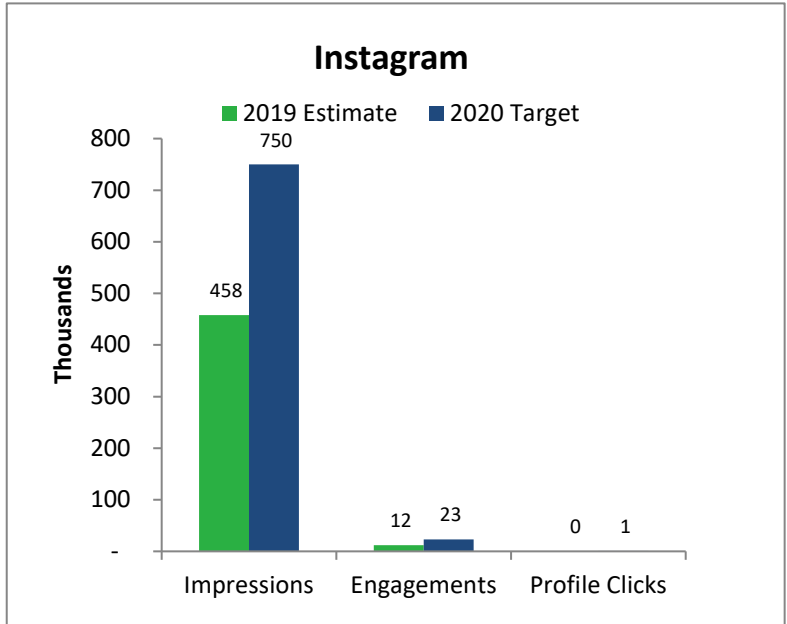
2020 Program Detail

Economic Development & Tourism

Performance Measurements (Continued):



Note: 2019 Data is for January 1, 2019 - October 31, 2019, 2020 Target is for a full year.



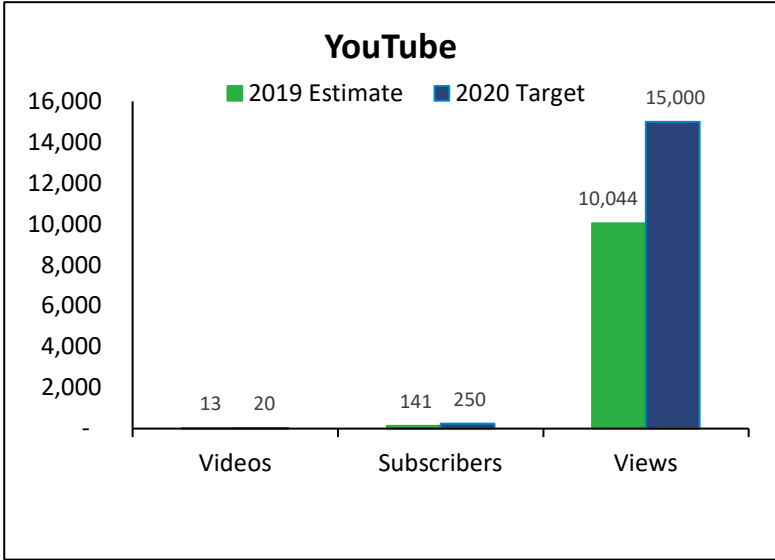
Note: 2019 Data is for April 4, 2019 - October 31, 2019, 2020 Target is for a full year.



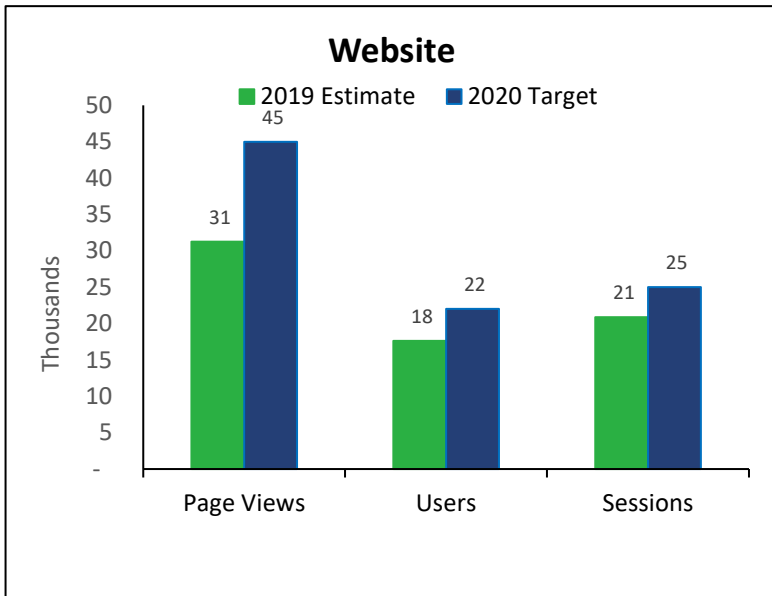
2020 Program Detail

Economic Development & Tourism

Performance Measurements (Continued):



Note: 2019 Data is for January 1, 2019 - October 31, 2019, 2020 Target is for a full year.



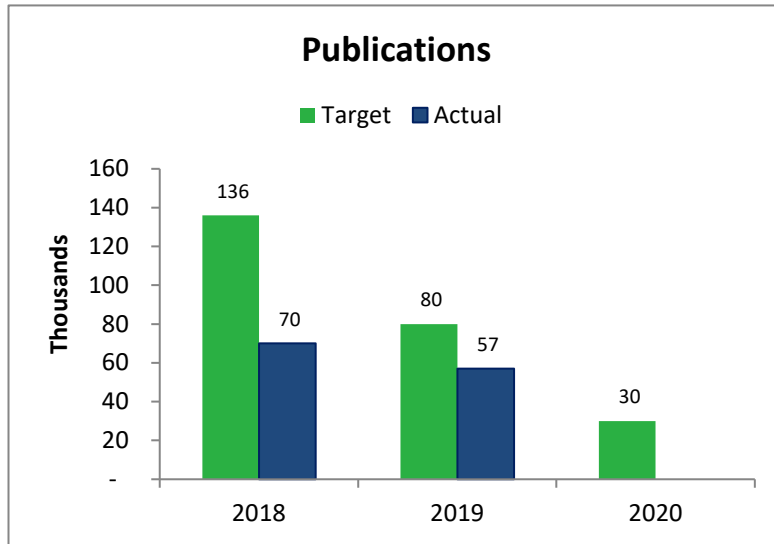
Note: 2019 Data is for March 27, 2019 - October 31, 2019, 2020 Target is for a full year.



2020 Program Detail

**Economic Development &
Tourism**

Performance Measurements (Continued):



Note: 2020 distribution targets for Durham Tourism publications are:

*Discovery Guide- 20,000
Durham Region Trails - 5,000
Durham Cycle Tours Map - 5,000*
Print costs are being reduced to move towards more digital promotion.



2020 Program Detail

**Economic Development &
Tourism**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	342	351	445	-	445
Personnel Related	25	22	22	8	30
Communications	173	174	93	(19)	74
Materials & Services	51	100	57	84	141
Vehicle Operations	7	7	7	-	7
Professional Services	93	85	89	(1)	88
Contribution to Reserves / Reserve Funds	6	6	6	-	6
Net Program Expenses	697	745	719	72	791

PROGRAM 4A BUSINESS ADVISORY CENTRE DURHAM



2020 Program Detail

Economic Development & Tourism

Purpose:

- ♦ To provide core funding, in partnership with the Province, for staff resources and facilities, to maintain the operation of the Business Advisory Centre Durham (BACD).

Description of Program Activities:

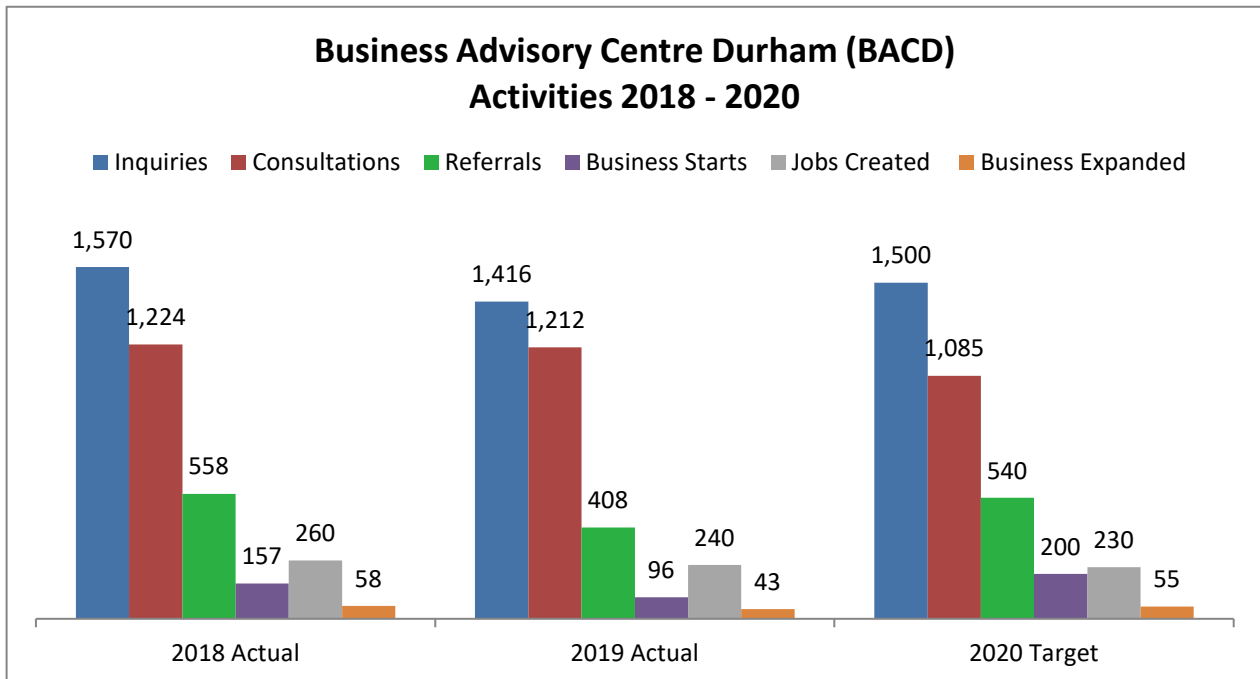
- ♦ Assist, advise, mentor and monitor start-up and existing businesses and business associations that seek guidance from the BACD on growing their business.
- ♦ Outreach to the Community with programs and participate in targeted business activities and functions.
- ♦ Monitor Centre operations, maintenance and upkeep.
- ♦ Liaise with the Provincial and Federal governments and private sector partners to deliver the services of the BACD.
- ♦ Deliver Provincial programs as required.
- ♦ Provide support and directions for new immigrants and displaced workers.

Description of Program Resources:

- ♦ Staff resources are determined by the Board of Directors with input from Region of Durham Board representative. The Director of Economic Development participates as an Advisor to the Board.

Performance Measurement:

- ♦ Performance Measurements are tracked annually by the Province using their mandatory tracking system. Based on results, funding is determined for the following year. This includes outreach, consultations with new and existing businesses, seminar attendance, and jobs created.



**PROGRAM 4A
BUSINESS ADVISORY CENTRE DURHAM**



2020 Program Detail

**Economic Development &
Tourism**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Outside Agency Expenses	160	160	160	-	160
Net Program Expenses	160	160	160	-	160



2020 Program Detail

**Economic Development &
Tourism**

Purpose:

- ♦ To provide operating space for the Business Advisory Centre Durham, operating since 1998.

Description of Program Activities:

- ♦ Costs reflect rental and maintenance for the facility.

Description of Program Resources:

- ♦ Staff resources (Economic Development; Works - Facilities Management to operate space).

**PROGRAM 4B
FACILITIES - GARDEN STREET**



2020 Program Detail

**Economic Development &
Tourism**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Buildings & Grounds Operations	1	3	2	-	2
Contracted Services	8	7	7	-	7
Leased Facilities Expenses	62	62	62	-	62
Insurance	1	1	1	-	1
Net Program Expenses	72	73	72	-	72



2020 Program Detail

Economic Development & Tourism

Purpose:

Rural

- ◆ To provide support and services for the attraction, retention and expansion of new and existing businesses within rural Durham.
- ◆ To promote and support the revitalization of the downtowns in the northern area municipalities and encourage the development of cultural and business opportunities, while inspiring and supporting entrepreneurship and fostering the preservation of their distinct natural, built and cultural heritage.
- ◆ To strengthen accessibility to services that build a stronger rural and small town identity.

Agriculture

- ◆ To strengthen and provide support and services for the attraction, retention and expansion of new and existing businesses within the agriculture industry.
- ◆ To support the Investment Attraction Team in attracting new investment in the Agriculture and Agri-food sector.
- ◆ To assist the agriculture sector in developing the necessary infrastructure and services to support the growth of the industry in Durham Region.
- ◆ To implement programs and develop policies which will enable and catalyze the growth of the Agri-Tourism and Local Food-Tourism sectors.

Description of Program Activities:

Implement the Region's Agricultural Strategy 2019-2024

- ◆ Continue to investigate partnerships and research of new crops/bio-sources for value-added markets (i.e. non-traditional crops, biomass and alternative on-farm energy production, high yield urban agriculture, micro farm incubator, and agriculture-tech).
- ◆ Work with agriculture, agri-food sector and government partners, to access funding opportunities for improvements in the application of technology and best practices.
- ◆ Liaise with the local food service sector, the public, and local food producers to build a strong network and infrastructure to support local food procurement, including the conceptualizing of a core Durham Farmer's Market.
- ◆ Support initiatives by our key stakeholders and partners including: Durham Farm Fresh, Durham Farm Connections, Ontario Food Cluster, Golden Horseshoe Food and Farming Alliance, Durham Farm and Rural Family Resources and Leading Livestock Genetics.
- ◆ Collaborate with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) on programs that support agriculture in Durham Region.

Education Outreach

- ◆ Provide workshops/sessions for manufacturers, food producers/processors, entry level farmers and volunteers.
- ◆ Support food processors and manufacturers by participating in trade show opportunities to assist in their marketing efforts.
- ◆ Continue to support the Durham Agricultural Advisory Committee.
- ◆ Advance the Education/Awareness of the Agriculture Industry by profiling the Region's agricultural and agri-food industry through student education programs, agricultural fairs and festivals/events, and investment & industry tours.



2020 Program Detail

Economic Development & Tourism

Description of Program Activities (Continued):

Education Outreach (Continued)

- ◆ Encourage and support research and application of new products and technology by local businesses, in partnership with Durham College and Ontario Tech University, as well as identify training needs for the agriculture and agri-food industry.
- ◆ Implement the Local Food Business Retention and Expansion (BR+E) project report and action plan.
- ◆ Partner with Durham Federation of Agriculture to implement development of the proposed Agriculture Education and Event Centre, based on the feasibility and business plan.

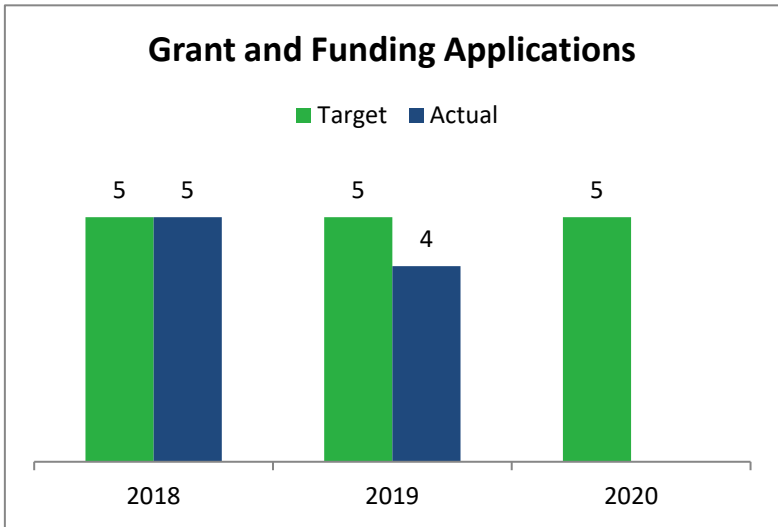
Lead implementation of the Vibrant North Durham Economic Development Plan 2019-2024

- ◆ Communicate with the business community through website, e-newsletter, print and social media.
- ◆ Monitor the availability of services necessary to support rural communities and identify gaps in services and infrastructure (e.g. broadband, water and sewer servicing opportunities, roads).
- ◆ Assist in implementing the actions of Township of Scugog Business Retention and Expansion (BR+E) program and the Township of Brock BR+E program.
- ◆ Implement a business visitation program and business tours.
- ◆ Cooperate with the Ontario Ministry of Agriculture and Food and Rural Affairs (OMAFRA) to implement market analysis tools for downtown revitalization in north Durham.
- ◆ Support the development of the rural municipalities' industrial parks and downtowns by developing and maintaining up-to-date community profiles, marketing on website, maintaining current site data and responding to inquiries in a timely manner.
- ◆ Continue to support the Brock, Scugog and Uxbridge Economic Development Advisory Committees.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 3
- 2019 Full Time Staff = 3

Performance Measurements:



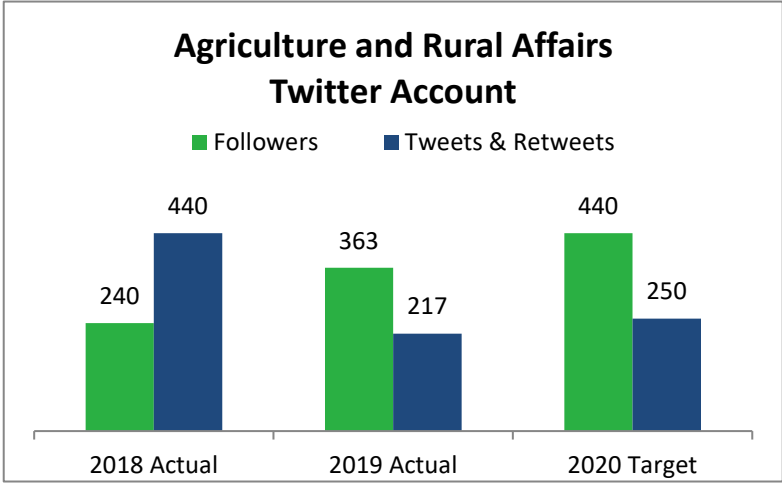
Provide support to our partners on applying for grants and funding. Support is through writing applications, providing letters of support, and providing in-kind or financial resources as part of the application.



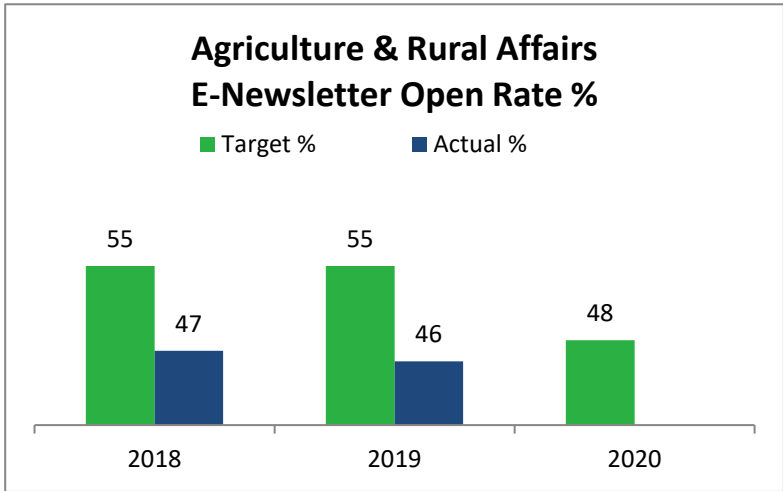
2020 Program Detail

Economic Development & Tourism

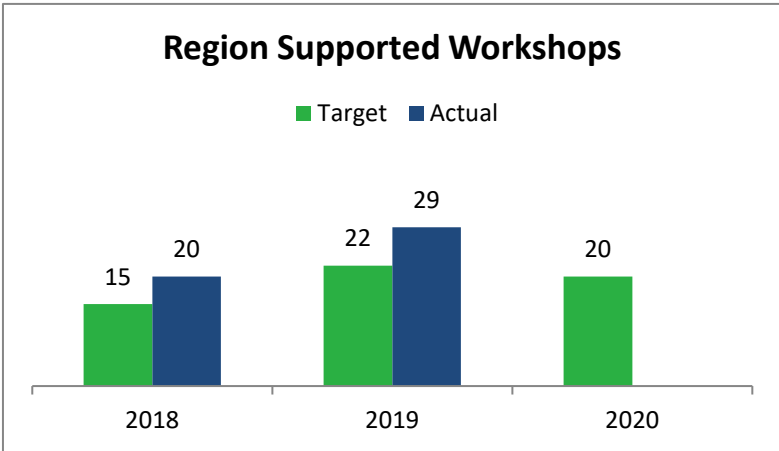
Performance Measurements (Continued):



Broaden outreach with target audiences and create a greater awareness of the agriculture and rural communities in Durham Region.



The open rate is a percentage that indicates how many successfully delivered newsletter campaigns were opened by subscribers.



Workshops being offered with Region support. Topics for 2019 included navigating on-farm value-added and community economic development 101.

**PROGRAM 5
RURAL AND AGRICULTURE**



2020 Program Detail

**Economic Development &
Tourism**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	511	331	337	(31)	306
Personnel Related	10	20	18	-	18
Communications	27	42	39	20	59
Outside Agency Expenses	60	94	66	5	71
Professional Services	75	25	20	-	20
Net Program Expenses	683	512	480	(6)	474

PROGRAM 6 COMMUNITY PROMOTION RESOURCE



2020 Program Detail

Economic Development & Tourism

Purpose:

- ♦ Promote Regional and local community/cultural events.
- ♦ Recognize community volunteer organizations in appreciation of their efforts.

Description of Program Activities:

- ♦ Support sporting/community/cultural events at the Tribute Communities Centre.
- ♦ The Region's suite permits Durham to host important local, provincial, national and international clientele. In addition, this venue offers an opportunity to showcase the Tribute Communities Centre and profile Durham as a location for a wide range of activities and events.
- ♦ Local service clubs and non-profit organizations are given the opportunity to use the facility.
- ♦ The use by the Division is for business and volunteer appreciation.

Performance Measurement:

<u>USAGE OF THE TRIBUTE COMMUNITIES CENTRE SUITE</u>		
<u>2019</u>		
	<u>Events</u>	<u>%</u>
Local Volunteer Organizations	52	84
Region of Durham	5	8
Economic Development & Tourism	5	8
	<u>62</u>	<u>100</u>

**PROGRAM 6
COMMUNITY PROMOTION RESOURCE**



2020 Program Detail

**Economic Development &
Tourism**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Rentals - Tribute Communities					
Centre Box	17	25	17	-	17
Net Program Expenses	17	25	17	-	17

PROGRAM 7 MARKETING STRATEGY PARTNERSHIPS



2020 Program Detail

Economic Development & Tourism

Purpose:

- ◆ To manage and deliver marketing and advertising services for Invest Durham, including development and execution of marketing campaigns, events, digital content strategies, and website development with the goal of generating awareness of Durham Region's assets and value proposition among key target audiences.
- ◆ To increase domestic and international awareness of Durham Region and its economic opportunities.
- ◆ Promote Durham Region as a great place to do business; foster relationships between the business community, academia, industry and various levels of government; and advocate for the needs of industry.
- ◆ To actively participate and represent the Region on special projects, initiatives and events with industry leaders, post-secondary institutions and various business stakeholders that complement or benefit economic development for the Region of Durham.
- ◆ To support Investment Attraction, Agriculture and Rural Affairs, and Tourism sector activities, by creating and managing marketing materials, campaigns, and initiatives, maintaining and providing data and statistical information, and supporting materials.
- ◆ To promote Durham Region as a destination for film production and attract film-related investment to the Region in order to encourage business growth, educational opportunities and to create jobs.

Description of Program Activities:

Sector Development

- ◆ Plan and deploy marketing campaigns that generate awareness of the Region's competitiveness for new investment among key audiences domestically and internationally. In doing so generate increased awareness of assets including but not limited to; tourism assets, agricultural and rural-focused programming, opportunities and locations for the film industry, as well as generating new leads for inbound investment, and generating awareness among key audiences to attract and retain workforce segments.
- ◆ Develop and enhance the Invest Durham brand to create broad awareness of the opportunity for business investment in Durham Region; tailor marketing messages and goals to align with sector-specific development activities, and use contemporary marketing techniques to increase the flow of leads to the Region in order to measurably increase the economic well-being of the Region.
- ◆ Work closely with local partners, business groups, industry, various levels of government and other related parties to develop and implement sector specific projects that promote and enhance sector-specific business opportunities, as well as measurably increase the economic well-being of the Region. This includes Agri-business; Energy, Environment and Engineering (EN3); Health Sciences; Innovative Technology; Manufacturing and Tourism sectors as identified in the 2017-2021 Economic Development Strategy.
- ◆ Undertake sector-specific projects such as cluster mapping and studies, research, trends and economic impact analysis to determine marketing and other programming and suitable partners for each sector.
- ◆ Develop long-term marketing plans and programming based on recommendations and outcomes from the Economic Development Strategy.
- ◆ Collaborate with Spark Centre, 1855 Whitby, BACD and other relevant organizations to promote and support small business and innovation activities that encourage, develop and grow a culture of innovation. This includes participating in relevant conferences, pitch competitions, international soft landing programs, networking opportunities and other related activities.

PROGRAM 7 MARKETING STRATEGY PARTNERSHIPS



2020 Program Detail

Economic Development & Tourism

Description of Program Activities (Continued):

Sector Development Continued

- ◆ Manage operations of the Durham Region Film Commission ("Film Durham") in order to carry out the objectives of the film program. This includes the coordination of applicable permits, maintaining relationships with appropriate stakeholders to increase investment, assisting production companies with products, services, locations and filming in Durham Region, and responding to inquiries.

Community Relations and Partnership Development

- ◆ Collaborate with local stakeholders on initiatives that benefit the local business community by encouraging new business development and growth. This also includes promoting economic development activities through community engagement activities such as social media, workshops, community outreach, networking and building relationships with other stakeholders.
- ◆ Facilitate collaboration and partnerships between industry, academia and various business support groups to grow, strengthen and diversify Durham's economic base.
- ◆ Actively represent the Region of Durham on boards and committees including: Durham Workforce Authority; Local Diversity and Immigration Partnership Council; Ajax-Pickering Board of Trade Government Relations Committee; Durham Immigration Portal; and Economic Developers Council of Ontario, Durham Region International Film Festival Board, Durham College's Broadcast Radio and Contemporary Media Program Advisory Committee, and Municipal Film Liaisons working group.
- ◆ Work with Ontario Tech University, Durham College and Trent University to facilitate program development that supports the needs of local industry.
- ◆ Facilitate collaboration and partnerships between film industry members, academia, supporting businesses and various levels of government in order to grow the film sector in Durham Region through initiatives such as but not limited to the Durham Region International Film Festival.

Marketing, Advertising and Promotional Collateral

- ◆ Create an annual marketing plan that aligns with the 2017-2021 Economic Development and Tourism Strategy. This plan includes activities including but not limited to: developing brand positioning, management and maintenance of websites, developing and deploying digital content strategies for campaigns and social media channels, developing an annual advertising plan, developing an annual event plan, sharing good news stories, using innovative tactics to deliver messages to key targets, and generating positive publicity.
- ◆ Coordinate the development, design and distribution of the Division's marketing collateral. This includes sector brochures, social media, value proposition/lure brochures, advertisements, e-newsletters and other vehicles. Launch and maintain social media profiles for Invest Durham, and grow following to a combined total of 500 across platforms, with a target of 350 posts combined across platforms in 2020.
- ◆ Update and manage content related to "Filming in Durham" on the corporate website, as well as developing and distributing marketing materials specifically designed to be targeted at the film industry.
- ◆ Continue to support relevant and targeted advertising opportunities for Economic Development.

PROGRAM 7 MARKETING STRATEGY PARTNERSHIPS



2020 Program Detail

Economic Development & Tourism

Description of Program Activities (Continued):

Data Collection and Statistics

- ◆ Coordinate and undertake research; compile, track and maintain multiple information systems, focusing on economic and key sector data. Information collected is used to support the following activities, but not limited to attracting investment; data, statistics and content for marketing and promotional collateral; information and Council reports; and pertinent up-to-date information on key sectors and other economic indicators.
- ◆ Manage and maintain content for sector specific information and manage several databases in support of local business expansion and growth; for intelligence gathering, Contact Management System to support lead generation, photo library, film location library, and other resources as needed for marketing initiatives.
- ◆ Track and measure marketing initiatives including approaches such as: social media metrics, campaign metrics, website traffic metrics, and content strategy metrics.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 3 (1 Program Assistant transferred from Administration)
2019 Full Time Staff = 2

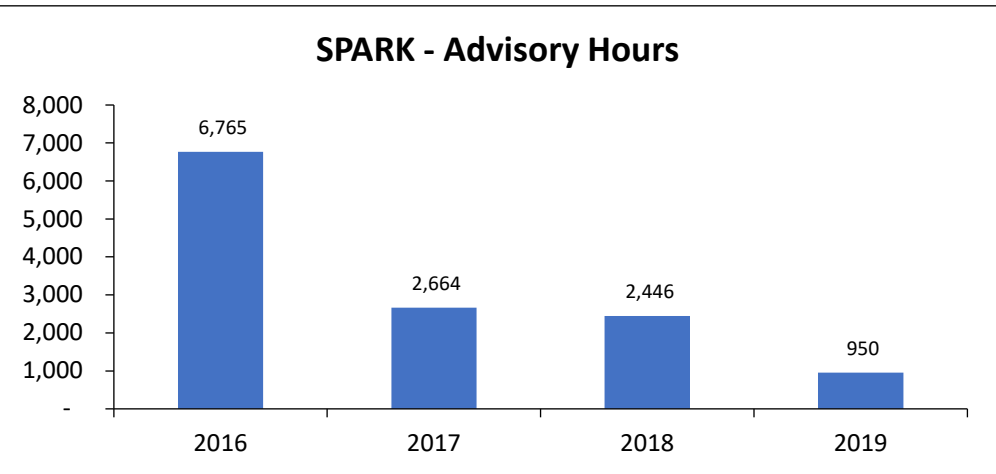
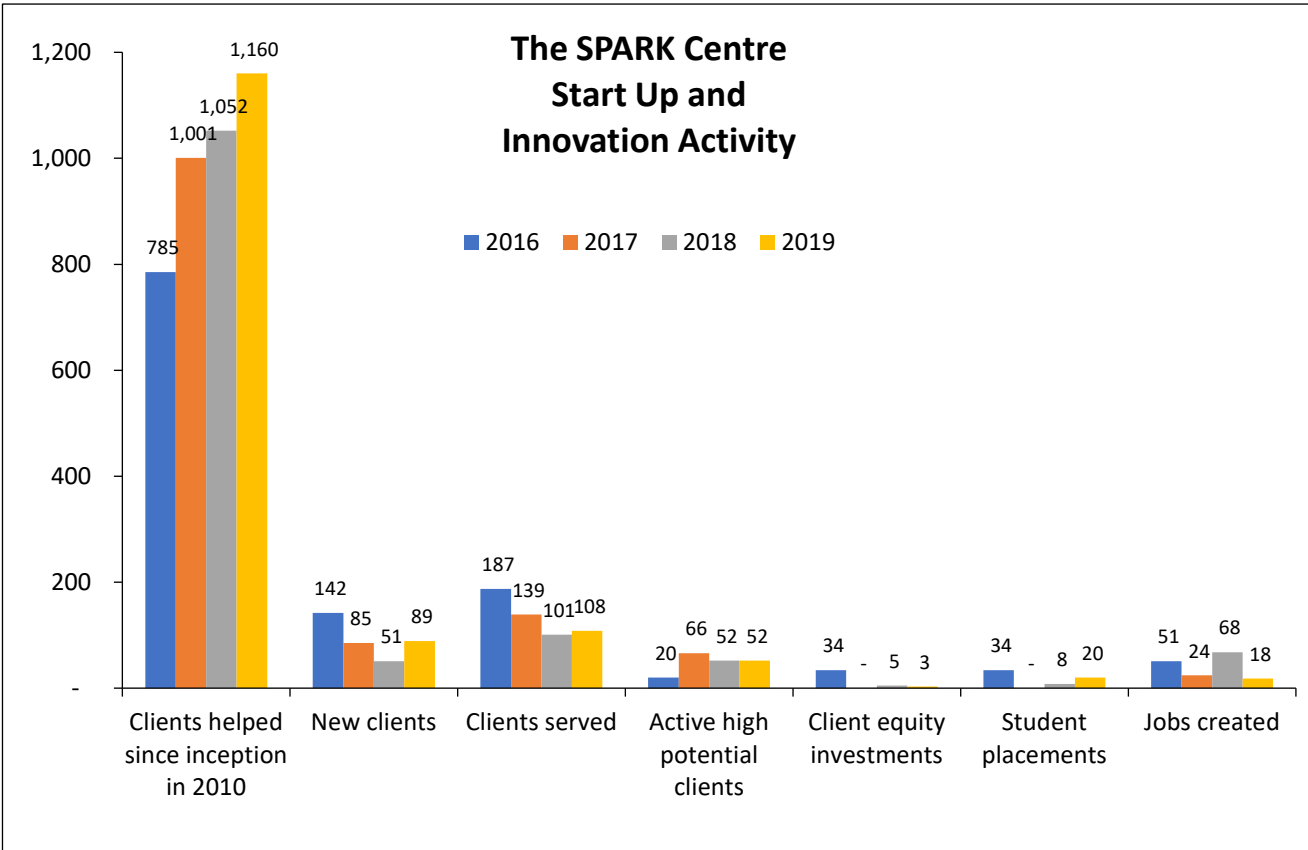
PROGRAM 7 MARKETING STRATEGY PARTNERSHIPS



2020 Program Detail

Economic Development & Tourism

Performance Measurements:



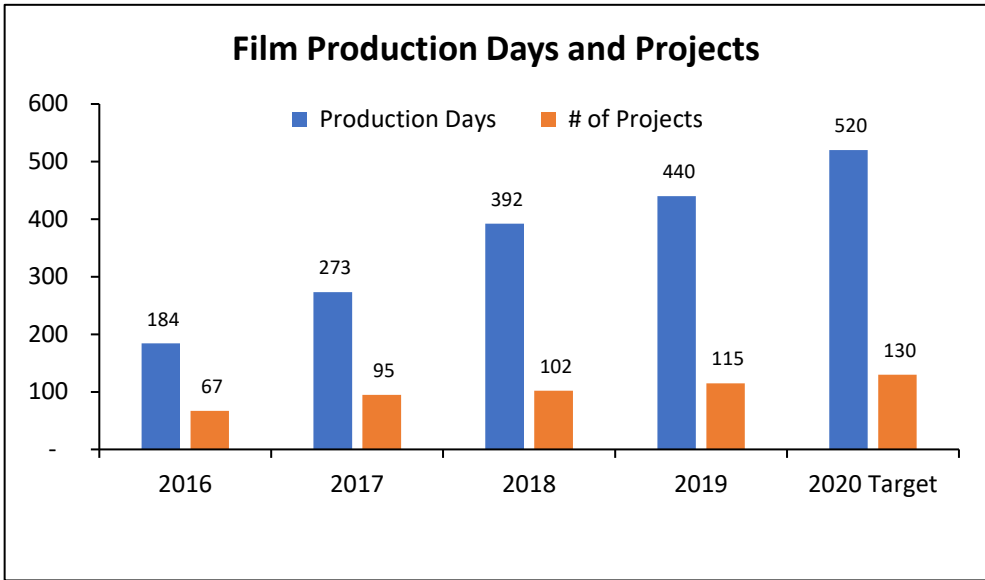
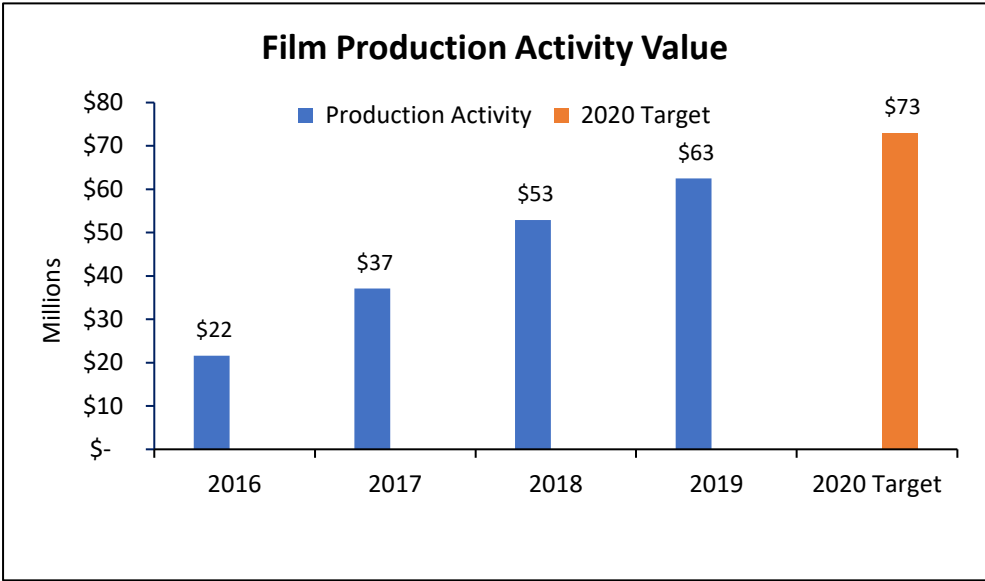
PROGRAM 7 MARKETING STRATEGY PARTNERSHIPS



2020 Program Detail

Economic Development & Tourism

Performance Measurements (Continued):



**PROGRAM 7
MARKETING STRATEGY PARTNERSHIPS**



2020 Program Detail

**Economic Development &
Tourism**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	161	237	240	87	327
Personnel Related	12	12	10	-	10
Communications	115	127	139	54	193
Outside Agency Expenses	220	180	150	100	250
Professional Services	10	5	4	-	4
Total Expenses	518	561	543	241	784
Revenues					
Revenue from Municipalities	(25)	-	(26)	-	(26)
Total Revenues	(25)	-	(26)	-	(26)
Net Program Expenses	493	561	517	241	758

**PROGRAM 8
HEADQUARTERS SHARED COST**



2020 Program Detail

**Economic Development &
Tourism**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 8
HEADQUARTERS SHARED COST**



2020 Program Detail

**Economic Development &
Tourism**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	113	113	100	16	116

**PROGRAM 9
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

**Economic Development &
Tourism**

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

Administration - Program 1

		\$	\$
1 Laptop Computers with Monitors	5	1,950	9,750
			9,750

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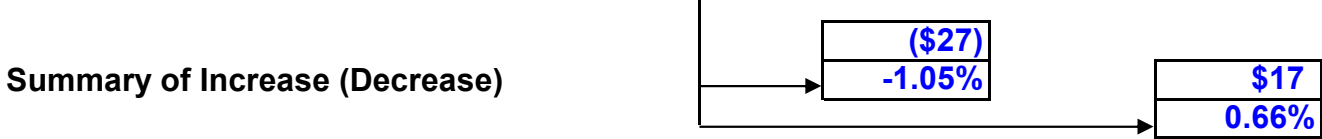
PROGRAM SUMMARY



2020 Business Plan

Regional Council

By Program (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Regional Council	2,303	2,371	2,368	15	2,383
2 Headquarters Shared Cost	197	197	173	29	202
Operating Subtotal	2,500	2,568	2,541	44	2,585
Tangible Capital Assets:					
Tangible Capital Assets Subtotal	-	-	-	-	-
Net Program Expenses	2,500	2,568	2,541	44	2,585



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	34	Economic increases
Operating Expenses	(37)	Remove one-time items
Operating Expenses	(24)	Headquarters shared cost
	<u>(27)</u>	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Regional Council

(\$,000's)

Regional Council

- ◆ Increase in Memberships and Dues for Federation of Canadian Municipalities Optional Legal Defense Fund contribution. 15

Headquarters Shared Cost

- ◆ Regional Council's share of costs related to the operation and maintenance of Regional Headquarters. 29

Total Program Changes 44

**PROGRAM 1
REGIONAL COUNCIL**



2020 Program Detail

Regional Council

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	2,048	2,054	2,088	-	2,088
Personnel Related	254	303	266	15	281
Supplies	1	9	9	-	9
Materials & Services	-	1	1	-	1
Equipment Maintenance & Repairs	-	4	4	-	4
Net Program Expenses	2,303	2,371	2,368	15	2,383

**PROGRAM 2
HEADQUARTERS SHARED COST**



2020 Program Detail

Regional Council

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	8	20
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserve / Reserve Fund	637	637	-	-	-
Call Centre Operations	592	687	612	255	867
Front Counter Operations	398	399	416	210	626
Operating Expenses Subtotal	7,084	7,286	6,351	733	7,084
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	397	-	397
Inter-Departmental Transfers & Recoveries Subtotal	412	421	397	-	397
Gross Operating Expenses	7,496	7,707	6,748	733	7,481
Tangible Capital Assets					
New	60	60	-	145	145
Replacement	651	651	-	8,039	8,039
Contribution From Reserve / Reserve Fund	(113)	(113)	-	(7,038)	(7,038)
Total Tangible Capital Assets	598	598	-	1,146	1,146
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 2
HEADQUARTERS SHARED COST**



2020 Program Detail

Regional Council

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,313	1,879	13,192
Department's Share of Net Program Expenses	197	197	173	29	202

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2020 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 modernization and continuous quality improvement approach to management and customer service within Durham.

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.).

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, area municipalities, the Province, federal government and other outside agencies.
- ◆ Provide structure and support to the Durham Region Roundtable on Climate Change and Accessibility Advisory Committee.
- ◆ Provide leadership, advice and support to the corporation to ensure organizational compliance with accessibility legislation.
- ◆ Lead the exploration and adoption of new ideas to strengthen program and service delivery using innovative tools and processes.



2020 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 - Co-Lead
<ul style="list-style-type: none"> ◆ Develop partnerships and advocate for funding with senior governments to support key Regional initiatives. ◆ Provide analysis and advice to support strategic initiatives through intergovernmental relations, research and stakeholder consultation. 	

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"> ◆ Formalize partnerships with post-secondary institutions to leverage knowledge, skills and celebrate success in joint initiatives. 	

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

Key Deliverables	Responsibility - Lead/Co-Lead
<ul style="list-style-type: none"> ◆ Identify, remove and prevent accessibility barriers throughout Regional programs and services. ◆ Support the Accessibility Advisory Committee. ◆ Develop a Durham Community Safety and Well-being Plan in partnership with Durham Regional Police Service to address community risk factors. 	

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. 	



2020 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"> ◆ Develop community art policy for Regional Headquarters. 	

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"> ◆ Research, design and develop programs to implement key actions identified in the Durham Community Climate Adaptation Plan and the Durham Community Energy Plan (e.g., residential retrofit program, green building standards, tree planting initiatives, electric vehicle strategy, etc.) ◆ Develop a Corporate Climate Change Master Plan that establishes GHG emissions targets and identifies climate action priorities. ◆ 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"> ◆ Continue participation, collaboration and development of enhanced partnerships to enhance the natural environment. 	

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"> ◆ 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 - Lead
<ul style="list-style-type: none"> ◆ Promote innovation framework including the piloting of new technologies. ◆ Identify opportunities to embed climate change considerations into Regional business. 	

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"> ◆ Modernize business processes to ensure the best use of resources and a customer-centric approach. ◆ Demonstrate effective stewardship of corporate resources. 	



2020 Business Plan

Chief Administrative Officer

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 communications and community engagement strategies. ◆ Ensure external website provides clear access to program and service information. ◆ 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.5 - Demonstrate accountability and transparency by measuring performance and reporting on results.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Update the Durham Region Strategic Plan 2020-2024 to reflect Council priorities and community engagement. ◆ Use a dashboard to monitor and report on outcomes and performance on activities undertaken in support of the Strategic Plan. 	

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"> ◆ Develop programs to attract new talent to municipal administration. ◆ Provide opportunities for staff professional growth and development. 	

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 to foster the development of new ideas. ◆ Build capacity for innovation into work processes. ◆ Create an effective interdepartmental forum for capturing innovation, research and best practices. ◆ Strengthen the community of practice for staff innovation. 	

PROGRAM SUMMARY



2020 Business Plan

Chief Administrative Officer

By Program	2019		2020		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
Operating:					
1 Chief Administrative Officer	873	883	922	-	922
2 Corporate Communications	1,162	1,567	1,630	59	1,689
3 Strategic Initiatives	1,156	1,804	1,779	1,610	3,389
4 Headquarters Shared Cost	95	95	84	14	98
Operating Subtotal	3,286	4,349	4,415	1,683	6,098
Tangible Capital Assets:					
5 New	16	16	-	19	19
6 Replacement	25	25	35	-	35
Tangible Capital Assets Subtotal	41	41	35	19	54
Net Program Expenses	3,327	4,390	4,450	1,702	6,152

Summary of Increase (Decrease)

	\$60	
→	1.37%	→
	\$1,762	
→	40.14%	→

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	62	Economic increases
Salaries & Benefits	199	Annualization - 4 positions
Salaries & Benefits	36	Job reclassifications
Salaries & Benefits	(50)	Remove one-time - Part time salaries and benefits
Operating Expenses	(170)	Remove one-time items
Operating Expenses	(11)	Headquarters Shared Costs
Tangible Capital Assets - New	(16)	Remove one-time items
Tangible Capital Assets - Replacement	10	Remove one-time items
	60	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Chief Administrative Officer

(\$,000's)

Corporate Communications

<ul style="list-style-type: none"> ◆ New Position: 1 Videographer, effective July 1, 2020, to provide Communications with videography support by developing videos to enhance the corporation's internal and external profile while informing staff and the community of regional programs, initiatives and events through digital media marketing. (Annualized cost is \$102k) ◆ Increase in telephone and education accounts to support new staff. ◆ Increase in purchased services account to support continuous improvement for durham.ca and the organization's internal site. 	<p>51</p> <p>3</p> <p>5</p> <hr style="border: 0.5px solid black;"/> <p>59</p>
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Strategic Initiatives

<ul style="list-style-type: none"> ◆ Realignment of the Research and Innovation division of Social Services with the Strategic Initiatives division in the CAO's office, effective January 1, 2020, to gain operational efficiencies, provide opportunities for staff and advance the Region's corporate innovation program. This includes 2 new Policy Advisor positions converted from part time. Offset by corresponding reduction in Social Services. ◆ Increase in Professional, Technical and Consulting (\$50k) for initiatives and training for Innovation and in Minor Assets and Equipment (\$5k) for video equipment. ◆ Increase in costs for promotion of the Strategic Plan update: Communication and Promotion (\$30k) for outreach and promotional material, Printing and Reproduction (\$15k) for reports and report card development and Professional, Technical and Consulting for On Strategy dashboard license (\$11k) and Bang the Table enterprise license (\$40k). ◆ Increase in Government Relations cost for outreach and partnership development (\$30k) and Professional Services for consulting and research on various initiatives (\$120k). ◆ Increase in Professional, Technical and Consulting to identify and implement a Regional Smart Cities framework. ◆ Implementation of the Climate Change adaptation and mitigation plans (\$225k) for research, design and development and Communication and Promotion (\$50k). ◆ Various adjustments to align with actual and projected expenditures. 	<p>815</p> <p>55</p> <p>96</p> <p>150</p> <p>200</p> <p>275</p> <p>19</p> <hr style="border: 0.5px solid black;"/> <p>1,610</p>
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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>14</p> <hr style="border: 0.5px solid black;"/> <p>14</p>
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EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Chief Administrative
Officer

(\$,000's)

Tangible Capital Assets

New:

- ◆ Refer to TCA New Schedule for further details.

19

19

Total Program Changes 1,702

PROGRAM 1 CHIEF ADMINISTRATIVE OFFICER



2020 Program Detail

Chief Administrative Officer

Purpose:

- ◆ To provide leadership and facilitate a collaborative and high performing work environment, providing quality advice and support to Regional Council, and ensuring Council directions are implemented effectively, efficiently and with high quality, innovative service delivery.

Description of Program Activities:

- ◆ Oversee the implementation of Council programs and execution of Council directions in a timely, effective and efficient manner.
- ◆ Ensure Regional operations and management practices promote co-operation and encourage a modernization and continuous quality improvement approach to customer-centric service delivery within Durham Region.
- ◆ Develop, implement, monitor and report on the Strategic Plan to reflect the priorities of Regional Council.
- ◆ Support the further development of in-service education programs designed to enhance the development and abilities of the current staff.
- ◆ Leads the implementation of programs to address the impacts of climate change to ensure that the Region maintains a leadership position in such efforts, and participate as a member of the Durham Region Roundtable on Climate Change.
- ◆ Provide recommendations on senior staff resources for the Region of Durham.
- ◆ Strengthen intergovernmental and community relations.
- ◆ Conduct regular meetings with Commissioners to plan, review and monitor Regional business.
- ◆ Strengthen partnerships with Regional Chief Administrative Officers, various community and business organizations and Provincial staff to coordinate joint policy/program planning.
- ◆ Oversee performance management for the organization including benchmarking programs.

Description of Program Resources:

- ◆ 2020 Full-Time Staff = 4
2019 Full-Time Staff = 4

**PROGRAM 1
CHIEF ADMINISTRATIVE OFFICER**



2020 Program Detail

**Chief Administrative
Officer**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	567	632	716	-	716
Personnel Related	190	64	64	-	64
Communications	5	10	10	-	10
Supplies	9	7	7	-	7
Computer Maintenance & Operations	4	-	-	-	-
Materials & Services	1	-	-	-	-
Equipment Maintenance & Repairs	4	5	5	-	5
Professional Services	93	120	120	-	120
Major Repairs & Renovations	-	45	-	-	-
Gross Operating Expenses	873	883	922	-	922
Tangible Capital Assets					
Replacement	12	12	10	-	10
Total Tangible Capital Assets	12	12	10	-	10
Net Program Expenses	885	895	932	-	932

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	932
Less: Tangible Capital Assets	(10)
Net Operating Program Expenses Per Program Summary	<u>922</u>



2020 Program Detail

**Chief Administrative
Officer**

Purpose:

- ◆ To provide leadership, advice, professional services and training, to the Corporation in the areas of: Strategic Communications (including marketing/promotion and engagement); Crisis Communications (including issues management and emergency information management); Media Relations and Social Media (including analysis and reporting); and Corporate Identity (including Regional logo use and corporate brand visibility). Services are provided to support corporate and specific program needs and aim to keep the public, businesses, other levels of government, partner organizations, and Regional employees appropriately informed and ultimately to enhance public engagement.

Description of Program Activities:

Consultation and leadership services in the areas of:

- ◆ Strategic communications, including development of project/program communications strategies and related materials for internal and external distribution (e.g. newsletters, fact sheets, brochures, backgrounders, protocols, guides); development of online content/engagement strategies and materials (e.g. new sections, e-newsletters); training/guidance in the areas of writing, and creation of marketing materials.
- ◆ Media relations, including development and publishing of all Regional media materials; co-ordination of media inquiries/interviews, media conferences, media training and media monitoring.
- ◆ Social media, including the development of social media strategies and content to promote Regional programs and services. The management of social media accounts includes, but is not limited to, monitoring social media platforms and conversations, engaging in two-way communications and customer service interactions, records retention, analytics monitoring and account security.
- ◆ Crisis/issues communications, including development of issue-specific strategies and related materials; planning and information sharing activities (e.g. water supply issues, road closures, etc.).
- ◆ Emergency Information (EI), including media inquiry, social media, media conference centre, media monitoring; all information publishing functions (media materials, web postings and social media postings) during declared and non-declared emergencies, and during annual exercises, to ensure accurate and timely emergency information sharing with the public, businesses, other levels of government, partner organizations, and Regional employees.
- ◆ Corporate identity, including production of the Durham Region Logo Use Guidelines and guidance to staff and external partners on the use of the Region's official logo; co-ordination of employee uniforms, corporate displays, promotional/give-away items; and production and distribution of the Corporate Services Video, and related resources and learning materials for students and teachers. These initiatives all help promote the programs and services of the Region, and help effectively communicate Regional policies and decisions in a clear, consistent manner, strengthening our visibility to the public, and increasing public understanding of Regional roles and responsibilities.

Description of Program Resources:

- ◆ 2020 Full-Time Staff = 16 New: 1 Videographer
2019 Full-Time Staff = 15

**PROGRAM 2
CORPORATE COMMUNICATIONS**



2020 Program Detail

**Chief Administrative
Officer**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,396	1,670	1,736	51	1,787
Personnel Related	28	59	59	2	61
Communications	149	244	245	1	246
Supplies	30	34	34	-	34
Computer Maintenance & Operations	-	2	2	-	2
Materials & Services	2	2	2	5	7
Equipment Maintenance & Repairs	1	2	2	-	2
Professional Services	8	-	-	-	-
Minor Assets & Equipment	-	7	7	-	7
Operating Expenses Subtotal	1,614	2,020	2,087	59	2,146
Inter-Departmental Transfers & Recoveries					
Recovery from Water/Sewer/Waste	(452)	(453)	(457)	-	(457)
Inter-Departmental Transfers & Recoveries Subtotal	(452)	(453)	(457)	-	(457)
Gross Operating Expenses	1,162	1,567	1,630	59	1,689
Tangible Capital Assets					
New	14	14	-	19	19
Replacement	11	11	19	-	19
Total Tangible Capital Assets	25	25	19	19	38
Net Program Expenses	1,187	1,592	1,649	78	1,727

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,727
Less: Tangible Capital Assets	(38)
Net Operating Program Expenses Per Program Summary	<u>1,689</u>



2020 Program Detail

**Chief Administrative
Officer**

Purpose:

- ◆ To lead implementation of corporate strategies and plans, enhancing integration of corporate policies and initiatives with program policy functions.
- ◆ To provide advice to Regional Council on accessibility issues and ensure organizational compliance as prescribed in the Ontarians with Disabilities Act, 2001 and Accessibility for Ontarians with Disabilities Act, 2005.
- ◆ To drive the implementation of the activities identified in Council-endorsed climate change adaptation and mitigation plans.
- ◆ To strengthen strategic intergovernmental and community relationships and partnerships.
- ◆ To build and foster capacity for innovation among Regional staff to support organizational resilience, service excellence and adaptability in an environment of accelerating change.

Description of Program Activities:

- ◆ Provide advice to departments regarding implementation of approved programs and initiatives.
- ◆ Lead the development, monitoring and reporting of the Durham Strategic Plan and guide departments in the development of effective outcome measures.
- ◆ Prepare annual accessibility plans and reports and assess audits of Regional facilities to determine barriers to accessibility.
- ◆ Provide staff advisor and support to Durham's Accessibility Advisory Committee in carrying out its mandated functions.
- ◆ Review new legislation and regulations as they are introduced, identifying potential business impacts.
- ◆ Liaise with area municipal staff and other municipalities to share information, best practices and integrate initiatives where possible.
- ◆ Support the activities of the DRRCC and continue to explore and implement climate change programs and initiatives.
- ◆ Encourage community participation in the implementation of the Durham Community Energy Plan (DCEP), the Durham Community Climate Adaptation Plan (DCCAP), and any future revisions to the Community Climate Change Local Action Plan (LAP).
- ◆ Develop a Durham Climate Change Master Plan to guide the effective implementation of community and corporate climate change efforts.
- ◆ Raise awareness of and recognize innovation in the Region through communications and events.
- ◆ Develop and test a corporate process for supporting innovations at a small scale, refining and scaling up where appropriate.
- ◆ Equip staff with innovation tools through continuous learning, training and practice to encourage staff to integrate these approaches in their ongoing work.
- ◆ Identify, build and strengthen partnerships and collaboration with businesses, other government and community agencies.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 15 Position Transfers: 1 Manager, 3 Policy Advisors, 1 Multi-Media Coordinator, 1 Research Coordinator from Social Services
- ◆ 2019 Full Time Staff = 9



2020 Program Detail

**Chief Administrative
Officer**

Performance Measurements:

- ◆ Removal of barriers as identified in the Accessibility Plan.
- ◆ Training implemented per Accessibility Standards.
- ◆ Partner participation in climate change program implementation.
- ◆ Development of Durham Smart Cities Framework.
- ◆ Services identified for improvement through public-facing services modernization.
- ◆ Increased number of corporate initiatives incorporating innovative tools and approaches.
- ◆ Enhanced public awareness of Regional innovation.

**PROGRAM 3
STRATEGIC INITIATIVES**



2020 Program Detail

**Chief Administrative
Officer**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	974	1,167	1,267	801	2,068
Personnel Related	38	72	72	26	98
Communications	29	155	155	130	285
Supplies	4	5	5	1	6
Materials & Services	16	3	3	1	4
Professional Services	95	402	277	646	923
Minor Assets & Equipment	-	-	-	5	5
Gross Operating Expenses	1,156	1,804	1,779	1,610	3,389
Tangible Capital Assets					
New	2	2	-	-	-
Replacement	2	2	6	-	6
Total Tangible Capital Assets	4	4	6	-	6
Net Program Expenses	1,160	1,808	1,785	1,610	3,395

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	3,395
Less: Tangible Capital Assets	(6)
Net Operating Program Expenses Per Program Summary	<u>3,389</u>

**PROGRAM 4
HEADQUARTERS SHARED COST**



2020 Program Detail

**Chief Administrative
Officer**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 4
HEADQUARTERS SHARED COST**



2020 Program Detail

**Chief Administrative
Officer**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	95	95	84	14	98

**PROGRAM 5
TANGIBLE CAPITAL ASSETS - NEW**



2020 Program Detail

**Chief Administrative
Officer**

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

<u>Corporate Communications - Corporate - Program 2</u>		\$	\$
1 Workstation	1	4,800	4,800
2 Power Laptop with Monitor	1	3,750	3,750
3 Camcorder and accessories	1	10,000	10,000
			<u><u>18,550</u></u>

**PROGRAM 6
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

**Chief Administrative
Officer**

Description	Qty	Unit Cost	Total
		\$	\$
<u>Chief Administrative Officer - Program 1</u>			
1 Furniture & Fixtures (misc.)		5,800	5,800
2 Laptop Computers with Monitor	2	1,950	3,900
			9,700
<u>Corporate Communications - Multi-Media - Program 2</u>			
3 Power Laptop Computer with Monitor	1	3,750	3,750
<u>Corporate Communications - Corporate - Program 2</u>			
4 Power Laptop Computers with Monitor	2	3,750	7,500
<u>Corporate Communications - Works - Program 2</u>			
5 Power Laptop Computer with Monitor	1	3,750	3,750
<u>Corporate Communications - Social Services/DEMO - Program 2</u>			
6 Power Laptop Computer with Monitor	1	3,750	3,750
<u>Corporate Policy and Strategic Initiatives - Program 3</u>			
7 Laptop Computers with Monitor	3	1,950	5,850
			34,300

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PROGRAM SUMMARY

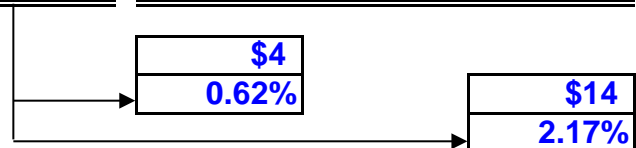


2020 Business Plan

Regional Chair's Office

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Regional Chair's Office	505	569	583	-	583
2 Headquarters Shared Cost	68	68	60	10	70
Operating Subtotal	573	637	643	10	653
Tangible Capital Assets:					
3 Replacement	8	8	6	-	6
Tangible Capital Assets Subtotal	8	8	6	-	6
Net Program Expenses	581	645	649	10	659

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	14	Economic increases
Operating Expenses	(8)	Headquarters shared cost
Tangible Capital Assets - Replacement	(2)	Reduced requirement
	4	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Regional Chair's Office

(\$,000's)

Headquarters Shared Cost

- ◆ Regional Chair's Office share of costs related to the operation and maintenance of Regional Headquarters. 10

Total Program Changes 10



2020 Program Detail

Regional Chair's Office

Purpose:

- ◆ The Regional Chair is the head of Regional Council and Chief Executive Officer of the Regional Corporation. This position is selected via direct election, in accordance with the Municipal Elections Act 1996.

Description of Program Activities:

- ◆ Presides over all meetings of Regional Council and Regional Committee of the Whole.
- ◆ Represents the Region on a variety of boards, committees and organizations.
- ◆ Advances the Regional position and perspective with other levels of government and other agencies.
- ◆ Meets with residents and community groups to understand their concerns and to make them aware of issues in the Region and actions being taken by Regional Council.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 3
2019 Full Time Staff = 3 Restated

**PROGRAM 1
REGIONAL CHAIR'S OFFICE**



2020 Program Detail

Regional Chair's Office

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	452	461	475	-	475
Personnel Related	23	64	64	-	64
Communications	11	20	20	-	20
Supplies	1	1	1	-	1
Materials & Services	1	2	2	-	2
Rentals - Tribute Communities Centre Box	16	20	20	-	20
Insurance	1	1	1	-	1
Gross Operating Expenses	505	569	583	-	583

**PROGRAM 2
HEADQUARTERS SHARED COST**



2020 Program Detail

Regional Chair's Office

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 2
HEADQUARTERS SHARED COST**



2020 Program Detail

Regional Chair's Office

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	68	68	60	10	70

**PROGRAM 3
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

Regional Chair's Office

Description	Qty	Unit Cost	Total
		\$	\$
1 Furniture & Fixtures (misc.)			<u><u>5,800</u></u>

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LEGAL SERVICES

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2020 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 on an ad hoc basis.
- ◆ 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

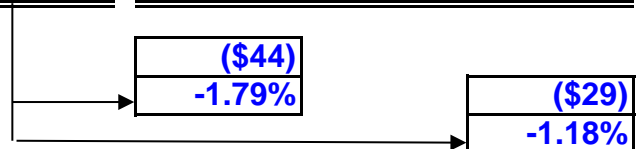


2020 Business Plan

Corporate Services - Legal Services

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Legal Administration	2,462	2,848	2,837	-	2,837
2 Headquarters Shared Cost	106	106	93	15	108
Operating Subtotal	2,568	2,954	2,930	15	2,945
Tangible Capital Assets:					
3 New	8	8	-	-	-
4 Replacement	22	22	13	-	13
Tangible Capital Assets Subtotal	30	30	13	-	13
Total Program Expenses	2,598	2,984	2,943	15	2,958
Revenue Programs					
Land Registration	(30)	(21)	(21)	-	(21)
Development Agreements	(113)	(110)	(110)	-	(110)
Social Housing Services	(30)	(30)	(30)	-	(30)
Insurance Pool Services	-	(30)	(30)	-	(30)
Durham Non-Profit Housing Services	(30)	(25)	(25)	-	(25)
Durham Regional Police Service	(228)	(228)	(231)	-	(231)
Durham Region Transit	(85)	(85)	(85)	-	(85)
Total Revenue Programs	(516)	(529)	(532)	-	(532)
Net Program Expenses	2,082	2,455	2,411	15	2,426

Summary of Increase (Decrease)





2020 Business Plan

Corporate Services - Legal Services

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	36	Economic increases
Salaries & Benefits	(22)	Position reclassification
Salaries & Benefits	(25)	Remove one-time part time staffing
Operating Expenses	(13)	Headquarters shared cost
Tangible Capital Assets - New	(8)	Remove one-time items
Tangible Capital Assets - Replacement	(9)	Remove one-time items
Recovery from Transit	(3)	Economic increase
	(44)	
	(44)	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Corporate Services - Legal Services

(\$,000's)

Headquarters Shared Cost

- ♦ Corporate Services - Legal Services' share of costs related to the operation and maintenance of Regional Headquarters.

15

15

Total Program Changes

15



2020 Program Detail

Corporate Services - Legal Services

Purpose:

- ◆ Corporate Services - Legal Services is responsible for providing legal services to Regional Council, all Regional departments, in addition to supporting several external clients in a timely and cost effective manner.

Description of Program Activities:

- ◆ To fulfill its purpose, Legal Services undertakes the following:
 1. Provides legal opinions and legal advice to every department and division within the corporation on a wide variety of legal matters;
 2. Appears as counsel before courts of civil jurisdiction, provincial offences court and a wide variety of boards/tribunals;
 3. Acts as solicitor in all property matters and transactions;
 4. Assists in the preparation and approval of agreements and contracts;
 5. Prepares by-laws;
 6. Initiates civil proceedings;
 7. Undertakes the defence of claims on behalf of the Durham Municipal Insurance Pool on an ad hoc basis; and,
 8. Oversees the appointment and functioning of outside counsel and their work.
- ◆ The legal services delivered by the staff of the division are a cost effective means for the Region to ensure that its actions will:
 - (a) comply with all applicable laws;
 - (b) have the desired legal effect; and,
 - (c) minimize exposure to legal liability.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 15
2019 Full Time Staff = 15

Performance Measurements:

- ◆ Based upon the 2018 MBNCanada Performance Measurement Results, Durham's rate for in-house legal costs is \$196.92 per hour.
- ◆ This measure provides evidence that Durham is obtaining excellent value through the use of in-house resources from Legal Services.

**PROGRAM 1
LEGAL ADMINISTRATION**



2020 Program Detail

**Corporate Services - Legal
Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	2,372	2,674	2,663	-	2,663
Personnel Related	79	80	80	-	80
Communications	34	44	44	-	44
Supplies	16	15	15	-	15
Computer Maintenance & Operations	2	10	10	-	10
Materials & Services	85	32	32	-	32
Equipment Maintenance & Repairs	1	2	2	-	2
Professional Services	7	11	11	-	11
Gross Operating Expenses	2,596	2,868	2,857	-	2,857
Tangible Capital Assets					
New	8	8	-	-	-
Replacement	22	22	13	-	13
Total Tangible Capital Assets	30	30	13	-	13
Total Expenses	2,626	2,898	2,870	-	2,870
Revenues					
Sundry Revenue	(126)	(20)	(20)	-	(20)
Total Revenues	(126)	(20)	(20)	-	(20)
Net Program Expenses	2,500	2,878	2,850	-	2,850

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	2,850
Less: Tangible Capital Assets	(13)
Net Operating Program Expenses Per Program Summary	<u>2,837</u>

**PROGRAM 2
HEADQUARTERS SHARED COST**



2020 Program Detail

**Corporate Services - Legal
Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 2
HEADQUARTERS SHARED COST**



2020 Program Detail

**Corporate Services - Legal
Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	106	106	93	15	108

**PROGRAM 4
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

**Corporate Services - Legal
Services**

Description		Qty	Unit Cost	Total
1	Laptops	3	\$ 1,700	\$ 5,100
2	Tablets	2	2,600	5,200
3	Monitors	10	250	2,500
				<u><u>12,800</u></u>

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LEGAL SERVICES – PROVINCIAL OFFENCES ACT

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7. Tangible Capital Assets - Replacement	850



2020 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.



2020 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



2020 Business Plan

Corporate Services - Legal Services - Provincial Offences Act

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
Expense Programs					
Operating:					
1 Administration	3,520	3,895	4,113	(171)	3,942
2 Prosecution	1,331	1,227	1,236	283	1,519
3 Default Fines Collection	1,004	1,004	1,016	-	1,016
4 French Language Services	-	-	-	-	-
5 Headquarters Shared Cost	963	963	847	140	987
Operating Subtotal	6,818	7,089	7,212	252	7,464
Tangible Capital Assets:					
6 New	110	110	-	35	35
7 Replacement	51	51	15	1,072	1,087
Contribution from Reserve / Reserve Fund	(100)	(100)	-	(1,072)	(1,072)
Tangible Capital Assets Subtotal	61	61	15	35	50
Total Program Expenses	6,879	7,150	7,227	287	7,514
Revenue Programs					
8 Revenues from POA Fines	(6,125)	(7,300)	(7,300)	(1,857)	(9,157)
Total Revenue Programs	(6,125)	(7,300)	(7,300)	(1,857)	(9,157)
Net Program Expenses	754	(150)	(73)	(1,570)	(1,643)
Municipal Share (60%)	452	(90)	(44)	(942)	(986)
Regional Share (40%)	302	(60)	(29)	(628)	(657)
Summary of Increase (Decrease)			\$77	-51.33%	(\$1,493)
					995.33%

PROGRAM SUMMARY



2020 Business Plan

Corporate Services - Legal
Services - Provincial
Offences Act

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	68	Economic increases
Operating Expenses	175	Remove one-time reduction in Court costs
Operating Expenses	(117)	Headquarters shared cost
Tangible Capital Assets - New	(110)	Remove one-time items
Tangible Capital Assets - Replacement	(36)	Reduced requirement
Reserve Fund	100	Remove one-time item
Revenues	(3)	Provincial Subsidy - French Language Services
	<hr/>	
	<u>77</u>	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Corporate Services - Legal Services - Provincial Offences Act

(\$,000's)

Administration

<ul style="list-style-type: none"> ◆ Increase in Memberships and Training and Education to align with forecasted requirements for new and existing staff. ◆ Increase in Professional, Technical and Consulting to conduct a review of existing programs and services and determine efficiencies in an effort to streamline administrative processes. ◆ Cost savings anticipated due to the utilization of four out of five courtrooms, resulting in a reduction in the planned use of Justice of the Peace services. Services will be re-evaluated for the 2021 budget. ◆ One-time funding for a Liberty Courtroom System (digital transcription) upgrade to meet obligations for recording Court Proceedings. ◆ Funds required to install three Accessible Community Kiosks for customers to utilize on-line POA services after hours and from remote locations. ◆ One-time installation of accessible door buttons on all five courtrooms. ◆ One-time renovations to the Court Services' lobby. ◆ Increase in revenue from Red-Light Camera and Automatic Speed Enforcement charges. 	<p>2</p> <p>3</p> <p>(175)</p> <p>12</p> <p>3</p> <p>1</p> <p>30</p> <p>(47)</p> <hr style="border: 0.5px solid black;"/> <p>(171)</p>
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Prosecution

<ul style="list-style-type: none"> ◆ New Position: 1 Prosecutor, effective January 1, 2020, to support increase in charges resulting from Automatic Speed Enforcement and Red-Light Camera initiative. ◆ New Position: 1 Prosecution Assistant, effective January 1, 2020, to provide support to prosecutors due to Automatic Speed Enforcement and Red-Light Cameras. ◆ New Position: 1 Prosecutor, effective July 1, 2020, to support matters relating to local tier prosecutions. (Annualized cost is \$125k) ◆ New Position: 1 Prosecution Assistant, effective July 1, 2020, to provide support to prosecutors due to the growth and change that the division has experienced over the past five years. Specifically increased workload in handling Body Warn Camera charges and increased volume of charges from Local Tier Prosecutions. (Annualized cost is \$95k) ◆ One-time cost for a new Electronic Document Transfer solution to meet the requirement for staff to access and confidentially exchange new evidence stemming from Red-Light Cameras, Automated Speed Enforcement, etc. ◆ Recovery from local municipalities to provide funding for prosecution services. 	<p>125</p> <p>95</p> <p>63</p> <p>47</p> <p>15</p> <p>(62)</p> <hr style="border: 0.5px solid black;"/> <p>283</p>
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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. 	<p>140</p> <hr style="border: 0.5px solid black;"/> <p>140</p>
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EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Corporate Services - Legal Services - Provincial Offences Act

(\$,000's)

Tangible Capital Assets

New:

- ◆ TCA for new positions - see detailed schedule. 35

Replacement

- ◆ RHQ Space Optimization Project 1,072
 - ◆ Contribution from Reserves/Reserve Funds (1,072)
-
- 35

Revenue

- ◆ Increase in revenue from Red-Light Camera and Automatic Speed Enforcement initiatives. (1,857)
While the POA revenue associated with these new initiatives is reflected in this program, the costs to implement these programs are reflected both in this program for Prosecution and Court Services as well as the Works budget.

(1,857)

Total Program Changes (1,570)



2020 Program Detail

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

Purpose:

- ◆ To provide a modern, professional, neutral and quality Provincial Offences Court service in the Region of Durham, according to the Memorandum of Understanding with the Provincial government and in partnership with justice stakeholders, including the judiciary.

Description of Program Activities:

- ◆ Provide and modernize customer service for administrative court service functions, related to Provincial Offences issued within the Region of Durham.
- ◆ Receive and process Court orders.
- ◆ Maintain the records, original documents and electronic data in accordance with Memorandum of Understanding and established Provincial standards.
- ◆ Provide judicial support for all courtroom activities and prepare transcripts of court hearings as required.
- ◆ At the direction of the Judiciary, develop, maintain and enhance a scheduling system that effectively uses court time.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 23.85
2019 Full Time Staff = 23.85

PROGRAM 1 ADMINISTRATION



2020 Program Detail

Corporate Services - Legal
Services - Provincial Offences Act

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	2,459	2,498	2,541	-	2,541
Personnel Related	17	14	14	2	16
Communications	32	65	65	-	65
Supplies	27	40	40	-	40
Computer Maintenance & Operations	132	250	250	-	250
Materials & Services	140	145	145	-	145
Equipment Maintenance & Repairs	16	34	34	-	34
Professional Services	640	822	997	(172)	825
Financial Expenses	93	102	102	-	102
Minor Assets & Equipment	-	-	-	15	15
Major Repairs & Renovations	-	-	-	31	31
Gross Operating Expenses	3,556	3,970	4,188	(124)	4,064
Tangible Capital Assets					
New	85	85	-	-	-
Replacement	37	37	-	1,072	1,072
Contribution from Reserve / Reserve Fund	(77)	(77)	-	(1,072)	(1,072)
Total Tangible Capital Assets	45	45	-	-	-
Total Expenses	3,601	4,015	4,188	(124)	4,064
Revenues					
Fees & Service Charges	(36)	(75)	(75)	(47)	(122)
Total Revenues	(36)	(75)	(75)	(47)	(122)
Net Program Expenses	3,565	3,940	4,113	(171)	3,942

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	3,942
Less: Tangible Capital Assets	-
Net Operating Program Expenses Per Program Summary	3,942



2020 Program Detail

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

Purpose:

- ◆ Provide effective Provincial Offences prosecution services for the Region of Durham.

Description of Program Activities:

- ◆ Conduct prosecutions under the Provincial Offences Act (POA).
- ◆ Conduct (POA) Appeals at the Ontario Court of Justice.
- ◆ Develop and maintain communication lines and work with stakeholders.
- ◆ Consult with and assist in the training programs for local enforcement agencies.
- ◆ Emphasis on early resolution initiatives aimed at improving customer service and reducing wait times for more expensive trial services has resulted in greater demand for prosecution resources.
- ◆ Expand services to include early resolution meetings via telephone in compliance with new legislation.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 13.00 New: 2 Prosecutors, 2 Prosecution Assistants
2019 Full Time Staff = 9.00

**PROGRAM 2
PROSECUTION**



2020 Program Detail

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

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,299	1,187	1,196	330	1,526
Personnel Related	19	23	23	-	23
Communications	7	9	9	-	9
Supplies	5	5	5	-	5
Equipment Maintenance & Repairs	1	3	3	-	3
Minor Assets & Equipment	-	-	-	15	15
Gross Operating Expenses	1,331	1,227	1,236	345	1,581
Tangible Capital Assets					
New	25	25	-	35	35
Replacement	14	14	15	-	15
Contribution from Reserve / Reserve Fund	(23)	(23)	-	-	-
Total Tangible Capital Assets	16	16	15	35	50
Total Expenses	1,347	1,243	1,251	380	1,631
Revenues					
Revenue from Municipalities	-	-	-	(62)	(62)
Total Revenues	-	-	-	(62)	(62)
Net Program Expenses	1,347	1,243	1,251	318	1,569

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,569
Less: Tangible Capital Assets	(50)
Net Operating Program Expenses Per Program Summary	<u>1,519</u>

**PROGRAM 3
DEFAULT FINES COLLECTION**



2020 Program Detail

Corporate Services - Legal
Services - Provincial Offences Act

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Inter-Departmental Transfers & Recoveries					
Finance Department POA Default Fines Collection	1,004	1,004	1,016	-	1,016
Inter-Departmental Transfers & Recoveries Subtotal	1,004	1,004	1,016	-	1,016
Net Program Expenses	1,004	1,004	1,016	-	1,016

PROGRAM 4 FRENCH LANGUAGE SERVICES



2020 Program Detail

Corporate Services - Legal
Services - Provincial Offences Act

Purpose:

- ◆ To provide justice service in both Official Languages to the public for the Region of Durham in compliance with Federal Regulations.

Description of Program Activities:

- ◆ Comply with Federal Regulation requiring designated POA sites to provide Bilingual service to the public.
- ◆ Provide all administrative court service functions in both official languages as required by public demand.
- ◆ Provide trained French language proficient bilingual staff to work in legal, bilingual court hearings.
- ◆ Ensure French language competency to work in legal, court environment.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 2.15
2019 Full Time Staff = 2.15

**PROGRAM 4
FRENCH LANGUAGE SERVICES**



2020 Program Detail

Corporate Services - Legal
Services - Provincial Offences Act

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	193	228	231	-	231
Personnel Related	2	1	1	-	1
Materials & Services	-	5	5	-	5
Operating Expenses Subtotal	195	234	237	-	237
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Charges	34	34	35	-	35
Inter-Departmental Transfers & Recoveries Subtotal	34	34	35	-	35
Total Expenses	229	268	272	-	272
Revenues					
Provincial Subsidy	(229)	(268)	(272)	-	(272)
Total Revenues	(229)	(268)	(272)	-	(272)
Net Program Expenses	-	-	-	-	-

**PROGRAM 5
HEADQUARTERS SHARED COST**



2020 Program Detail

Corporate Services - Legal
Services - Provincial Offences Act

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 5
HEADQUARTERS SHARED COST**



2020 Program Detail

Corporate Services - Legal
Services - Provincial Offences Act

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	963	963	847	140	987

**PROGRAM 6
TANGIBLE CAPITAL ASSETS - NEW**



2020 Program Detail

Corporate Services - Legal
Services - Provincial Offences Act

Description	Qty	Unit Cost	Total
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<u>Prosecution - Program 2</u>		\$	\$
1 Laptops	4	1,700	6,800
2 Accessories	4	1,000	4,000
3 Furniture	4	6,000	24,000
			34,800

**PROGRAM 7
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

Corporate Services - Legal
Services - Provincial Offences Act

Description	Qty	Unit Cost	Total
		\$	\$
<u>Administration - Program 1</u>			
1 RHQ Space Optimization Project			1,072,291
			<u>1,072,291</u>
<u>Prosecution - Program 2</u>			
2 Laptop	1	1,700	1,700
3 Tablets	4	2,600	10,400
4 Monitors	10	250	2,500
			<u>14,600</u>
			<u>1,086,891</u>

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2020 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 nine bargaining units.
- ◆ Address issues and promote positive relations between Management and all nine 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.

Human Resources 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 nine bargaining units; and support management in counselling and discipline.
- ◆ Interpret employment legislation and the Region's nine 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.
- ◆ 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.
- ◆ Provide ongoing benefit, pension, compensation, health, safety, wellness and disability management, and Human Resources information system expertise to the organization to meet legislative 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.



2020 Business Plan

Corporate Services - Human Resources

Diversity and Inclusion

- ◆ Provide ongoing awareness of the Region's commitment to diversity and inclusion within the organization and the Durham Region community.
- ◆ Foster an inclusive workplace that attracts, supports and retains a skilled diverse workforce that understands and meets the needs of Durham Region.
- ◆ Support the talent attraction and positioning of the Region for strong organizational health.
- ◆ Provide ongoing education, advice, guidance and support to the organization in support of diverse and inclusive work practices to ensure a healthy, safe and supportive workplace.

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. 	



2020 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



2020 Business Plan

Corporate Services - Human Resources

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Administration	486	573	579	-	579
2 Human Resources Services	5,743	5,622	5,743	201	5,944
3 Diversity and Inclusion	31	118	-	90	90
4 Headquarters Shared Cost	217	217	191	32	223
Operating Subtotal	6,477	6,530	6,513	323	6,836
Tangible Capital Assets:					
5 New	19	19	-	137	137
6 Replacement	51	51	57	-	57
Tangible Capital Assets Subtotal	70	70	57	137	194
Net Program Expenses	6,547	6,600	6,570	460	7,030

Summary of Increase (Decrease)

(\$30)
-0.45%
\$430
6.52%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	78	Economic increases
Salaries & Benefits	53	Job reclassifications
Operating Expenses	(122)	Remove one-time items, mainly professional fees
Operating Expenses	(26)	Headquarters shared cost
Tangible Capital Assets - New	(19)	Remove one-time items
Tangible Capital Assets - Replacement	6	Increased requirement
	(30)	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Corporate Services - Human Resources

(\$,000's)

Human Resource Services

<ul style="list-style-type: none"> ◆ New Position: 1 E-Learning Specialist, effective July 1, 2020, to provide skilled resources for the development and implementation of e-Learning training modules for various corporate programs such as Health and Safety training, e-Performance, HCM training, etc. (Annualized cost is \$122k) ◆ New Position: 1 Labour Relations Advisor, effective January 1, 2020, to support the rapid growth of Labour Relations matters and ensure the Region remains in compliance with the Occupational Health and Safety Act specific to harassment, discrimination and workplace violence investigation. The current staff compliment impedes our ability to meet the "Employer Duties" under the Code of Practice for the Act with respect to timelines. ◆ New Position: 1 Disability Management Analyst, effective January 1, 2020, to support increasing workload for the disability case management program and to provide necessary resources in order to comply with legislative requirements under the Ontario Human Rights Code and Workplace Safety and Insurance Act - also the Region's Attendance Support Program, Sick Leave/Medical Leave and Accommodation policies. Current staffing complement manages up to 3 times industry standard caseload which places the Region at a serious risk for non-compliance with legislated and policy requirements. ◆ Position transfer and reorganization: 1 vacant Director position will offset one new full time Labour Relations Advisor, and one new Disability Management Analyst (see above). ◆ Temporary funding for part-time staff to support e-Performance implementation and other new and existing talent acquisition related initiatives. ◆ Increases to Advertising to align with historical actuals and forecasted requirements. ◆ Increase in Printing due to program growth within Talent Development and to implement corporate initiatives that require various forms of printed materials. ◆ One-time expense to purchase confined space equipment. 	<p>61</p> <p>146</p> <p>111</p> <p>(192)</p> <p>50</p> <p>3</p> <p>15</p> <p>7</p> <hr style="border: 0.5px solid black;"/> <p>201</p>
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Diversity and Inclusion

<ul style="list-style-type: none"> ◆ New Position: 1 Diversity Program Manager, effective July 1, 2020, to support the Corporate Diversity and Inclusion Strategy and the various initiatives resulting from growing awareness of diversity and inclusion within the organization and the Durham Region community. (Annualized cost is \$122k) ◆ Operating costs for staff development and to implement corporate Diversity and Inclusion initiatives. ◆ One-time funding for Professional Services to conduct a review of talent acquisition processes regarding diversity and provide recommendations. 	<p>61</p> <p>4</p> <p>25</p> <hr style="border: 0.5px solid black;"/> <p>90</p>
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EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Corporate Services - Human Resources

(\$,000's)

Headquarters Shared Cost

- ◆ Human Resources' share of costs related to the operation and maintenance of Regional Headquarters.

32

32

Tangible Capital Assets

New:

- ◆ Refer to TCA New Schedule for further details.

137

137

Total Program Changes 460



2020 Program Detail

Corporate Services - Human Resources

Purpose:

- ◆ The Administration Section of Corporate Services provides overall leadership, guidance and co-ordination between the sections of the Human Resources (HR) Division and between the divisions of the department (HR, Information Technology (IT), Legal Services (LG) and Legislative Services (LS)). It is the main point of contact for parties outside of the Corporate Services Department who do not know the specific individual, division or section to contact with an inquiry. This section has the principal communication role for the overall department which includes information gathering, researching and dissemination, building relations, and facilitating the flow of information within the department, with other departments, with the union locals and with the public. It also includes responsibility for HR related employee, legal and management communication activities. Finally, this section provides overall strategic planning guidance and direction in the implementation and integration of the various corporate services divisions.
- ◆ The administrative component of the IT, LG and LS divisions is also overseen by Administration with further information covered within their respective program detail pages.

Description of Program Activities:

- ◆ Provides overall leadership, direction, guidance and co-ordination between divisions and sections of the department.
- ◆ The main point of contact for parties outside the department who do not know the specific individual or section to contact with an inquiry.
- ◆ The communication role which includes information gathering, researching and dissemination, building relations, and facilitating the flow of information within the department, other departments and the public.
- ◆ Responsibility for employee communiques and related activities.
- ◆ Policy and strategic plan development.
- ◆ Provide strategic direction regarding labour relations matters with the eight bargaining units including legal advice, bargaining, grievance processing, Human Rights matters and other employment-related legislation.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 3
2019 Full Time Staff = 3

Performance Measurements:

- ◆ Measures utilized include: Response Times, Turnaround Times for Completion of Job Competitions, Harassment and Workplace Violence Investigations, Costs, Achievement of Program and Service Goals, Accessibility/Availability, Quality of Service and Professionalism.
- ◆ Also use comparisons from participation in Municipal Benchmarking Network Canada (MBNCanada) and HR Benchmarking Network (HRBN).
- ◆ Continuously survey municipal comparators regarding comparable, competitive HR and employment policies and practices.

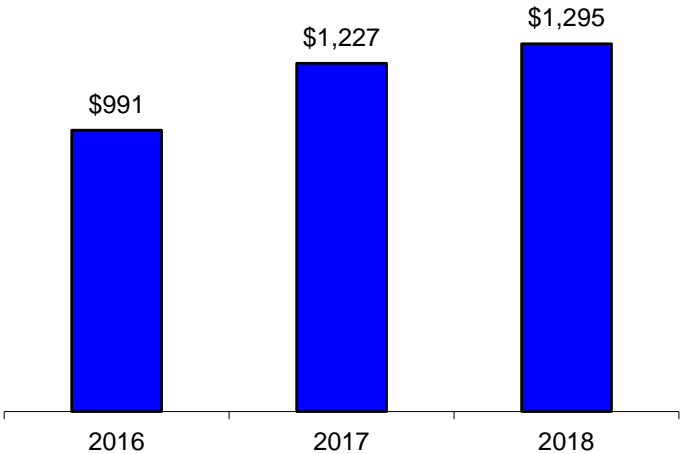


2020 Program Detail

**Corporate Services -
Human Resources**

Performance Measurements (Continued):

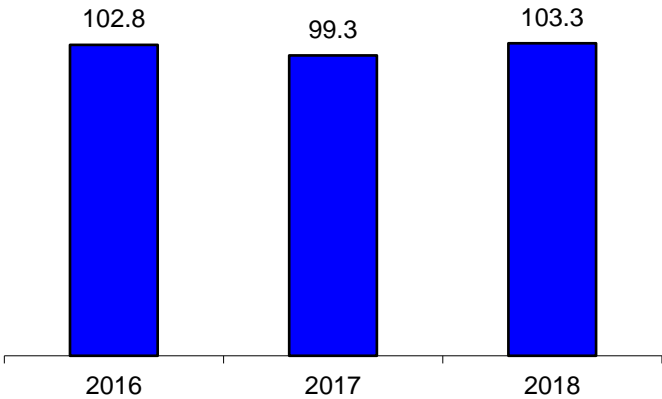
EFFECTIVENESS



Cost of Human Resources Services per T4 supported.

MBNCanada Median = \$1,180 (2018)

EFFICIENCY



Number of T4's supported by each HR staff member.

Industry Standard Target 100 T4s per HR staff member.

**PROGRAM 1
ADMINISTRATION**



2020 Program Detail

**Corporate Services -
Human Resources**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	415	477	483	-	483
Personnel Related	20	39	39	-	39
Communications	34	23	23	-	23
Supplies	51	51	51	-	51
Computer Maintenance & Operations	-	2	2	-	2
Equipment Maintenance & Repairs	3	7	7	-	7
Professional Services	2	4	4	-	4
Minor Assets & Equipment	1	10	10	-	10
Gross Operating Expenses	526	613	619	-	619
Tangible Capital Assets					
New	19	19	-	87	87
Replacement	5	5	57	-	57
Total Tangible Capital Assets	24	24	57	87	144
Total Expenses	550	637	676	87	763
Revenues					
Recovery from Transit	(40)	(40)	(40)	-	(40)
Total Revenues	(40)	(40)	(40)	-	(40)
Net Program Expenses	510	597	636	87	723

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	723
Less: Tangible Capital Assets	(144)
Net Operating Program Expenses Per Program Summary	<u>579</u>



2020 Program Detail

Corporate Services - Human Resources

Purpose:

- ◆ Provide Human Resource Services to the organization, including advice, guidance and expertise on matters relating to Labour Relations; Talent Acquisition and Development; Health, Safety, Wellness and Disability Management; Compensation and Benefits; and the administration of Human Resources Information System (HRIS).

Description of Program Activities:

- ◆ Facilitate the grievance process for nine collective agreements which amounts to approximately 172 grievances per year, including drafting responses on behalf of management and drafting Minutes of Settlement.
- ◆ Facilitate positive labour relations with the Regions' nine bargaining units by overseeing labour management meetings and providing, timely accurate responses and working collaboratively with the unions.
- ◆ Support Management with current advice and representation on disciplinary matters, employment investigations, job performance, employment legislation and interpretation of collective agreements including keeping abreast of arbitral decisions and various employment law changes.
- ◆ Facilitate the Region's Harassment and Conflict Resolution complaints and Violence and Harassment complaints (Ontario Health & Safety Act) in compliance with the Region's policy and the Ontario Human Rights Code which includes conducting workplace investigations which may be subject to scrutiny at arbitration, the Ontario Human Rights Commission or the Ministry of Labour.
- ◆ Develop and communicate HR policies and procedures that support Regional initiatives, current employment legislation and the Region's collective agreements.
- ◆ Provide ongoing support regarding employee attendance including support for the Region's Attendance Support Program.
- ◆ Facilitate the Region's talent acquisition process which includes crafting job competition processes which are compliant with the collective agreement and other employment related requirements (e.g. Ontario Human Rights Code, Ontario Accessibility Act) and which will withstand scrutiny at arbitration.
- ◆ Provide guidance and support to develop leaders and staff, enhance organizational and staff performance, strategically plan for the future and celebrate employee achievements contributing to individual and organizational effectiveness.
- ◆ Develop, implement, manage and continuously improve learning programs related to the Region's Workforce Competencies and Corporate IT programs.
- ◆ Develop, implement, maintain and support the corporation with Performance and Succession Management and other Talent Development policies, programs and processes.
- ◆ Create and continuously improve Regional Leadership Development programs.
- ◆ Develop, promote and manage corporate Reward and Recognition programs, promotion and education.
- ◆ Provide the organization with change management expertise, advice and support.
- ◆ Coordinate New Employee Orientation programs and develop related Onboarding programs.
- ◆ Provide facilitation and consulting, education and resources related to Strategic Planning, Team Effectiveness and Employee Engagement.
- ◆ Conduct Employee Exit Interviews.



2020 Program Detail

**Corporate Services -
Human Resources**

Description of Program Activities (Continued):

- ◆ Administer the Region's Permanent and Temporary Accommodation policies by providing ongoing advice and support to management and employees pursuant to the Region's Collective Agreements, Policies and the Ontario Human Rights Code.
- ◆ Provide ongoing administrative and Human Resources and Labour Relations Support to the Region's Employment and Labour Solicitor to ensure all statutory obligations are met by the Region in the event of arbitration or other employment related challenges.
- ◆ Maximize utilization and continue to enhance PeopleSoft HRIS and other HR information systems (e.g. Parklane) to address HR related policy, process, information, records and functionality needs.
- ◆ Provide HRIS information, data and metrics intelligence, analysis and support to the CS-HR Division, including coordinating HR Benchmarking information gathering and analysis, developing and analyzing HR queries and data reports, and initiating related management dashboard and trend reporting.
- ◆ Liaise with Finance and Durham Regional Police Service on HRIS related matters including development and troubleshooting.
- ◆ Provide Human Resources functional and technical support and analysis for the implementation and maintenance of HRIS systems and projects including Parklane, PeopleSoft HCM and access to legacy HR systems (e.g. NetTerm).
- ◆ Provide subject matter expertise and HRIS advice, training and information to all levels of staff and assist with troubleshooting to correct errors or make improvements.
- ◆ Develop and implement customized reports, queries and applications and coordinate the completion of the HR Benchmarking Survey and MBNCanada HR measures.
- ◆ Research, analyze and create HR business process maps.
- ◆ Provide automated billing integration support for WSIB (through Parklane) and Benefits (through HCM) based on Regional claims/enrolment records.
- ◆ Develop, implement and maintain corporate health, safety, wellness and disability management policies, programs and procedures to meet legislative requirements and Healthy Workplace goals.
- ◆ Develop, deliver and evaluate a comprehensive wellness program including providing programs and information to the corporation that support healthy employee lifestyle choices, respond to employee benefits claims trends, and promote a healthy workplace.
- ◆ Educate and train employees to perform their work safely.
- ◆ Act as a resource to all employees and supervisory staff on the interpretation of Occupational Health and Safety and other relevant legislative requirements and best practices, and on the implementation of health and safety management systems.
- ◆ Educate staff and Joint Health and Safety Committees on their health and safety roles and responsibilities and the Internal Responsibility System.
- ◆ Enhance data management to identify trends with a greater emphasis on prevention of injuries.
- ◆ Provide ergonomic assessments, respirator fit test medicals and audiometric testing for staff.
- ◆ Provide medical accommodation advice and support related to the Attendance Support Program.
- ◆ Fund and manage the provision of Employee Assistance Program (EAP) services to Regional employees in conjunction with the EAP provider.
- ◆ Administer and adjudicate employee medical leaves and the Region's sick leave, Short Term Income Protection Program (STIPP) and Long Term Disability (LTD) programs.



2020 Program Detail

**Corporate Services -
Human Resources**

Description of Program Activities (Continued):

- ◆ Manage the Region's WSIB function, including accident/incident reporting to WSIB, coordinating return-to-work programs, appealing claims where necessary, and representing the Region at appeal and Tribunal hearings.
- ◆ Advise, counsel and assist managers and staff with accommodated return-to-work programs and related Ontario Human Rights Code and other legislative requirements.
- ◆ Manage, provide, promote and continuously improve Regional accommodation, return-to-work and occupational/non-occupational disability management programs.
- ◆ Manage and continuously improve the Management and Exempt Compensation and Job Evaluation Programs and the Job Evaluation Programs for CUPE Locals 1764 and 132 and for Transit; Chair the Management/Exempt Job Evaluation Committee, Transit Job Evaluation Committee and Co-chair the CUPE 1764 Joint Job Evaluation Committee, ensuring all new and changed jobs are evaluated and corresponding salaries/pay rates are determined on a timely, fair and consistent basis.
- ◆ Lead any new joint job evaluation studies and reviews with unions.
- ◆ Conduct regular and ad hoc salary surveys and gather external data to provide a basis for market comparisons and to determine the Region's level of competitiveness.
- ◆ Provide expertise and advice to senior management on job and organization design and Pay Equity compliance.
- ◆ Provide assistance to staff in understanding compensation processes as well as how to complete job information documentation.
- ◆ Provide employee benefits and pension services, including assisting employees in complex pension and benefits issues.
- ◆ Provide financial analysis of claims experience and benefits premiums while negotiating rates and reserves with insurers; ensuring appropriate, effective funding and financial arrangements are in place.
- ◆ Administer the Region's pension plan, calculate service credits, maintain employee records and work closely with Finance and OMERS to maintain detailed records of remittances and credits including various T4 slip calculations and reconciliations.
- ◆ Research and initiate ideas to modernize the Region's group benefits structure for the purpose of employee attraction and retention, cost efficiency, sustainability and benefit program effectiveness.
- ◆ Maintain all employee records for benefit coverage as well as payroll and accounts payable information for insurance premium and Administrative Services Only (ASO) payments.

Description of Program Resources:

- | | | |
|-----------------------------|----------|--|
| ◆ 2020 Full Time Staff = 52 | New: | 1 E-Learning Specialist |
| 2019 Full Time Staff = 50 | | 1 Labour Relations Advisor |
| | Reclass: | 1 Director reclassified to a Disability Management Analyst |

**PROGRAM 2
HUMAN RESOURCES SERVICES**



2020 Program Detail

**Corporate Services -
Human Resources**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	6,366	6,120	6,260	176	6,436
Personnel Related	111	112	112	-	112
Communications	15	44	42	18	60
Supplies	5	5	5	-	5
Computer Maintenance & Operations	-	57	57	-	57
Materials & Services	9	11	11	-	11
Professional Services	535	567	567	-	567
Minor Assets & Equipment	-	4	-	7	7
Operating Expenses Subtotal	7,041	6,920	7,054	201	7,255
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Recoveries	(952)	(952)	(961)	-	(961)
Inter-Departmental Transfers & Recoveries Subtotal	(952)	(952)	(961)	-	(961)
Gross Operating Expenses	6,089	5,968	6,093	201	6,294
Tangible Capital Assets					
New	-	-	-	50	50
Replacement	46	46	-	-	-
Total Tangible Capital Assets	46	46	-	50	50
Total Expenses	6,135	6,014	6,093	251	6,344
Revenues					
Recovery from Transit	(346)	(346)	(350)	-	(350)
Total Revenues	(346)	(346)	(350)	-	(350)
Net Program Expenses	5,789	5,668	5,743	251	5,994

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	5,994
Less: Tangible Capital Assets	(50)
Net Operating Program Expenses Per Program Summary	<u>5,944</u>



2020 Program Detail

Corporate Services - Diversity and Inclusion

Purpose:

- ◆ To promote and manage a Diversity and Inclusion program that aligns with our Corporate Strategic Plan, Diversity and Inclusion Strategy and Healthy Workplace Policy, and supports and promotes the attraction and retention of a diverse workforce.

Description of Program Activities:

- ◆ Provide education and resources to staff to improve and promote understanding of diversity and enhance staff commitment to inclusion.
- ◆ Align Diversity and Inclusion with the Region's Civility and Respect campaign to promote awareness, civility and respect in the workplace.
- ◆ Retain and oversee an audit of the Region's Talent Acquisition and Organization Development recruitment process to identify any barriers to establish a more diverse workforce.
- ◆ Strengthen the Region's awareness and commitment to accommodating Diversity and Inclusion initiatives to support and promote a more diverse workforce that allows for advancement, education and promotion with the Region's workforce.
- ◆ Provide Diversity and Inclusion training to management to develop and promote Inclusion as a core competency within the Region's performance management tool.
- ◆ Reward and recognize staff initiatives and accomplishment that promote Diversity and Inclusion by introducing and promoting Diversity and Inclusion as a leadership category in the Region's Award of Excellence Program.
- ◆ Manage, provide, promote and continuously improve Regional awareness through meetings, presentations and discussions which promote staff awareness of transparent access and availability of information.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 1 New: 1 Diversity Program Manager

Performance Measurements:

- ◆ Track and report the number of complaints pursuant to the Harassment and Discrimination Policy and identify any barriers or systemic issues with education and corrective action.
- ◆ Conduct a workplace survey on diversity in three years to measure out successes and areas of improvement within the workplace relying on the initial survey as a baseline.
- ◆ Measure usage/participation/feedback from learning resources.

**PROGRAM 3
DIVERSITY AND INCLUSION**



2020 Program Detail

**Corporate Services -
Human Resources**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	-	15	-	61	61
Personnel Related	-	-	-	3	3
Communications	2	10	-	-	-
Materials & Services	-	-	-	1	1
Professional Services	29	100	-	25	25
Total Expenses	31	125	-	90	90
Revenues					
Provincial Subsidy	-	(7)	-	-	-
Total Revenues	-	(7)	-	-	-
Net Program Expenses	31	118	-	90	90

**PROGRAM 4
HEADQUARTERS SHARED COST**



2020 Program Detail

**Corporate Services -
Human Resources**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 4
HEADQUARTERS SHARED COST**



2020 Program Detail

**Corporate Services -
Human Resources**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	217	217	191	32	223

**PROGRAM 5
TANGIBLE CAPITAL ASSETS - NEW**



2020 Program Detail

**Corporate Services -
Human Resources**

Description	Qty	Unit Cost	Total
<u>Administration - Program 1</u>			
1 Electronic Records Management System	1	80,000	80,000
2 Laptops	4	1,700	6,800
			<u>86,800</u>
<u>Human Resources Services</u>			
1 Health & Safety Management System Software	1	50,000	50,000
			<u>50,000</u>
			<u>136,800</u>

**PROGRAM 6
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

**Corporate Services -
Human Resources**

Description	Qty	Unit Cost	Total
		\$	\$
<u>Administration - Program 1</u>			
1 Desktops	3	800	2,400
2 Laptops	20	1,700	34,000
3 Monitors	24	250	6,000
4 Tablet	1	2,600	2,600
5 Printers	2	1,000	2,000
6 Noise Survey equipment	1	10,000	10,000
			57,000

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2020 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. 	



2020 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**

- ◆ 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**

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

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

Key Deliverables **Responsibility - Lead**

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

Strategic Goals

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

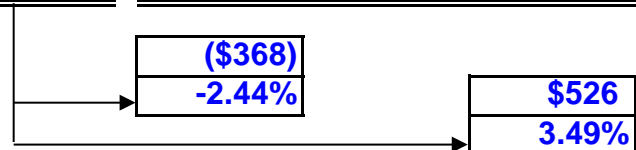


2020 Business Plan

Corporate Services - Information Technology

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
Operating:					
1 Administration	750	938	943	(50)	893
2 Application Services	1,497	1,522	1,557	142	1,699
3 Geographic Information Services	1,186	1,229	1,236	-	1,236
4 Project Services	609	978	1,001	45	1,046
5 Technical Services	1,580	1,623	1,638	-	1,638
6 Service Delivery	1,272	1,309	1,331	30	1,361
7 Security	900	925	940	358	1,298
8 Wide Area Network (WAN)	1,507	1,556	1,556	105	1,661
9 Data and Infrastructure Protection	574	461	461	145	606
10 Telecommunications	102	99	100	59	159
11 Corporate IT Support	2,915	2,906	2,906	-	2,906
12 Headquarters Shared Cost	353	353	310	51	361
Operating Subtotal	13,245	13,899	13,979	885	14,864
Tangible Capital Assets:					
13 New	-	-	-	9	9
14 Replacement	1,194	1,194	746	-	746
Tangible Capital Assets Subtotal	1,194	1,194	746	9	755
Net Program Expenses	14,439	15,093	14,725	894	15,619

Summary of Increase (Decrease)



PROGRAM SUMMARY



2020 Business Plan

**Corporate Services -
Information Technology**

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	79	Economic increases
Salaries & Benefits	23	Job reclassifications
Operating Expenses	33	Inflationary increases
Operating Expenses	(43)	Headquarters shared cost
Various	(12)	Line-by-Line Review savings
Tangible Capital Assets - Replacement	(448)	Decreased requirements
	<u>(368)</u>	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Corporate Services - Information Technology

(\$,000's)

Administration

◆ Increase in Revenue to reflect charge back to area municipalities (Brock and Uxbridge) for services provided by regional staff.	(50)
	<u>(50)</u>

Application Services

◆ Realignment of the Financial Business Process and Solutions division of Finance with Corporate Services – Information Technology, effective January 1, 2020, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.□	142
	<u>142</u>

Project Services

◆ Realignment of Utility Finance with Corporate Services – Information Technology, effective January 1, 2020, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.□	125
◆ Full-time Gapping related to vacancies and estimated time to fill positions.	(80)
	<u>45</u>

Service Delivery

◆ One time funding for Professional Services to review and provide recommendations on Audio/Visual presentation and streaming capabilities across regional facilities.	30
	<u>30</u>

Security

◆ New Position: 1 Senior Technology Analyst, effective July 1, 2020, to manage all aspects of Information Technology infrastructure projects from initiation to closure; provide technical guidance and leadership for enterprise projects and future technologies. (Annualized cost is \$126k)	63
◆ Increase in annual maintenance for a solution that provides visibility into use of cloud services/options for secure use (McAfee Cloud Access Security Broker).	120
◆ Increase in annual maintenance for advanced threat protection and application whitelisting for servers (McAfee Cloud Workload Security Advanced).	175
	<u>358</u>

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Corporate Services - Information Technology

(\$,000's)

Wide Area Network

◆ Increase for network operations maintenance to deliver Durham public wifi to an additional 15 of the remaining 30 regional facilities.	30
◆ Increase for network operations maintenance for Wide Area Network (WAN) upgrades and fibre deployment to regional facilities. This is year one of a two year implementation.	75
	105

Data and Infrastructure Protection

◆ Procurement of secure shredding services for computer disk drives.	20
◆ Moving of on prem servers to azure (a cloud based platform). This is the annual cost for maintaining the servers on azure.	125
	145

Telecommunications

◆ Increase in annual maintenance costs associated with telecommunications applications (Komutel, call tracking, mobile phones, Headquarters phones, Bell related services, Smart Thought, Resource Software International (RSI)).	29
◆ One time cost for acquisition of Call Recording Software.	30
	59

Headquarters Shared Cost

◆ Corporate Services - Information Technology's share of costs related to the operation and maintenance of Regional Headquarters.	51
	51

Tangible Capital Assets

New:

◆ Refer to TCA New Schedule for further details.	9
	9

Total Program Changes	894
------------------------------	------------



2020 Program Detail

Corporate Services - Information Technology

Purpose:

- ◆ Corporate Services - Information Technology is the primary source for Information Technology (IT) for the Region, which develops and ensures that Regional goals and objectives are met through the proper use of IT. IT management and operations must align with departmental and Regional objectives.
- ◆ Develop and implement strategies and practices to provide comprehensive IT technical and business solutions that are cost effective, efficient and reliable.
- ◆ Work closely with senior levels of management across the organization (Regional departments) to ensure that their technology needs are met while looking for possible process improvements and synergies that could be gained with the assistance of technology.

Description of Program Activities:

- ◆ Provide overall guidance and coordination to the Information Technology division: operations, policies, procedures, best practices, resources, technology direction and budgets.
- ◆ Responsible for Application Services, Corporate GIS, IT Service Desk, Desktop Support, Security, and IT Infrastructure.
- ◆ Provide advice to Regional Council and Standing Committees/Committee of the Whole on IT matters.
- ◆ Ensure strong communication and working relationships with clients and departmental staff.
- ◆ Provide IT business and technical advice to departmental clients.
- ◆ Represent the Region on IT matters and interests with local municipalities, school boards, utilities, vendors, associations and provincial agencies, and the national Public Sector Chief Information Officer Committee.
- ◆ Continue to meet with Municipal IT area managers to facilitate the development of collective contracts for the benefit of all. In 2018, Durham Regional Police Services agreed to develop a partnership, followed by Clarington and Brock in 2019. Agreement negotiations will continue in 2020 for other area municipalities.
- ◆ Monitor program activities and spending to ensure objectives are met within budget.
- ◆ Development of IT policies on behalf of the organization.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 3
2019 Full Time Staff = 3

**PROGRAM 1
ADMINISTRATION**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	490	682	689	-	689
Personnel Related	116	88	86	-	86
Communications	53	54	54	-	54
Supplies	23	26	26	-	26
Equipment Maintenance & Repairs	-	1	1	-	1
Professional Services	88	84	84	-	84
Financial Expenses	3	3	3	-	3
Gross Operating Expenses	773	938	943	-	943
Tangible Capital Assets					
Replacement	15	15	21	-	21
Total Tangible Capital Assets	15	15	21	-	21
Total Expenses	788	953	964	-	964
Revenues					
Revenue from Municipalities	(23)	-	-	(50)	(50)
Total Revenues	(23)	-	-	(50)	(50)
Net Program Expenses	765	953	964	(50)	914

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	914
Less: Tangible Capital Assets	(21)
Net Operating Program Expenses Per Program Summary	<u>893</u>



2020 Program Detail

**Corporate Services -
Information Technology**

Purpose:

- ♦ The Application Services section plans, implements, develops and maintains a wide range of business applications and web sites that support the internal/external business needs of the Region of Durham. These services include the development and/or maintenance of over 130 software applications.
- ♦ Application Services also assists with the in-house development, and/or acquisition, and implementation of new applications through a project management framework to enhance and improve the effective delivery of services to Regional department clients.

Description of Program Activities:

- ♦ Manage the application service for Microsoft 365, and support the adoption of modern collaboration tools, such as SharePoint, Teams and OneDrive for Business.
- ♦ Ongoing maintenance and support of over 130 business applications, including Customer Relationship Management Systems (Legislative Services, Works, Transit), Job Evaluation Management Systems (Human Resources), TrapezePASS (Transit), Fleet Scheduler (Works), Land Division Office (Planning), Liberty (POA), CaseWorks (Social Services), ZylImage (Legislative Services) and Encounter (Health).
- ♦ Provide vendor management and support to externally hosted and SaaS business applications used by Regional Departments, including corporate websites (Corporate Communications, Social Services, Transit), Inspection Management (Health).
- ♦ Provide technical implementation services to department and enterprise application initiatives, including Enterprise Maintenance Management, Water Billing System (WBCIS) Replacement, Housing, Management, Website and Engagement Site implementations.
- ♦ Provide support to Regional legacy applications such as Maintenance Management, Water Billing and Fleet Management to ensure efficient operation and customer satisfaction.
- ♦ Provide Technical Analysis support to Regional departments looking for IT business solutions through consultation and vendor selection, or application development.
- ♦ Support and maintain Regional Oracle and Microsoft SQL Server databases for enterprise applications.
- ♦ Support and development of collaboration services, including Microsoft SharePoint.
- ♦ Support innovation opportunities for Regional departments, leveraging new technologies.

2020 Action Plan:

- ♦ Manage the application service for Microsoft 365, and support the adoption of modern collaboration tools, such as SharePoint, Teams and OneDrive for Business.
- ♦ Investigate and initiate the migration of Regional business applications to Microsoft Azure cloud services.
- ♦ Application modernization through replacement/refresh and work with Regional partners to continuously improve business applications.
- ♦ Develop application, database and development standards to guide future technology investments.
- ♦ Work towards common enterprise-wide shared applications to address inter-departmental dependencies. Support Area Municipalities to leverage common solutions.
- ♦ Manage and enhance the public and intranet web applications and engagement services using the selected CMS (Content Management System). Leverage the corporate CMS to enhance citizen engagement and to streamline service delivery. Support Area Municipalities to leverage common website platforms.



2020 Program Detail

**Corporate Services -
Information Technology**

2020 Action Plan (Continued):

- ◆ Ensure that all websites created and maintained by Durham Region meet the requirements of the Accessibility Act.
- ◆ Ensure that all production environments have a testing environment in order to allow staff to make changes and test outside of the production environment.
- ◆ Deployment of enhanced database monitoring and administration tools, and development of data management and business intelligence services.
- ◆ Continue to build relationships with the Area Municipalities to enable collaboration and shared service opportunities.
- ◆ Continue to support application modernization initiatives through lifecycle planning and rationalization.
- ◆ Support customer service modernization initiatives.
- ◆ Develop an application and database archiving strategy to manage legacy applications and meet information retention requirements.
- ◆ Continue to grow Application Services skill sets in new programming development methods and standardization in programming languages.
- ◆ Continue to follow and improve on industry best practices in application development and business analysis.
- ◆ Continue to improve the management of application services projects, meeting set out goals and objectives, and managing the priorities among key constraints (timeline, budget, requirements).

Description of Program Resources:

- ◆ 2020 Full Time Staff = 10 Transfer: 1 Database Administrator from Finance
2019 Full Time Staff = 9

Performance Measurements:

- ◆ 2.3M connections to Regional Website
- ◆ 5.6M page views on Regional Website

**PROGRAM 2
APPLICATION SERVICES**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,271	1,179	1,194	142	1,336
Personnel Related	27	42	42	-	42
Communications	-	1	1	-	1
Supplies	3	5	5	-	5
Computer Maintenance & Operations	39	99	119	-	119
Professional Services	157	196	196	-	196
Gross Operating Expenses	1,497	1,522	1,557	142	1,699
Tangible Capital Assets					
Replacement	11	11	10	-	10
Total Tangible Capital Assets	11	11	10	-	10
Net Program Expenses	1,508	1,533	1,567	142	1,709

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,709
Less: Tangible Capital Assets	(10)
Net Operating Program Expenses Per Program Summary	<u>1,699</u>

PROGRAM 3 GEOGRAPHIC INFORMATION SERVICES



2020 Program Detail

Corporate Services - Information Technology

Purpose:

- ♦ To provide internal and external access to a Corporate Geographic Information framework, enabling effective use of data, resources, analysis and technology.
- ♦ To foster the use of Geographic Information Services (GIS) across Regional partners in order to encourage data sharing, data standards, data consistency and the growth of GIS initiatives.

Description of Program Activities:

- ♦ Data Programs:
 - ♦ Provide ongoing acquisition, administration and maintenance of 500+ datasets, such as parcels, Regional addresses, drainage, and orthophotography within a centralized GIS warehouse.
 - ♦ Provide daily updates of key GIS data such as the Single Line Road Network, for integration with Bell 911, all Regional departments, and external partners.
 - ♦ Maintain the Open Data portal, publishing approved datasets and maintaining their metadata, and leading the Open Data Team to administer the program policies.
 - ♦ Support Regional departments to leverage GIS and other business data through analytics and advanced reporting to improve performance and decision-making.
- ♦ GIS and Data Infrastructure:
 - ♦ Provide a fault tolerant enterprise GIS architecture that supports all GIS data and software application needs of the Region.
 - ♦ Purchase or develop Corporate GIS tools to increase the functionality of the system.
 - ♦ Purchase or develop data governance and management tools to support analytics services.
- ♦ Partnerships:
 - ♦ Develop new and ongoing partnerships with internal departments, government organizations, educational institutes and various other external organizations.
 - ♦ Assist the Northern Municipalities with GIS requirements.
 - ♦ Manage and inventory the dissemination of digital GIS data including executing Data Sublicense Agreements, formatting, packaging and provision of data.
 - ♦ Provide expertise and resources to departments for projects that leverage GIS and analytics
- ♦ Standards:
 - ♦ Continuous improvement and implementation of Corporate GIS best practices and policies across the Region.
 - ♦ Define and store a single official copy of GIS data to reduce duplication between departments.
- ♦ Application Development:
 - ♦ Develop and enhance Web GIS functionality for both the Region and its citizens, including the provision of geographical analysis capabilities, cartographic capabilities, and notification tools.
 - ♦ Provide custom online interactive maps, i.e. Construction, Design and Environmental Assessment Projects, Development Approvals, Works Data Portal (WDP).
 - ♦ Develop departmental specific applications for GIS functionality and analysis.
- ♦ Training:
 - ♦ Continue to upgrade the skills and knowledge of staff in GIS to implement and support newer GIS technology.
 - ♦ Provide GIS information sessions to Durham GIS Partnership and the Region's internal GIS Working Group.



2020 Program Detail

**Corporate Services -
Information Technology**

Program Highlights:

- ♦ Maintenance of the Region's Open Data portal for public use of select datasets.
- ♦ Procurement of an Enterprise License Agreement for GIS software.
- ♦ Continued enhancement of corporate/public interactive web maps.
- ♦ Continued support of Transit System mapping and yearly route planning.
- ♦ Support of GIS operations in Durham Emergency Management Office.
- ♦ Provision of the Single Line Road Network for Bell 911, Police Services and Ministry of Health for Emergency Dispatch.
- ♦ Support of Department initiatives in data governance and analytics.

2020 Action Plan:

- ♦ Enhance Open Data with additional data and public engagement initiatives.
- ♦ Implement Esri 'Portal' technology for internal web-based mapping.
- ♦ Engage and train internal staff to utilize the Portal and web-based GIS.
- ♦ Grow data analytics capabilities with new software and visualization techniques.

Description of Program Resources:

- ♦ 2020 Full Time Staff = 6
- ♦ 2019 Full Time Staff = 6

Performance Measurements:

- ♦ Total Open Data Unique Page Views 2019: 19,143
- ♦ Datasets available for download on Open Data portal: 39
- ♦ Web mapping services available via Open Data: 36
- ♦ Public interactive mapping sites maintained: 18
- ♦ Internal-only interactive mapping sites maintained: 18

**PROGRAM 3
GEOGRAPHIC INFORMATION SERVICES**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	712	739	749	-	749
Personnel Related	24	26	25	-	25
Supplies	5	3	3	-	3
Computer Maintenance & Operations	614	614	614	-	614
Professional Services	12	15	15	-	15
Gross Operating Expenses	1,367	1,397	1,406	-	1,406
Tangible Capital Assets					
Replacement	9	9	15	-	15
Total Tangible Capital Assets	9	9	15	-	15
Total Expenses	1,376	1,406	1,421	-	1,421
Revenues					
Revenue from Municipalities	(73)	(60)	(60)	-	(60)
Recovery from Transit	(108)	(108)	(110)	-	(110)
Total Revenues	(181)	(168)	(170)	-	(170)
Net Program Expenses	1,195	1,238	1,251	-	1,251

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,251
Less: Tangible Capital Assets	(15)
Net Operating Program Expenses Per Program Summary	<u>1,236</u>



2020 Program Detail

Corporate Services - Information Technology

Purpose:

- ♦ The Project Services section provides project management, change management and business analysis oversight to support the planning, design and implementation of enterprise-wide technology project initiatives that support the internal/external business needs of the Region of Durham.
- ♦ The Project Services section designs and maintains best practice process, templates and tools for use across technology projects and assists all program areas within IT and the business providing consultancy services on best practice project management, change management and business analysis guidance to improve the effective delivery of technology projects to Regional department clients.

Description of Program Activities:

- ♦ Administer and maintain IT Project Portfolio Management (PPM) tool used to track, manage and report on project health.
- ♦ Provide technical leadership for enterprise technology initiatives, including customer engagement, asset management, business productivity and information management.
- ♦ Provide project management, organizational change management, and business analysis leadership to enterprise IT project initiatives, as well as consultancy assistance to other IT program areas and Regional departments looking for guidance on best practice recommendations.
- ♦ Provide Business Analysis support to Regional departments looking for IT business solutions through consultation, Request for Proposal (RFP) development, vendor selection and/or custom application development.
- ♦ Ongoing design, maintenance, administration and support of project management process, templates and tools (e.g. Program Portfolio Management).
- ♦ Training for IT program area leads on project management, change management and business analysis process, templates and tools.

2020 Action Plan:

- ♦ Supply project and change management expertise for key department and enterprise-wide technology projects (e.g. Microsoft 365, Windows 10, Enterprise Maintenance Management, Land Development System, Corporate Engagement platforms and websites, Customer Management Systems).
- ♦ Continue to develop Project Management and Project Portfolio Management tools and process to align with growing requirements.
- ♦ Support departments with their technology planning and budgeting.
- ♦ Assist departments with RFP and Consulting Services Agreement process for key departmental initiatives.
- ♦ Refine project intake process, tools, templates and governance process for use within IT.
- ♦ Build awareness and pilot Agile project management principles into our delivery services.
- ♦ Develop department collaboration through working groups and business relationship management.
- ♦ Continue to follow and improve on industry best practices in project management, change management and business analysis.
- ♦ Continue to improve the management of projects, meeting set out goals and objectives, and managing the priorities among key constraints (timeline, budget, requirements).

PROGRAM 4 PROJECT SERVICES



2020 Program Detail

Corporate Services - Information Technology

Description of Program Resources:

- ♦ 2020 Full Time Staff = 8 Transfer: 1 Business Analyst from Utility Finance
- ♦ 2019 Full Time Staff = 7

Performance Measurements:

- ♦ Annual Project Service Requests: 65
- ♦ Active Project Service Requests: 80
- ♦ Number of RFP Projects: 5

**PROGRAM 4
PROJECT SERVICES**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	606	875	900	45	945
Personnel Related	2	30	28	-	28
Supplies	1	3	3	-	3
Professional Services	-	70	70	-	70
Gross Operating Expenses	609	978	1,001	45	1,046
Tangible Capital Assets					
Replacement	8	8	8	-	8
Total Tangible Capital Assets	8	8	8	-	8
Net Program Expenses	617	986	1,009	45	1,054

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,054
Less: Tangible Capital Assets	(8)
Net Operating Program Expenses Per Program Summary	<u>1,046</u>



2020 Program Detail

Corporate Services - Information Technology

Purpose:

- ♦ The Technical Services Program offers a wide complement of services for the Region of Durham. The primary purpose for the Technical Services Program is to provide administration and technical expertise for the corporate IT infrastructure.
- ♦ The IT infrastructure is comprised of Data Servers, Storage and Email Services. Working with other IT support staff within the Region, the IT infrastructure supports the many unique needs of all customers.
- ♦ The Technical Services Program is also responsible for providing leadership and guidance by evaluating new technologies that would benefit the Region.

Description of Program Activities:

IT Infrastructure - Data Server, Storage and Email Services:

- ♦ The Data Infrastructure operates on a heterogeneous Internet Protocol (IP) based network system and is comprised of 360 server instances in production, development and staging environments. The primary purpose of these servers is to host and support the Region's corporate email, file and print services, applications, databases, and web sites. The physical and logical makeup of the servers are rackmount, blade and virtual. The primary operating system is Microsoft Windows 2012, with all user accounts, workstations and printers residing in a hybrid on-premise Active Directory and cloud Azure Active Directory environment.
- ♦ As its primary enterprise backup solution Corporate Services - Information Technology (CS-IT) operates a technology that is a combination of both hardware and software. The hardware consists of a Linear Tape-Open (LTO) Library, LTO tape drives and LTO tapes along, Storage Area Network (SAN), and De-Duplication technology. NetBackup Enterprise 7.7 and 8.0 is the software that is used to manage the backup environment in terms of device allocation, backup policy creation, job execution, file restore and tape retention.
- ♦ The Region's email system is Microsoft Exchange Online/Outlook for Office 365 and CS-IT currently uses Blackberry Enterprise Server (BES) 12 as a mobile device management platform to manage over 200 Blackberry/Android smartphones. IBM MaaS360 is the management platform used to manage over 800 iOS devices (i.e. iPhone, iPad).

Corporate responsibilities include:

- ♦ Research, evaluate, recommend, procure and install hardware components and equipment to host corporate and department specific applications and programs.
- ♦ Provide corporate email services. This communication service is extended to include IT support for hand held devices such as Blackberries and iPhones and remote access of email via the web.
- ♦ Present electronic file sharing, data storage and print services to Regional staff.
- ♦ Assist with desktop management of PCs via Microsoft Group Policy Objects (GPO's) and System Center Configuration Manager (SCCM).
- ♦ Protection of data via backup and restore methodologies and the coordination of offsite media storage.
- ♦ Provide consultation services, project management and IT support to the CAO, Corporate Services - Human Resources, Legislative Services and Legal Services, DEMO, Planning & Economic Development, Finance, Works, Social Services, Health, and Transit departments.
- ♦ Inventory, maintain and upgrade hardware / software components and equipment: Servers - Traditional and Blade, Operating Systems, Disk Arrays, Storage Area Network (SAN), Uninterrupted Power Supplies (UPS), Virtual Technologies.
- ♦ Increasing uptime through the design and implementation of fault tolerant solutions such as clustered services.



2020 Program Detail

Corporate Services - Information Technology

Description of Program Activities (Continued):

General IT Infrastructure Activities:

- ♦ Management of the Corporate Data Centre.
- ♦ Implement and uphold IT standards, policies and procedures adopted by Corporate Services - Information Technology as industry best practices.
- ♦ Continue providing IT Infrastructure support to program areas in IT (Application Services, GIS Services, Security and Service Delivery) as part of the initiatives and projects their respective programs are involved in.
- ♦ Infrastructure modeling.

Program Highlights:

- ♦ Continued initiative to move Microsoft Exchange/Outlook from in-house application to Office 365 cloud solution in Canadian based Microsoft Data Centres.
- ♦ Continued to train Technical Support staff to manage Microsoft Azure cloud services and Office 365.
- ♦ Continued with the server replacement plan with emphasis on virtualizing where possible for the rapid deployment of new departmental initiatives. Over 71% of the environment is virtualized.
- ♦ Continued upgrading the server O/S to Windows 2012/2016 to ensure that the Region is on a supported platform for years to come. This will also allow the Region to take advantage of the latest features and functionality that Microsoft has to offer.
- ♦ Consolidated management software to better assist CS-IT in the overall management of the Region's IT infrastructure.

2020 Action Plan:

- ♦ Continue to research, evaluate, deploy, and enhance Microsoft Office 365 and Azure cloud based products and services.
- ♦ Continue migration to a single mobile device management platform to reduce maintenance costs.
- ♦ Continue with the server and storage hardware replacement plan with emphasis on virtualizing where possible for the rapid deployment of new departmental initiatives.
- ♦ In conjunction with server replacements, provide assistance in identifying applications/services that are due for replacement/refresh and work with partners to develop a replacement strategy.
- ♦ Investigate, provision and assist with the migration of Regional business applications and work loads to cloud services (i.e. Microsoft Azure) in support of a cloud-first strategy.
- ♦ Continue upgrading server operating systems to Windows 2016/2019 to ensure that the Region is on a supported platform for years to come and able to take advantage of the latest features and functionality.
- ♦ Continue to research, test and deploy new software tools and methods for management of IT Infrastructure, including but not limited to data protection, automation and cognitive/AI systems.
- ♦ Evaluate and initiate the implementation of a data management system designed to modernize the Region's data backup systems.
- ♦ Initiate the implementation of hyper-converged infrastructure, designed to replace existing converged infrastructure and improve data storage resiliency.
- ♦ Assess internal opportunities to merge infrastructure to reduce complexity and support requirements.



2020 Program Detail

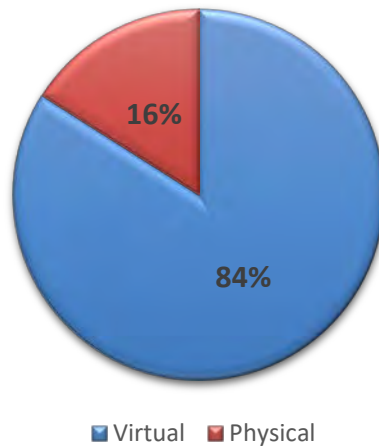
Corporate Services - Information Technology

Description of Program Resources:

- ♦ 2020 Full Time Staff = 13
- 2019 Full Time Staff = 13

Performance Measurements:

Corporate Server Inventory



**PROGRAM 5
TECHNICAL SERVICES**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,619	1,513	1,532	-	1,532
Personnel Related	71	62	58	-	58
Supplies	5	4	4	-	4
Computer Maintenance & Operations	62	220	220	-	220
Equipment Maintenance & Repairs	1	2	2	-	2
Operating Expenses Subtotal	1,758	1,801	1,816	-	1,816
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Recoveries	(178)	(178)	(178)	-	(178)
Inter-Departmental Transfers & Recoveries Subtotal	(178)	(178)	(178)	-	(178)
Gross Operating Expenses	1,580	1,623	1,638	-	1,638
Tangible Capital Assets					
Replacement	15	15	-	-	-
Total Tangible Capital Assets	15	15	-	-	-
Net Program Expenses	1,595	1,638	1,638	-	1,638

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,638
Less: Tangible Capital Assets	-
Net Operating Program Expenses Per Program Summary	<u>1,638</u>



2020 Program Detail

**Corporate Services -
Information Technology**

Purpose:

- ♦ Service Delivery provides the first level of interface to over 3,900 users in the Region for IT related issues and provides desktop support and technology research for hardware, software and audio visual. Service Delivery staff is comprised of staff dedicated to Desktop Support, Help Desk, and Data Entry as well as operations.
- ♦ Service Delivery manages itHelp, the Region's IT help desk, which provides users a central point to receive help on various computer issues. The help desk typically manages its requests via help desk software (RemedyForce), that allows them to track user requests with a unique ticket number which has been received by either voice or email.
- ♦ Help Desk staff will resolve and answer most commonly asked questions. If the issue isn't resolved at the first-level, the ticket is escalated to a second, higher level specialized staff. Specialized technical staffing is comprised of GIS, Applications, Technical Services, Security or Desktop within Corporate Services - Information Technology.
- ♦ Desktop Support is also responsible for the desktops, laptops, and peripherals. The help desk will assign the desktop team the second level desktop issues that the first level was not able to solve. They set up and configure computers for new users and are typically responsible for any physical work relating to the computers such as repairing software or hardware issues and moving workstations to another location.
- ♦ The Service Delivery - Operations and Data entry teams maintain and manage the scheduled required functions of the Region's legacy Water Billing, Fleet and Maintenance Management applications as well as providing data entry resources.
- ♦ As the Service Delivery team provides individual customer service to those that are not able to perform their daily function, staff must have agility, speed, flexibility and broad hardware and software support skills to cover a wide range of support issues on the spot.

Description of Program Activities:

The Service Delivery Program performs the following activities:

IT Service Support

- ♦ Physical and logical perspective of the IT infrastructure and IT services being provided.
- ♦ Standard methods and procedures for effective managing of all changes.
- ♦ Testing, verification and release of changes to the IT environment.
- ♦ Day-to-day process that restores normal acceptance service with a minimal impact on business.
- ♦ Diagnosis of the root causes of incidents in an effort to proactively eliminate and manage them.
- ♦ Help Desk provides a central point of contact between users and IT.
- ♦ Management and support of all audio visual within the Region including Committee and Council.

IT Service Delivery

- ♦ Optimize IT infrastructure capabilities, services and support to minimize service outages and provide sustained levels of service to meet business requirements.
- ♦ Maintain and improve the level of service to the organization.
- ♦ Managing the cost associated with providing the organization with the resources needed to meet requirements.



2020 Program Detail

Corporate Services - Information Technology

Description of Program Activities (Continued):

- ♦ Provide computer deployment to users in the Region. The computers deployed to Regional staff are imaged with standard corporate applications like Microsoft Office, Outlook etc.
- ♦ Computer operations support including: production tasks, data backup and restore, operations control, printing and distribution of large scale print jobs (water bills, payroll) and after hours support.
- ♦ Handle requests from users requiring assistance with technical issues from first contact to resolution. Incidents and Work Orders are managed by Help Desk staff and logged, tracked and monitored using IT Help Desk software called RemedyForce.
- ♦ Provide data entry function for legacy applications (Water Billing, Fleet and Maintenance Management).
- ♦ Provide desktop support to the users in the Region.
- ♦ Maintain Audio Visual equipment at Regional Headquarters and provide assistance to users having technical difficulties using the audio visual equipment.
- ♦ Develop and improve client service and relationship management on behalf of CS-IT.

Program Highlights:

- ♦ Completed the upgrade of AV equipment in Regional Headquarters. The rooms feature new laser projector, wireless presentation and scheduling panels placed outside of the entrances to the rooms.
- ♦ Supported departmental operations through in-person support, for all Regional Headquarters audio visual components.
- ♦ Support all Regional Council and Standing Committee meetings with in-person support.
- ♦ Refinement of software implementation of System Centre Configuration Management (SCCM).
- ♦ Continued centralized deployment strategy, advising departments of out of warranty assets and ordering replacements on their behalf. Departments participating received 98% of their assets in year (2018).

2020 Action Plan

- ♦ Finish the implementation of Windows 10 operating system on Regional equipment.
- ♦ Continue lifecycle management of audio visual equipment in Regional Headquarters meeting rooms.
- ♦ Continue managing the end user computing environment to reduce the number of incidents.
- ♦ Implement Self-Service module & processes so Employees receive IT solutions faster
- ♦ Improve the ordering, build, and deployment process of Regional PCs.
- ♦ Implement a chat function so people can chat with the helpdesk and diversify contact options.
- ♦ Reduce the lifecycle of Incidents, providing faster resolution for CS-IT clients.

Description of Program Resources:

- ♦ 2020 Full Time Staff = 17
2019 Full Time Staff = 17



2020 Program Detail

**Corporate Services -
Information Technology**

Performance Measurements:

- ◆ Records keyed by data entry staff for legacy applications: 814,842
- ◆ Total number of Desktop/Laptop/Tablet Computers supported: 3,609
- ◆ Total number of managed mobile devices: 1,062 iOS devices, 357 Android/Blackberry devices
- ◆ Total number of Networked printers supported: 450+
- ◆ Water Billing cards, slips, bills, cheques, notices, printed and bursted: 1.4 million+
- ◆ IT Help Desk calls closed: 19,366 in 2019
- ◆ Average number of calls per Service Desk employee: 1,613 per year

**PROGRAM 6
SERVICE DELIVERY**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,653	1,665	1,690	-	1,690
Personnel Related	7	38	35	-	35
Supplies	5	4	4	-	4
Computer Maintenance & Operations	17	12	12	-	12
Professional Services	-	-	-	30	30
Operating Expenses Subtotal	1,682	1,719	1,741	30	1,771
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Recoveries	(410)	(410)	(410)	-	(410)
Inter-Departmental Transfers & Recoveries Subtotal	(410)	(410)	(410)	-	(410)
Gross Operating Expenses	1,272	1,309	1,331	30	1,361
Tangible Capital Assets					
Replacement	52	52	29	-	29
Total Tangible Capital Assets	52	52	29	-	29
Net Program Expenses	1,324	1,361	1,360	30	1,390

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,390
Less: Tangible Capital Assets	(29)
Net Operating Program Expenses Per Program Summary	<u>1,361</u>



2020 Program Detail

Corporate Services - Information Technology

Purpose:

- ♦ The IT Security Program is responsible for ensuring the confidentiality, integrity, and availability of the IT assets of the Region through the administration of multiple threat management systems.
- ♦ The IT Security Program is responsible for the administration of the Regional Local and Wide Area Networks (LAN/WAN) servicing over 70 Regional sites.

Description of Program Activities:

The Security Program performs the following activities:

- ♦ Manage and maintain the daily activities of the IT Security Program.
- ♦ Manage and maintain the Regional IT Security Policies including: Access Control, Antivirus, Asset Management, Backup & Recovery, Compliance, Data Protection, Personal Computer, Incident Management, Network Security, Physical & Environmental, and Wireless.
- ♦ Manage and maintain the IT Security Risk Management activities including Business Impact Analysis, and Security Risk Assessments.
- ♦ Manage and maintain the IT Security Architecture including recommendations for additional technical controls on new and existing systems.
- ♦ Perform IT Security Assurance on the Regional firewalls, including change authorization, configuration change assessments, periodic configuration reviews, and event monitoring.
- ♦ Provide Corporate Services - IT representation on the Regional Enterprise Risk Management committee and Business Continuity subcommittees.
- ♦ Provide Corporate Services - IT support and participation for Emergency Operations Centre exercises, meetings, and events.
- ♦ Manage and maintain the Region's external Digital Certificates.
- ♦ Manage and maintain the Region's Internet Domain Names.
- ♦ Maintain and manage the intrusion prevention systems and respond to all threats or potential threats.
- ♦ Maintain and manage the Region's reverse proxy solution, providing additional protection of Regional websites.
- ♦ Maintain and manage the Region's Secure File Transfer solution, ensuring files can be exchanged safely with external parties.
- ♦ Maintain and manage the Region's internal and external vulnerability scanning solutions.
- ♦ Maintain and manage the Region's antivirus software ensuring that all Regional IT assets are protected against known viral/spyware, potentially unwanted programs and threats.
- ♦ Manage and maintain the Region's Internet monitoring tools to ensure Regional staff, guests, and the public are not subjected to unwanted Internet content, are protected from malicious web-sites, and to monitor for unexpected mail traffic from Regional assets.
- ♦ Manage and maintain the IT Security Awareness educational program for Regional staff.
- ♦ Manage and maintain the IT Security Incident Response for all unexpected/inappropriate/malicious IT activity, from all sources.
- ♦ Manage and maintain the Regional wireless network ensuring access is available when requested, to authorized staff or guests only, and that access is available to the public at Regional Headquarters.
- ♦ Manage and maintain the Regional Internet email security system, ensuring that all emails are appropriately classified and managed.
- ♦ Manage and maintain the Region's strong encryption system managing both full-disk and removable electronic media.



2020 Program Detail

**Corporate Services -
Information Technology**

Description of Program Activities (Continued):

- ♦ Coordinate copper and fibre cable installations to facilitate the expansion of Regional resources.
- ♦ Plan, design, implement and maintain the Wide Area Network (WAN) and Local Area Network (LAN) for over 70 Regional offices.
- ♦ Plan, design, implement and maintain the layouts and equipment racks for telecommunications and data communications rooms for over 70 Regional offices.
- ♦ Evaluate, recommend, acquire, inventory and install data communications equipment (i.e. switches, routers, firewalls) for the Region of Durham.
- ♦ Measure/Monitor network performance and proactively respond to network connectivity issues, to minimize any impact on the services provided by the Region.
- ♦ Grant remote access to Regional systems via Virtual Private Network (VPN) technology for Regional staff and program consultants.
- ♦ Make internet connectivity available to Regional staff for the purpose of research and remote access to internal resources and external entities.
- ♦ Liaise with Connexall to manage and maintain the Region's alarm management systems.
- ♦ Liaise with vendors for the delivery of Internet of Things (IoT) devices and services for secure network connectivity.
- ♦ Liaise with the Province of Ontario to facilitate network access to provincial applications used by Departments such as Health, Social Services, and Provincial Offences Act.
- ♦ Offer technical assistance where wireless data access is required.
- ♦ Provide consultation services and capacity planning to support the changing demands of the Region.
- ♦ Execute change management requests to serve and protect the business needs of the organization.

Program Highlights:

- ♦ Began implementation of internal vulnerability scanning solution.
- ♦ Began implementation of upgrade to Cisco network security solutions at Regional Headquarters and most Water Pollution Control Plant (WPCP) sites.
- ♦ Began implementation of redundancy for Internet Service.
- ♦ Continued implementation of updated anti-malware and application whitelisting solutions.
- ♦ Continued migration to new reverse proxy solution for protection of Regional websites.
- ♦ Conducted email phishing campaigns to increase staff IT security awareness.
- ♦ Regional Wi-Fi is now available in 58 of 70 sites for Regional staff and Regional HQ for guests.
- ♦ On-going Voice over Internet Protocol (VoIP) projects - Region of Durham Paramedic Service (RDPS) HQ, Sunderland Depot.
- ♦ Completed VoIP projects - Hillsdale Terraces.
- ♦ On-going new site setups - Nonquon WPCP, Edna Thomson Child Care, 3 Pumping Stations.
- ♦ Completed new site setups - Sunderland RDPS, 2 Pumping Stations.
- ♦ Provided IT security subject matter expertise in support of cloud software as a service (SaaS) RFPs.
- ♦ Increased staff subject matter expertise by attending Information Security & Privacy conferences, seminars, and workshops held by NorthSec.
- ♦ Maintained staff subject matter expertise by attending Information Security, Networking, and Project Management education and training sessions.



2020 Program Detail

Corporate Services - Information Technology

Program Highlights (Continued):

- ♦ Updated IT security awareness program for Regional staff.
- ♦ Investigated Disaster Recovery solutions based on the criticality of systems supporting Regional business processes.
- ♦ Provided support for the integration of Internet of Things (IoT) solutions and the Region's network.
- ♦ Provided support for the on-going upgrade to Windows 10 and Office 365.
- ♦ Provided support for website migration to a public cloud service.
- ♦ Improved LAN security on select VoIP networks.
- ♦ Increased awareness of Critical Infrastructure cybersecurity concerns.
- ♦ On-going vulnerability patch management for IT security systems.
- ♦ Continued training IT security staff on cloud security.
- ♦ Completed WAN fibre optic cable upgrades to 10 sites, started upgrades to 10 sites.
- ♦ Improved project delivery by standardizing workgroup use of Project Management tools and methodology.

2020 Action Plan:

- ♦ Complete the implementation of advanced anti-malware solutions.
- ♦ Assess application whitelisting protection for older operating systems.
- ♦ Improve vulnerability management practices for internal and external vulnerability scanning.
- ♦ Initiate replacement of Internet firewalls by reviewing perimeter security controls.
- ♦ Continue security awareness education and email phishing campaigns to increase security awareness.
- ♦ Create standards for each policy to ensure that procedures and guidelines comply with Regional Information Security policies.
- ♦ Maintain technical controls (i.e. email security, anti-malware, and web security) while tuning these systems for optimal effectiveness.
- ♦ Continue supporting cellular connectivity for Internet of Things and temporary Regional sites.
- ♦ Assess reverse proxy solutions for integration with Azure AD.
- ♦ Evaluate current security controls for effectiveness and possible replacement.
- ♦ Evaluate a cloud access security broker (CASB) solution.
- ♦ Continue to promote continuous learning and Information Privacy & Security certification for staff.
- ♦ Finalize WAN upgrades to 9 Regional sites.
- ♦ Initiate minor WAN upgrades to 15 Regional sites.
- ♦ Evaluate direct connectivity to cloud services such as Azure.
- ♦ Assess auditing solution for configuration and reporting improvements.
- ♦ Upgrade security monitoring system for anti-malware, encryption, and web security.
- ♦ Continue to scan Information Security horizon for changes and developments.
- ♦ Assess Internet reverse proxy systems for future use within Regional networks.
- ♦ Implement PC hardware and software compliance reporting system.
- ♦ Determine security controls required to protect Critical Infrastructure networks.
- ♦ Continue scanning all external websites for vulnerabilities.
- ♦ Upgrade web security gateways.
- ♦ Complete network refresh at 5 large Regional sites.
- ♦ Continue to implement cloud security controls.



2020 Program Detail

Corporate Services - Information Technology

Description of Program Resources:

- ♦ 2020 Full Time Staff = 10
2019 Full Time Staff = 10

Performance Measurements:

- ♦ Internet usage: 1.1 TB of traffic daily, over 395 TB on an annual basis
- ♦ Remote Access usage: 3,720 connections per month, over 44K on an annual basis
- ♦ Secure File Transfer usage: 495 GB of data transferred annually
- ♦ Email filtering included 14.5M delivered, 6.2M blocked emails annually

**PROGRAM 7
SECURITY**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,177	1,210	1,225	63	1,288
Personnel Related	27	19	19	-	19
Supplies	4	4	4	-	4
Computer Maintenance & Operations	-	-	-	295	295
Operating Expenses Subtotal	1,208	1,233	1,248	358	1,606
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Recoveries	(308)	(308)	(308)	-	(308)
Inter-Departmental Transfers & Recoveries Subtotal	(308)	(308)	(308)	-	(308)
Gross Operating Expenses	900	925	940	358	1,298
Tangible Capital Assets					
New	-	-	-	9	9
Replacement	14	14	32	-	32
Total Tangible Capital Assets	14	14	32	9	41
Net Program Expenses	914	939	972	367	1,339

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,339
Less: Tangible Capital Assets	(41)
Net Operating Program Expenses Per Program Summary	<u>1,298</u>



2020 Program Detail

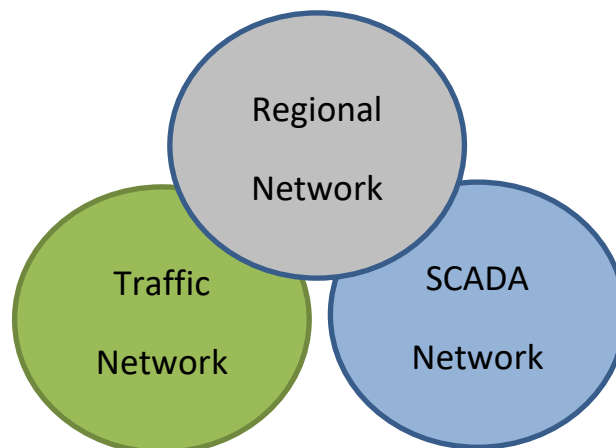
**Corporate Services -
Information Technology**

Purpose:

- ◆ Operate and maintain the Regional Local and Wide Area Networks across over 70 Regional sites. Operate and maintain the Regional Network Security and Remote Access equipment. Monitor and maintain Regional Internet Access.

Description of Program Activities:

- ◆ Administer telecommunication charges for wide area network and internet connection.
- ◆ Maintenance of program support systems, software and hardware, including Cisco Prime, Cisco Data Centre Network Manager, Paessler Router Traffic Grapher, and LAN/WAN equipment maintenance.
- ◆ Maintenance of a distributed denial-of-service (DDoS) prevention service to protect the Region's Internet and Regional websites in the event of a DDoS attack.
- ◆ Provisioning of wired and wireless networking equipment used to interconnect Regional Information Technology resources across over 70 Regional sites, and the Internet; including site assessments, network design, equipment procurement, equipment installation and maintenance.
- ◆ Administration and maintenance of Regional network security equipment, including firewalls, intrusion prevention systems, and the Regional Virtual Private Network (VPN).
- ◆ Administration and maintenance of public Wi-Fi networks, internet connections, and content filtering for unexpected/inappropriate/malicious websites.
- ◆ Network monitoring and analysis to ensure optimal usage of bandwidth/communication services at all Regional sites and to ensure system availability is maintained.
- ◆ Network address management including network address assignments, Domain Name (URL) administration, and external Domain Name Services Administration.
- ◆ Manage remote connectivity services with Regional business partners, including access to cloud services and remote connectivity with the Province of Ontario, Durham Regional Police Service, and other external vendors.
- ◆ Per the diagram below manage interconnections and secure access points between Regional administrative network, Traffic Systems Network and the SCADA plants network. Provide support, assistance and administration to all areas of the network.





2020 Program Detail

**Corporate Services -
Information Technology**

2020 Action Plan:

- ◆ Work with our network provider on the upgrades/enhancements of the Regional WAN, including traffic prioritization.
- ◆ Upgrade/implement wireless systems at Regional sites where network improvements are completed. This will allow Regional staff to work seamlessly in any location without having to directly connect to a network port.
- ◆ Review the Regional Internet access for opportunities to reduce complexity, improve resiliency, and increase security.
- ◆ Replace and upgrade various network security access components to ensure the Region's vital communication network is secure.
- ◆ Continue implementation of additional Internet sources for satellite offices for resiliency and access to cloud systems.
- ◆ Continue to improve network monitoring systems, proactively identifying issues in advance of impact to Regional business.
- ◆ Expand the availability of public Wi-Fi to additional Regional sites.

Performance Measurements:

- ◆ Manage 51 Core, Distribution and Data Centre networking components
- ◆ Manage 265 network switches to connect computers, printers, phones etc.
- ◆ Manage 794 wireless access points and 21 wireless controllers covering 66 Regional sites
- ◆ Median WAN uptime of 99.985% for connectivity across over 70 Regional sites
- ◆ Data Centre usage: 1.38 TB of traffic daily, over 504 TB on an annual basis
- ◆ Public Wi-Fi usage: 3,840 unique clients using 4.6 TB of traffic per month

**PROGRAM 8
WIDE AREA NETWORK (WAN)**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Supplies	16	15	15	-	15
Computer Maintenance & Operations	1,604	1,654	1,667	105	1,772
Gross Operating Expenses	1,620	1,669	1,682	105	1,787
Tangible Capital Assets					
Replacement	340	340	170	-	170
Total Tangible Capital Assets	340	340	170	-	170
Total Expenses	1,960	2,009	1,852	105	1,957
Revenues					
Recovery from Transit	(113)	(113)	(126)	-	(126)
Total Revenues	(113)	(113)	(126)	-	(126)
Net Program Expenses	1,847	1,896	1,726	105	1,831

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,831
Less: Tangible Capital Assets	(170)
Net Operating Program Expenses Per Program Summary	<u>1,661</u>

PROGRAM 9 DATA AND INFRASTRUCTURE PROTECTION



2020 Program Detail

Corporate Services - Information Technology

Purpose:

- ◆ This program focuses on managing and protecting the Region's data and infrastructure against unauthorized access and loss. Tools and systems purchased under this program will tighten security and provide protection from data loss.

Description of Program Activities:

- ◆ Maintenance of software and services that support this program (McAfee, Oracle, Veritas, VMWare, Iron Mountain, etc.).

2020 Action Plan:

- ◆ Continue the migration of infrastructure services and production servers to virtual environments to improve resiliency.
- ◆ Expand storage area network to migrate from and replace older storage area networks, reducing maintenance costs and complexity.
- ◆ Continue on-going replacement of servers through a managed replacement program.
- ◆ Investigate data backup alternatives and continue to reduce the overall volume of data being backed up through the administration of de-duplication technology.
- ◆ Ensure electronic data conforms to the Regional Records Management data retention policies for storage, disposal, and security.

**PROGRAM 9
DATA AND INFRASTRUCTURE PROTECTION**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Supplies	17	20	20	-	20
Computer Maintenance & Operations	504	390	390	145	535
Professional Services	53	51	51	-	51
Gross Operating Expenses	574	461	461	145	606
Tangible Capital Assets					
Replacement	360	360	255	-	255
Total Tangible Capital Assets	360	360	255	-	255
Net Program Expenses	934	821	716	145	861

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	861
Less: Tangible Capital Assets	(255)
Net Operating Program Expenses Per Program Summary	<u>606</u>



2020 Program Detail

**Corporate Services -
Information Technology**

Purpose:

- ◆ Telecommunications oversees and coordinates real-time communication and cable television services. Their responsibilities include landline and mobile/cellular, voice mail systems, call center systems, emergency notification, staff directory coordination, paging systems, audio-conferencing, video-conferencing, web-conferencing, instant messaging, and cable television services.

Description of Program Activities:

Telecommunications Infrastructure

- ◆ The Telecommunications Infrastructure connects 3,135 handsets, 70 FAX's, and 2,575 voice mailboxes located in 80 regional offices to the public telephone network through an effective total of 1,055 Bell voice circuits. These devices are connected to the public telephone network through 19 VoIP networks, 21 legacy PBX's, and direct connections in 40 regional offices.
- ◆ The cellular telecommunications infrastructure connects 1,954 cellular telephones and pagers to the Rogers, Bell, and Telus cellular networks.
- ◆ The cable TV infrastructure provides Rogers cable TV services in Regional Headquarters and four Long-Term Care facilities.
- ◆ The web conferencing services provide Cisco Web-Ex services to regional staff.

Corporate Responsibilities include:

- ◆ Manage and administrate entire telecommunications infrastructure and its associated software, including PBXs, IP-PBX's, call management systems, voice mail, interactive voice response, audio-conferencing systems, web-conferencing systems, video conferencing systems, VoIP infrastructure and cable TV.
- ◆ Develop long range telecommunications development plans for regional departments which includes planning for the management and/or phasing out of legacy telephony systems and other switch-based voice technologies.
- ◆ Design, oversee, implement the acquisition and installation of state-of-the-art telecommunications projects.
- ◆ Develop, implement, and maintain policies, procedures, and training plans for telecommunication systems administration and appropriate use.
- ◆ Work with end users and staff to establish user-required service levels and to also provide telecommunications application training and support.
- ◆ Plan the telecommunications strategies for regional contact centers to ensure that efficient and effective customer interaction is achieved.
- ◆ Conduct testing and development disaster recovery plans to detect faults, minimize malfunctions, and back up systems.
- ◆ Conduct research on emerging products, while remain current on new products, services, protocols, and standards in support of telecom systems development and equipment procurement.
- ◆ Interact and negotiate with vendors, outsourcers, and contractors to secure communications products and services in a timely and professional manner.
- ◆ Administer all contracts for telecommunications equipment and services.
- ◆ Prepare annual telecommunications budget recommendations for all regional departments.
- ◆ Collaborate with systems engineers/architects during installations, upgrades, and troubleshooting system applications, operating systems, hardware, and software.



2020 Program Detail

**Corporate Services -
Information Technology**

Description of Program Activities (Continued):

- ◆ Administer add, move, and change requests from end users as well as new line installations as required.
- ◆ Monitor and identify capacity and performance issues for telecommunications traffic to ensure continued, uninterrupted operation of telecommunications systems.
- ◆ Generate telecommunications usage, network traffic, telephony audit, and inventory reports as required.
- ◆ Configure, test, maintain, monitor, and troubleshoot end user telecommunications, telephony, and voice/data software products.
- ◆ Perform VOIP system upgrades for multiple Regional Sites in 2020.
- ◆ Perform analysis, diagnosis, and resolution of telecommunications problems for end users; recommend and implement corrective solutions.
- ◆ Perform on-site analysis, diagnosis, and resolution of complex telecommunications problems for a variety of end users, and recommend and implement corrective hardware solutions.
- ◆ Integrate IP telephony systems with enterprise LANs, WANs, wireless LANs, and other Internet-based services and protocols.
- ◆ Collaborate with network administrators to ensure that VoIP traffic does not interfere with or hinder network data traffic.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 3
- ◆ 2019 Full Time Staff = 3

**PROGRAM 10
TELECOMMUNICATIONS**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	332	333	338	-	338
Personnel Related	2	4	4	-	4
Computer Maintenance & Operations	-	-	-	29	29
Professional Services	51	45	45	-	45
Minor Assets & Equipment	-	-	-	30	30
Operating Expenses Subtotal	385	382	387	59	446
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Recoveries	(283)	(283)	(287)	-	(287)
Inter-Departmental Transfers & Recoveries Subtotal	(283)	(283)	(287)	-	(287)
Gross Operating Expenses	102	99	100	59	159
Tangible Capital Assets					
Replacement	2	2	8	-	8
Total Tangible Capital Assets	2	2	8	-	8
Net Program Expenses	104	101	108	59	167

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	167
Less: Tangible Capital Assets	(8)
Net Operating Program Expenses Per Program Summary	<u>159</u>



2020 Program Detail

Corporate Services - Information Technology

Purpose:

- ◆ General maintenance program for the operations and support of Regional information technology systems.

Description of Program Activities:

- ◆ Purchase of additional standard desktop licenses (Microsoft, Adobe, etc.) as required.
- ◆ Continue to look for ways to reduce the number of servers in the new data centre at Regional Headquarters. Consolidating these servers will improve efficiencies and service levels to the departments that depend on the applications.
- ◆ Microsoft M365 (combination of E3 and E5) licenses for over 4,000 licenses for the region. This allows the Region to have licenses for all office products and receive updates. There is no longer an On-Prem Exchange environment and all office products are covered under these licenses. The Durham Regional Police Service and Clarington have signed onto the Corporate Enterprise Agreement and CS-IT is looking to expand to the Area Municipalities.
- ◆ Manage an expanded remote access program to allow mobile workers to stay in touch with the office. The program consists of Virtual Private Networks (VPN), investigation of thin client technology, and internet access to e-mail for all Regional staff that require access.
- ◆ Software maintenance and licenses for ZyLabs - Zylmage, Oracle Database and monitoring tools, Oracle Web Tools, Oracle GRID/Real Application control, Esri-GIS, Microsoft Exchange, Microsoft Sequel, Adobe, Telus Data, Veritas, VMWare, Rogers Cable, Microsoft SharePoint, McAfee Total Endpoint Protection Security Software (encryption & anti-virus), McAfee Email Security Software, McAfee Web Security Gateway, McAfee Secure Vulnerability Scanning, Lagan - CRM, and CISCO wired, wireless, and security management systems.
- ◆ Implementation of management tools for tracking, installing and maintaining software and versions. This will ensure the Region is able to manage the number of licenses required of the various standard desktop products.

**PROGRAM 11
CORPORATE IT SUPPORT**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Computer Maintenance & Operations	3,128	3,079	3,079	-	3,079
Professional Services	84	125	125	-	125
Major Repairs & Renovations	11	10	10	-	10
Operating Expenses Subtotal	3,223	3,214	3,214	-	3,214
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Recoveries	(308)	(308)	(308)	-	(308)
Inter-Departmental Transfers & Recoveries Subtotal	(308)	(308)	(308)	-	(308)
Gross Operating Expenses	2,915	2,906	2,906	-	2,906
Tangible Capital Assets					
Replacement	368	368	198	-	198
Total Tangible Capital Assets	368	368	198	-	198
Net Program Expenses	3,283	3,274	3,104	-	3,104

* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	3,104
Less: Tangible Capital Assets	(198)
Net Operating Program Expenses Per Program Summary	<u>2,906</u>

**PROGRAM 12
HEADQUARTERS SHARED COST**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 12
HEADQUARTERS SHARED COST**



2020 Program Detail

**Corporate Services -
Information Technology**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	353	353	310	51	361

TANGIBLE CAPITAL ASSETS - NEW



2020 Program Detail

Corporate Services - Information Technology

Description	Qty	Unit Cost	Total
		\$	\$
<u>Security - Program 7</u>			
1 Mobile Laptop	1	2,300	2,300
2 Accessories	1	1,000	1,000
3 Furniture	1	6,000	6,000
			9,300

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

Corporate Services - Information Technology

Description	Qty	Unit Cost	Total
		\$	\$
<u>Administration - Program 1</u>			
1 Mobile Laptops - Yoga	2	2,300	4,600
2 Furniture	1	15,000	15,000
3 Accessories	1	1,000	1,000
			20,600
<u>Application Services - Program 2</u>			
4 Mobile Laptops - Yoga	4	2,300	9,200
5 Accessories	1	1,000	1,000
			10,200
<u>Geographic Information Services - Program 3</u>			
6 Power Laptops	3	3,500	10,500
7 Power Desktop	1	2,000	2,000
8 Accessories	2	1,000	2,000
			14,500
<u>Project Services - Program 4</u>			
9 Mobile Laptops - Yoga	3	2,300	6,900
10 Accessories	1	1,000	1,000
			7,900
<u>Service Delivery - Program 6</u>			
11 Mobile Laptops - Yoga	7	2,300	16,100
12 Power Laptop	1	3,500	3,500
13 Laptop	1	1,700	1,700
14 Power Desktop	1	2,000	2,000
15 Desktop	1	800	800
16 Accessories	5	1,000	5,000
			29,100
<u>Security - Program 7</u>			
17 Mobile Laptop - Yoga	11	2,300	25,300
18 Desktop	1	800	800
19 Accessories	6	1,000	6,000
			32,100
<u>Wide Area Network - Program 8</u>			
20 Wireless Upgrades	1	80,000	80,000
21 Upgrade/Implement Data Circuits	1	90,000	90,000
			170,000
<u>Data and Infrastructure Protection - Program 9</u>			
22 SAN replacements	1	125,000	125,000
23 Servers and other Infrastructure Replacements	1	130,000	130,000
			255,000

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

Corporate Services - Information Technology

Description	Qty	Unit Cost	Total
		\$	\$
<u>Telecommunications - Program 10</u>			
24 Mobile Laptops - Yoga	3	2,300	6,900
25 Accessories	1	1,000	1,000
			7,900
<u>Corporate IT Support - Program 11</u>			
26 Data Centre Infrastructure Upgrades	1	10,000	10,000
27 Audio / Visual Communication	1	160,000	187,500
			197,500
			744,800

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2020 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.
- ◆ Administer the application of the Council Expense Policy and other related matters.

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.



2020 Business Plan

**Corporate Services-
Legislative Services**

Major Services & Activities (Continued)

Information Management

- ◆ Keep the official records of the Corporation, as delegated by the Regional Clerk.
- ◆ Manage the Information Management (IM) 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 leadership and guidance to the Information Governance Steering Committee.
- ◆ Implement the Enterprise Information Management Strategy.

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 accessible Durham Municipal Directory.
- ◆ Prepare and publish the on-line Regional Meeting Calendar.
- ◆ Manage and maintain the on-line Region 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.

Access and 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.
- ◆ Provide privacy support to the Regional Clerk in administering the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), Personal Health Information Protection Act (PHIPA) and processing requests for information, complaints and appeals under MFIPPA and PHIPA.



2020 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. ◆ Ongoing development of Corporate Privacy Office. 	

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"> ◆ Implement the Enterprise Information Management Strategy addressing issues including storage, management and privacy. ◆ Lead and provide guidance to the Region's Information Governance Steering Committee. ◆ Improve the openness and transparency of the governance process and decisions of the corporation (e.g., Routine disclosure, 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



2020 Business Plan

Corporate Services - Legislative Services

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
Operating:					
1 Council Services	1,555	1,607	1,630	-	1,630
2 Information Management	1,046	1,010	1,144	59	1,203
3 Public Counter*	-	-	-	-	-
4 Corporate Call Centre*	-	-	-	-	-
5 Access and Privacy Office	98	407	338	30	368
6 Headquarters Shared Cost	112	112	99	16	115
Operating Subtotal	2,811	3,136	3,211	105	3,316
Tangible Capital Assets*:					
7 New	81	81	-	10	10
8 Replacement	20	20	255	-	255
Tangible Capital Assets Subtotal	101	101	255	10	265
Net Program Expenses	2,912	3,237	3,466	115	3,581

Summary of Increase (Decrease)

	\$229	
	7.07%	
		\$344
		10.63%

* Tangible Capital Assets Included in Program Detail Page

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	60	Economic increases
Salaries & Benefits	56	Annualization - 1 position
Salaries & Benefits	13	Job reclassifications (net)
Operating Expenses	(100)	Remove one-time professional services
Operating Expenses	(14)	Headquarters shared cost
Various	(10)	Line-by-Line Review savings
Tangible Capital Assets - New	(81)	Remove one-time items
Tangible Capital Assets - Replacement	645	Increased requirements
Recoveries For Public Counter & Corporate Call Centre	(340)	Economic increases and remove one-time expenses
	229	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Corporate Services - Legislative Services

Information Management

◆ New Positions: 1 Information Management Technician, effective July 1, 2020, to support departmental Information Management initiatives and ensure that departments adhere to legal requirements under the Records Retention By-Law. (Annualized cost is \$96k)	48
◆ Ongoing increases to various operating accounts to align with historical actuals and forecasted requirements.	11
	59

Public Front Counter

◆ Increase to Printing and Promotional items accounts to align with historical actuals and forecasted requirements.	5
◆ Ongoing increase in Education and Training for customer service training of new staff and re-training of existing staff.	5
◆ TCA - new for renovations.	200
◆ Related increase in the recovery from Departments in Regional Headquarters based on their share of the Public Counter.	(210)
	-

Corporate Call Centre

◆ Increase in Education and Training account to support the requirement for customer service training of new staff and re-training of existing staff.	5
◆ Professional Services required for the implementation of the Corporate Customer Service Strategy and Corporate Contact Centre Transformation initiative as set out in the recommendations provided by PricewaterhouseCoopers.	250
◆ Related increase in the recovery from Departments in Regional Headquarters based on their share of the Public Counter.	(255)
	-

Access and Privacy Office

◆ Increases to various operating expenses to support the Corporate Privacy Office.	30
	30

Headquarters Shared Cost

◆ Legislative Services' share of costs related to the operation and maintenance of Regional Headquarters.	16
	16

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Corporate Services - Legislative Services

Tangible Capital Assets

New:

- ◆ Refer to TCA New Schedule for further details.

10

10

Total Program Changes 115



2020 Program Detail

Corporate Services - Legislative Services

Purpose:

Legislative Compliance

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

Council and Committee Support

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

Accountability and Transparency

- ◆ Receive, record and make every effort to resolve complaints about services provided by the Region, using established complaint procedures.
- ◆ Act as Ombudsman Liaison for the Region in order to appropriately respond to inquiries from the Ontario Ombudsman's Office in a timely and effective manner, or direct the inquiry to the appropriate department for a response.
- ◆ Act as the Head of the municipality under the Ombudsman's Act and liaise with the Region's Ombudsman on any complaint inquiries.
- ◆ Administer Regional Closed Meeting Protocol.
- ◆ Liaise with the Integrity Commissioner on Code of Conduct matters and inquiries under the Municipal Conflict of Interest Act.

Municipal Elections

- ◆ Conduct the election for the office of Regional Chair in accordance with the Municipal Elections Act, 1996, the Municipal Act, the Municipal Conflict of Interest Act, and the Education Act.
- ◆ Meet all legislative deadlines.
- ◆ Provide impartial administration of Municipal Elections.

Development Charges Complaint Committee and Regional Official Plan Amendments

- ◆ Receive complaints regarding the imposition of a development charge under the Region's Development Charges By-law, arrange hearings and prepare hearing reports.
- ◆ Provide notification of Regional Official Plan and Regional Development Charges By-law amendments and prepare and submit appeal packages to the Local Planning Appeal Tribunal (LPAT) pursuant to legislation.

Event Coordination

- ◆ Coordinate the planning and delivery of official corporate functions and special events.
- ◆ Provide protocol advice and support to the Corporation to ensure that ceremonial protocol standards are observed by Regional Council and Departments.



2020 Program Detail

Corporate Services - Legislative Services

Purpose (Continued):

Administrative Functions

- ◆ Prepare and maintain the Council Policy Manual and the Transit Policy Manual.
- ◆ Receive and process the Region's Info mail, insurance claim letters and letters addressed to the Region, including delegation requests.
- ◆ Execute the Corporation's legal documents together with the Regional Chair.
- ◆ Provide certified copies of Regional By-laws, resolutions and other documents.
- ◆ Accept service of legal documents served on the Corporation.
- ◆ Prepare and publish office consolidations of various by-laws and the Regional Official Plan.
- ◆ Co-ordinate Council appointments to committees.

Description of Program Activities:

2019 Accomplishments:

- ◆ Managed and attended 83 Council, Committee of the Whole, Standing Committee and Advisory Committee meetings.
- ◆ Demonstrated accountability and transparency by ensuring compliance with corporate policies such as the Corporate and Departmental complaint procedure/policy and the Closed Meeting Protocol.
- ◆ Administered the return to a Standing Committee structure including the preparation of Standing Committee agendas.
- ◆ Participated on a working group for the re-designed Regional website and continued updating of web content for Legislative Services.
- ◆ Participated on a working group for the re-designed Insider and continued updating Insider content for Legislative Services.
- ◆ Implemented electronic voting in Council Chamber.
- ◆ Continued input on accessible agendas, minutes, reports and by-law templates for use corporate wide.
- ◆ Completed and published Regional by-law consolidations.
- ◆ Attended various internal and external training courses and workshops.

2020 Activities:

- ◆ Continue to review and refine processes as new technologies and processes are introduced.
- ◆ Continue with election related matters pertaining to candidate's financial statements and compliance audit committee activities.
- ◆ Continue to review and update of departmental policies and procedures in response to new legislation.
- ◆ Continue to administer the Regional Closed Meeting Protocol.
- ◆ Continue to administer the Corporate and Departmental complaint procedure/policy.
- ◆ Update policy and procedures manual for Council Services.

Description of Program Resources:

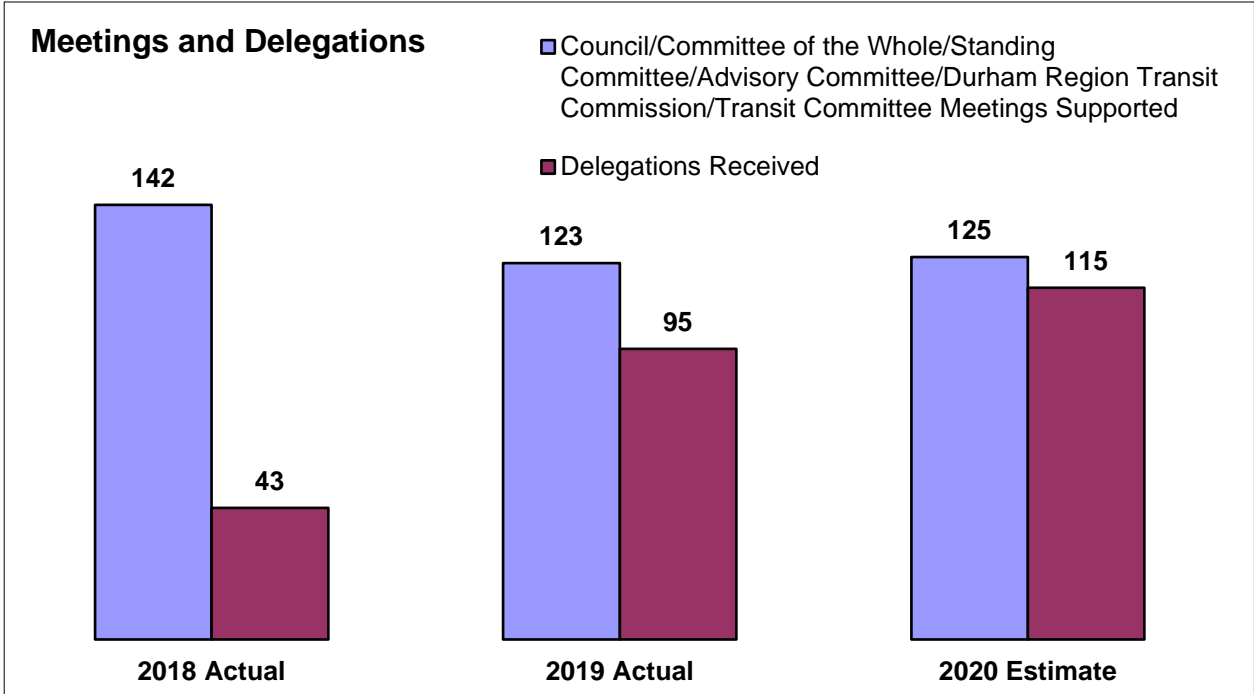
- ◆ 2020 Full Time Staff = 13.1
2019 Full Time Staff = 13.1



2020 Program Detail

**Corporate Services -
Legislative Services**

Performance Measurements:



**PROGRAM 1
COUNCIL SERVICES**



2020 Program Detail

**Corporate Services -
Legislative Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,477	1,453	1,486	-	1,486
Personnel Related	26	33	28	-	28
Communications	61	76	76	-	76
Supplies	17	16	16	-	16
Computer Maintenance & Operations	6	54	54	-	54
Materials & Services	13	9	9	-	9
Equipment Maintenance & Repairs	3	9	4	-	4
Professional Services	6	9	9	-	9
Minor Assets & Equipment	-	1	1	-	1
Gross Operating Expenses	1,609	1,660	1,683	-	1,683
Tangible Capital Assets					
New	75	75	-	-	-
Replacement	12	12	249	-	249
Total Tangible Capital Assets	87	87	249	-	249
Total Expenses	1,696	1,747	1,932	-	1,932
Revenues					
Sale of Publications	(7)	(6)	(6)	-	(6)
Revenue from Related Entities	(47)	(47)	(47)	-	(47)
Total Revenues	(54)	(53)	(53)	-	(53)
Net Program Expenses	1,642	1,694	1,879	-	1,879



2020 Program Detail

Corporate Services - Legislative Services

Purpose:

- ◆ Lead and manage the Information Management (IM) Program of the Corporation, ensuring that official records are managed from creation to final disposition.
- ◆ Maintain the Region's Records Retention By-law and Corporate Classification Scheme (CCS) in accordance with Sections 254 and 255 of the Municipal Act and submit changes to Regional Council for approval.
- ◆ Promote and educate staff on information management best practices throughout the Region.
- ◆ Manage the on-site inactive storage facility, Records Retention Center (RRC) by coordinating the transfer of inactive records to the RRC and coordinate inactive record transfers to the Region's offsite records storage facility.
- ◆ Manage the archival information of the Corporation, ensuring the identification, preservation and accessibility of permanent, historically significant Regional records.
- ◆ Provide leadership and guidance to the Region's Information Governance Steering Committee.

Description of Program Activities:

2019 Accomplishments

- ◆ Identified and assisted departments in managing Regional records from creation to final disposition according to the Corporate Classification Scheme (CCS), which forms part of the Records Retention By-law.
- ◆ Promoted and trained staff on upgraded version of Versatile Enterprise records management file tracking software system, Zylmage, MFIPPA and PHIPA and IM Awareness on information management best practices throughout the Region that comply with the Records Retention By-Law.
- ◆ Managed ongoing departmental projects; developed information management systems that included procedural analysis (workflow) to identify key business functions and activities, information sharing opportunities, provide process improvements; customized IM policies and procedures, consistent naming conventions on shared drives, and implemented Versatile records management software.
- ◆ Processed requests for information, complaints and appeals under the MFIPPA/PHIPA and advised departments on compliance with the Act in conjunction with Legal Services.
- ◆ Managed an on-site inactive storage facility Records Retention Center (RRC) by coordinating the transfer of inactive records to the RRC or the Region's offsite records storage facility.
- ◆ Managed the annual destruction of Regional records according to the Region's Records Retention By-law.
- ◆ Updated the Regional Archives display in the Upper Galleria throughout the year.
- ◆ Published IM Newsletter (The Information Exchange).
- ◆ Provided leadership and guidance to the Region's Information Governance Steering Committee.
- ◆ Began to implement the Enterprise Information Management 5-year Strategy.

2020 Activities

- ◆ Assist with ongoing development of Corporate Privacy Office.
- ◆ Revise IM User Manual.
- ◆ Lead the implementation of the multi-year Enterprise Information Management Strategy (2019-2024).



2020 Program Detail

Corporate Services -
Legislative Services

Description of Program Resources:

- ◆ 2020 Full Time Staff = 11 New: 1 Information Management Technician
- 2019 Full Time Staff = 10

Performance Measurements:

Inactive Records Services

Effectiveness

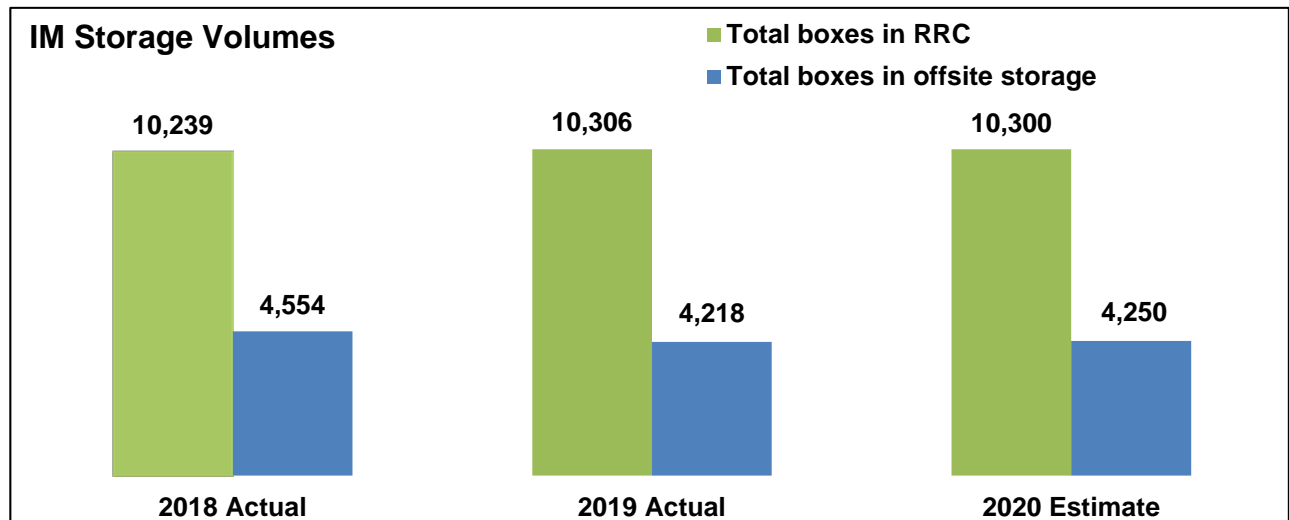
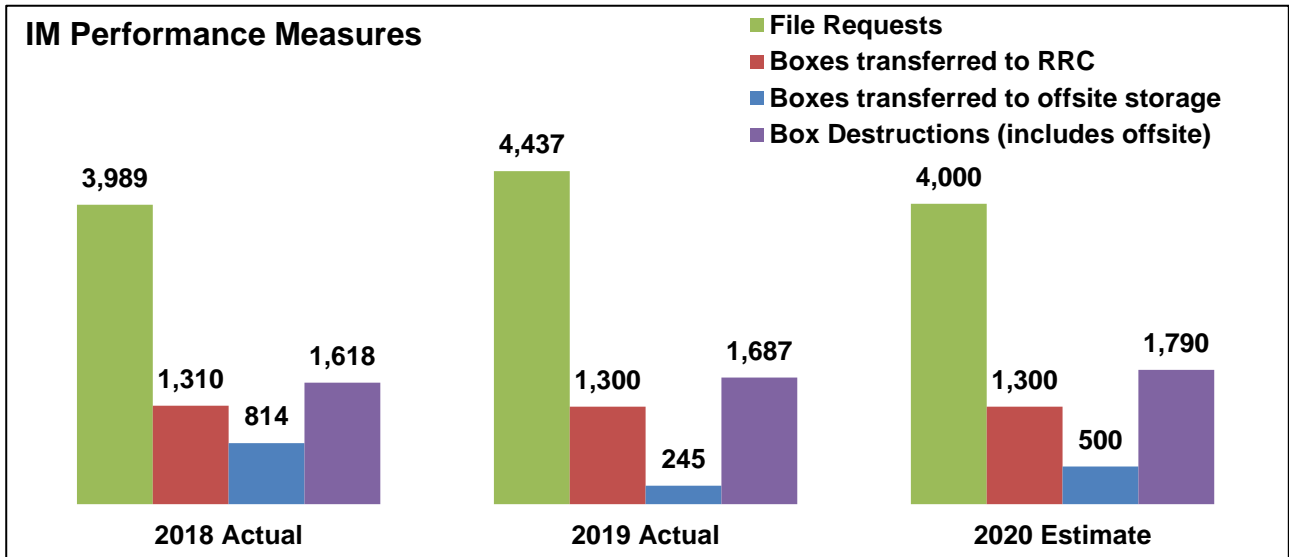
Continuing high number of retrievals shows the existence of an active records centre.

Efficiency

Response timelines remain consistent as established service levels are consistently met.

Community

Archival inventory projects will improve availability for citizen engagement.





2020 Program Detail

**Corporate Services -
Legislative Services**

Performance Measurements (Continued):

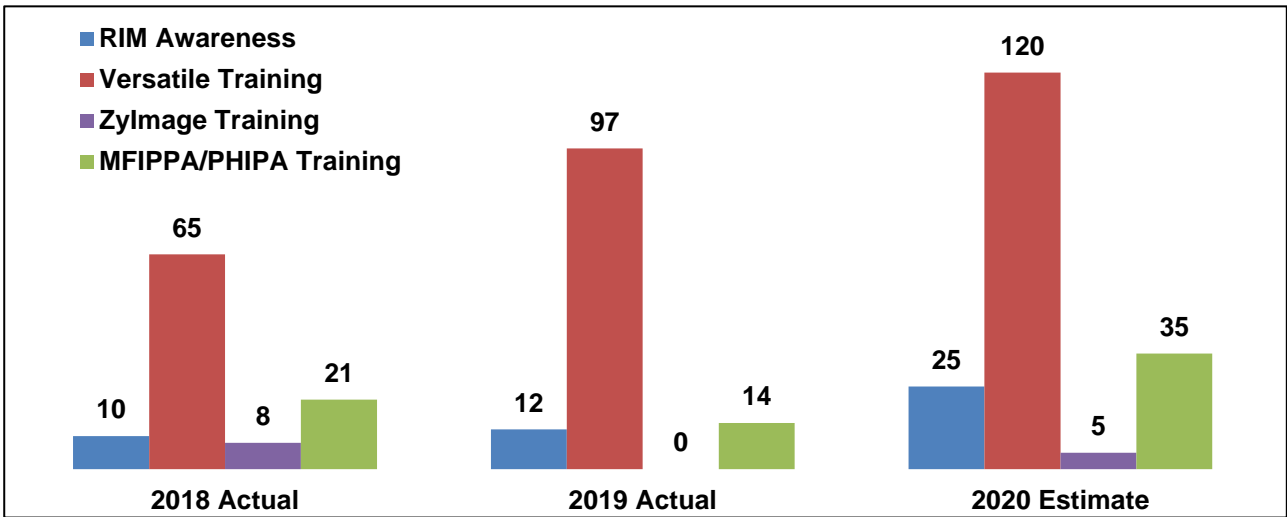
IM Training

Effectiveness

Training sessions attended by various departments

Efficiency

Training is primarily done with implementation of projects and on an as needed basis.



FOI Requests

Effectiveness

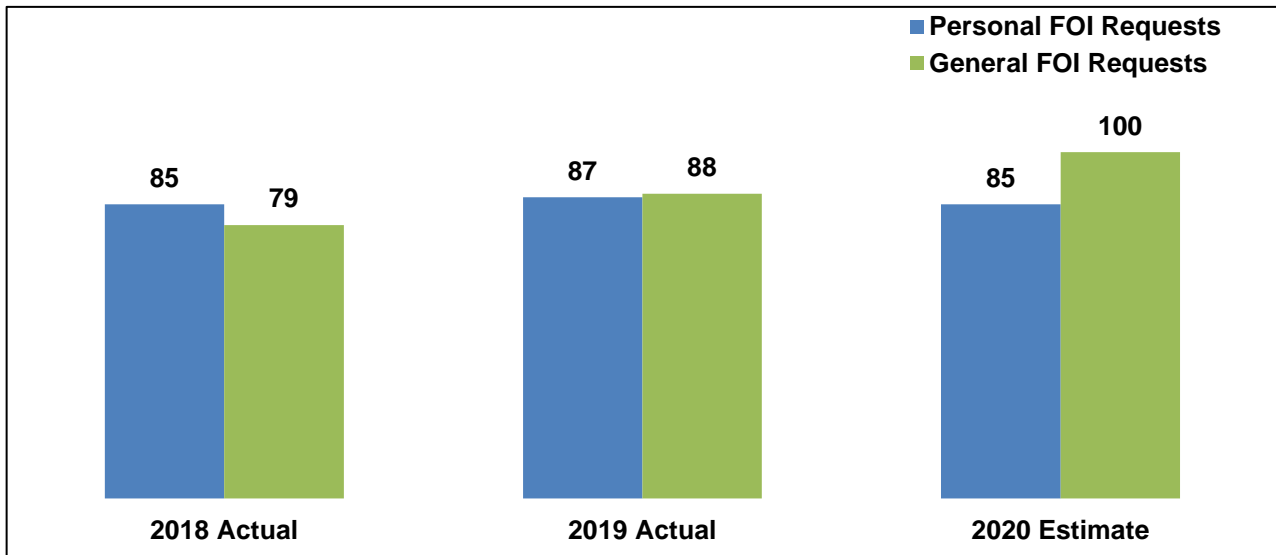
Compliance with MFIPPA & PHIPA well supported. Routine disclosure made through the normal course of business minimizes the number of requests.

Efficiency

90 per cent of requests completed within 30 days.

Community

Continued to meet the Public's expectation to have open and accessible records.



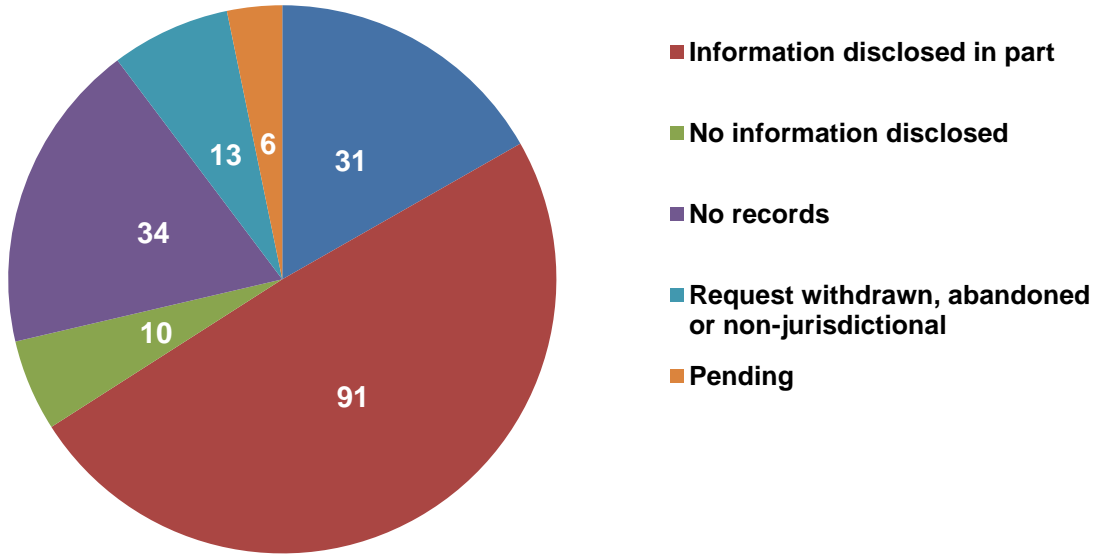


2020 Program Detail

Corporate Services -
Legislative Services

Performance Measurements (Continued):

Results of FOI Requests for 2019



**PROGRAM 2
INFORMATION MANAGEMENT**



2020 Program Detail

**Corporate Services -
Legislative Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	950	913	1,047	48	1,095
Personnel Related	19	20	20	6	26
Communications	8	9	9	3	12
Supplies	7	7	7	-	7
Computer Maintenance & Operations	17	13	13	1	14
Materials & Services	45	45	45	1	46
Equipment Maintenance & Repairs	-	3	3	-	3
Gross Operating Expenses	1,046	1,010	1,144	59	1,203
Tangible Capital Assets					
New	6	6	-	2	2
Replacement	8	8	6	-	6
Total Tangible Capital Assets	14	14	6	2	8
Net Program Expenses	1,060	1,024	1,150	61	1,211



2020 Program Detail

Corporate Services - Legislative Services

Purpose:

- ◆ The Public Font Counter team represents the corporation with first tier customer service by providing information and direction to customers via various channels (in-person, phone, email, etc.). They are the first point of contact for staff, members of the public, politicians, businesses and other levels of government as they enter the Regional Headquarters building. Staff manage all matters relating to common meeting rooms on the main floor and lower level at Regional Headquarters, and prepare a variety of correspondence such as the Durham Region Directory, Bell Telephone Directories and on-line Employee Directory. Staff also administer the 911 notification phone in order to assist First Responders during medical emergencies.

Description of Program Activities:

2019 Accomplishments:

- ◆ Assisted customers by providing information and direction regarding Regional programs and services.
- ◆ Enhanced the promotion of customer service at the Region of Durham by improving on Customer Service Week initiatives.
- ◆ Assisted and supported Information Technology with the implementation of new electronic meeting room devices for the common meeting rooms at Regional Headquarters.
- ◆ Updated Councillors' meeting attendance records and mileage expense claim forms to reflect new members of Council.
- ◆ Incorporated changes to the telephone contact information in the on-line Regional Employee Phone Directory.
- ◆ Participated in the annual Durham Emergency Management Exercise and provided input regarding the way in which the Region manages public inquiries during an emergency.
- ◆ Worked with Information Technology to pilot an information kiosk at the south entrance at Regional Headquarters which provides a directional self-service resource for customers entering the building.
- ◆ Participated in workshops and provided input for the re-design of the Insider.

2020 Activities:

- ◆ Continue to work in coordination with other departments to enhance the way in which customer service contact areas provide information to members of the public.
- ◆ Update the Municipal Directory to reflect changes in organizational structure, including staffing changes and amendments to Committee structure.
- ◆ Work with Information Technology and other departments on the implementation of a new/upgraded Customer Relationship Management software system.
- ◆ Continue to work collaboratively with departments to develop and communicate a new Customer Service Vision and Customer Expectations in support of a new Customer Experience Strategy and implementation plan.
- ◆ Work in coordination with the Corporate Call Centre during peak period and staffing shortages to ensure that the standard of customer service is maintained.
- ◆ Continue to work with the Durham Emergency Management Office and other departments to finalize protocol and procedures for an emergency Public Inquiry Centre.
- ◆ Work with Corporate Services - Information Technology and other departments on the implementation of a new/upgraded Customer Relationship Management software system.



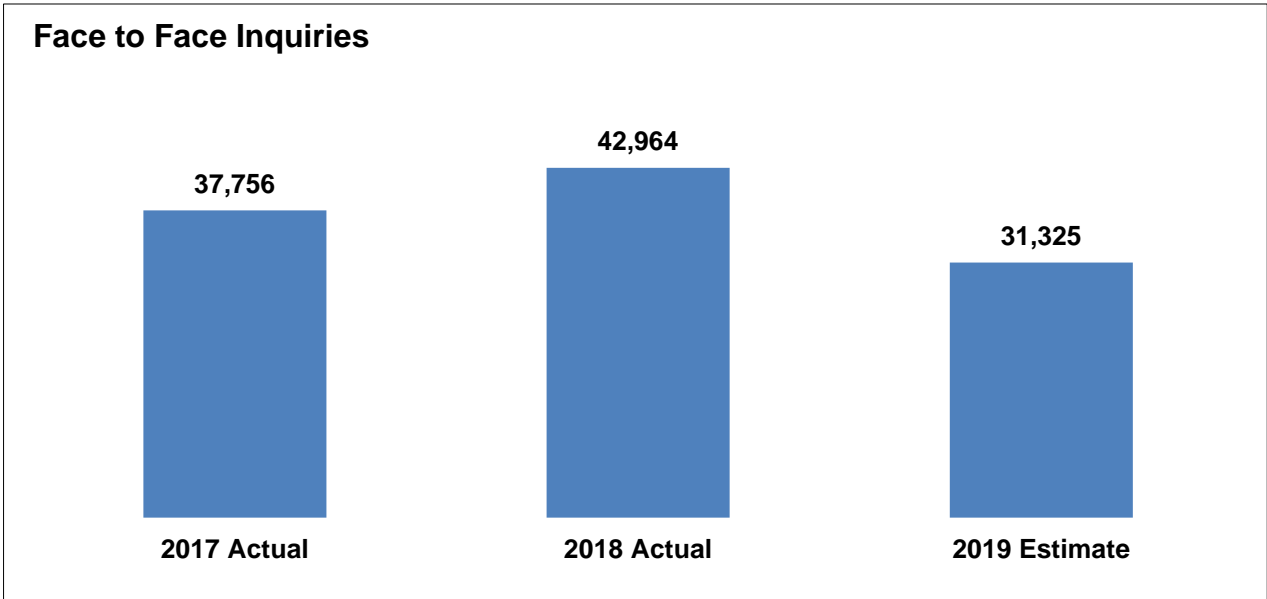
2020 Program Detail

**Corporate Services -
Legislative Services**

Description of Program Resources:

- ◆ 2020 Full Time Staff = 3.95
- 2019 Full Time Staff = 3.95

Performance Measurements:



**PROGRAM 3
PUBLIC COUNTER**



2020 Program Detail

**Corporate Services -
Legislative Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	363	345	359	-	359
Personnel Related	2	4	4	5	9
Communications	1	15	15	5	20
Supplies	5	5	5	-	5
Headquarters Shared Costs	(398)	(399)	(416)	(210)	(626)
Materials & Services	2	2	2	-	2
Equipment Maintenance & Repairs	-	3	3	-	3
Gross Operating Expenses	(25)	(25)	(28)	(200)	(228)
Tangible Capital Assets					
New	-	-	-	200	200
Replacement	25	25	28	-	28
Total Tangible Capital Assets	25	25	28	200	228
Net Program Expenses	-	-	-	-	-



2020 Program Detail

Corporate Services - Legislative Services

Purpose:

- ◆ Represent the corporation as the first point of contact for staff, politicians, businesses, and other levels of government as they call the Region's main corporate customer contact centre.
- ◆ Provide live-answer response to customers calling the Region's main telephone number Monday - Friday from 8:00 a.m. to 5:00 p.m.
- ◆ Provide information and direction to callers regarding regional programs and services, or guide callers to the appropriate area municipality, other level of government or agency for service or information as necessary.
- ◆ Update the Legislative Services section of the external web site as required.

Description of Program Activities:

2019 Accomplishments:

- ◆ Continued to represent the Region as the first point of contact to the public calling into the organization's main telephone number by providing information and direction to customers regarding regional programs and services.
- ◆ Assisted the Public Counter by communicating any changes to staff telephone contact information as identified.
- ◆ Worked closely with various departments during planned and unplanned service disruptions to ensure the public was continuously informed and to mitigate effects on service delivery.
- ◆ Participated in the annual Durham Emergency Management Exercise and provided input regarding the way in which the Region manages public inquiries during an emergency.
- ◆ Commenced work with the Durham Emergency Management Office to develop protocol and procedures to support the activation of a Public Inquiry Centre during an emergency.
- ◆ Worked with Information Technology to pilot an information kiosk at the south entrance at Regional Headquarters which provides a directional self-service resource for customers entering the building.
- ◆ Enhanced the promotion of customer service at the Region of Durham by improving on Customer Service Week initiatives.
- ◆ Participated in workshops and provided input for the re-designed of the Insider.

2020 Activities:

- ◆ Continue to work with the Durham Emergency Management Office and other departments to finalize protocol and procedures for an emergency Public Inquiry Centre.
- ◆ Continue to work collaboratively with departments to develop and communicate a new Customer Service Vision and Customer Expectations in support of a new Customer Experience Strategy and implementation plan.
- ◆ Work with Corporate Services - Information Technology and other departments on the implementation of a new/upgraded Customer Relationship Management software system.

Description of Program Resources:

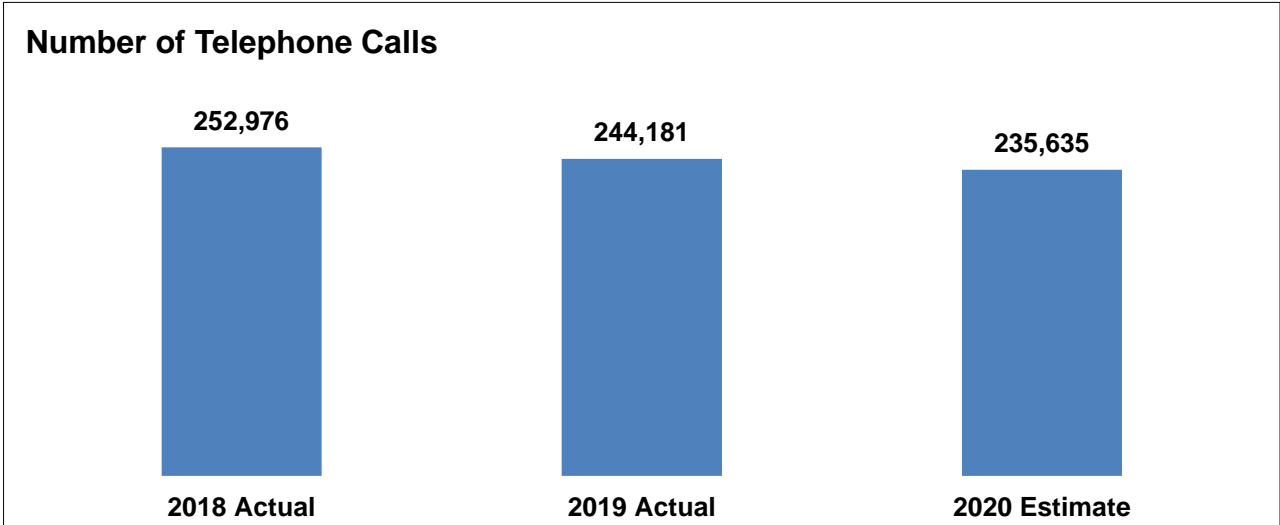
- ◆ 2020 Full Time Staff = 6.95
2019 Full Time Staff = 6.95



2020 Program Detail

**Corporate Services -
Legislative Services**

Performance Measurement:



**PROGRAM 4
CORPORATE CALL CENTRE**



2020 Program Detail

**Corporate Services -
Legislative Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	489	544	561	-	561
Personnel Related	6	4	4	5	9
Communications	-	3	3	-	3
Supplies	2	5	5	-	5
Headquarters Shared Costs	(592)	(687)	(612)	(255)	(867)
Computer Maintenance & Operations	27	26	26	-	26
Materials & Services	3	2	2	-	2
Equipment Maintenance & Repairs	-	3	3	-	3
Professional Services	65	100	-	250	250
Gross Operating Expenses	-	-	(8)	-	(8)
Tangible Capital Assets					
Replacement	-	-	8	400	408
Capital Fund Contribution	-	-	-	(400)	(400)
Total Tangible Capital Assets	-	-	8	-	8
Net Program Expenses	-	-	-	-	-



2020 Program Detail

**Corporate Services -
Legislative Services**

Purpose:

- ◆ The Access and Privacy Office will provide leadership on privacy, compliance and training, by assisting the Corporation in its obligation to promote and support compliance with privacy legislation as well as fostering a culture of privacy awareness. The Access and Privacy Office will ensure that privacy is protected and the public is provided access to information in accordance with the principles and purposes set out in legislation within the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Personal Health Information Protection Act (PHIPA).

Description of Program Activities:

2019 Accomplishments

- ◆ Established a comprehensive Privacy Management Program.

2020 Activities

- ◆ Develop a privacy management and accountability framework.
- ◆ Develop a staff education and awareness program with respect to the Privacy Management Program.
- ◆ Integrate privacy practices into daily operations throughout the Corporation.
- ◆ Assist in the promotion of public awareness and understanding of privacy issues.
- ◆ Establish Key Performance Indicators to measure the program's success.
- ◆ Process requests for information (FOI) complaints, and appeals under MFIPPA and PHIPA.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 3.00
2019 Full Time Staff = 3.00

PROGRAM 5
Access and Privacy Office



2020 Program Detail

**Corporate Services -
Legislative Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	98	407	338	-	338
Personnel Related	-	-	-	13	13
Communications	-	-	-	5	5
Supplies	-	-	-	5	5
Computer Maintenance & Operations	-	-	-	6	6
Minor Assets & Equipment	-	-	-	1	1
Gross Operating Expenses	98	407	338	30	368
Tangible Capital Assets					
New	-	-	-	8	8
Total Tangible Capital Assets	-	-	-	8	8
Net Program Expenses	98	407	338	38	376

**PROGRAM 6
HEADQUARTERS SHARED COST**



2020 Program Detail

**Corporate Services -
Legislative Services**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 6
HEADQUARTERS SHARED COST**



2020 Program Detail

**Corporate Services -
Legislative Services**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	112	112	99	16	115

**PROGRAM 7
TANGIBLE CAPITAL ASSETS - NEW**



2020 Program Detail

**Corporate Services -
Legislative Services**

Description	Qty	Unit Cost	Total
		\$	\$
<u>Records and Information Management - Program 2</u>			
1 Laptop	1	1,700	1,700
			1,700
<u>Corporate Privacy Office - Program 5</u>			
2 Printer/Scanner	1	5,000	5,000
3 Television	1	2,000	2,000
4 Audio/Visual Projector	1	1,000	1,000
			8,000
			9,700

**PROGRAM 8
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

**Corporate Services -
Legislative Services**

Description	Qty	Unit Cost	Total
		\$	\$
<u>Council Services - Program 1</u>			
1 Crestron System	1	200,000	200,000
2 Monitors	59	289	17,051
3 Cameras	5	3,500	17,500
4 Laptop Computer	7	1,700	11,900
5 Monitors	10	250	2,500
			<u>248,951</u>
<u>Information Management - Program 2</u>			
6 Desktop Computers	2	800	1,600
7 Laptop Computer	1	1,700	1,700
8 Monitors	3	250	750
9 Desktop Printers	2	1,000	2,000
			<u>6,050</u>
			<u><u>255,001</u></u>

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2020 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. 	



2020 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

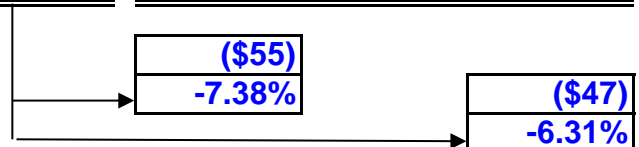


2020 Business Plan

Durham Emergency Management Office

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Durham Emergency Management Office	1,054	1,716	1,612	-	1,612
2 Public Alerting System Maintenance	202	202	202	-	202
3 Headquarters Shared Cost	54	54	48	8	56
Operating Subtotal	1,310	1,972	1,862	8	1,870
Tangible Capital Assets:					
4 New	99	99	-	-	-
5 Replacement	15	15	17	-	17
Tangible Capital Assets Subtotal	114	114	17	-	17
Total Program Expenses	1,424	2,086	1,879	8	1,887
Revenue Programs					
Ontario Power Generation (OPG) Grant	(626)	(1,139)	(987)	-	(987)
OPG Grant - Public Alerting System Maintenance	(202)	(202)	(202)	-	(202)
Total Revenue Programs	(828)	(1,341)	(1,189)	-	(1,189)
Net Program Expenses	596	745	690	8	698

Summary of Increase (Decrease)



PROGRAM SUMMARY



2020 Business Plan

Durham Emergency Management Office

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	13	Economic increases
Salaries & Benefits	(17)	New Ontario Power Generation (OPG) Agreement
Operating Expenses	(36)	New OPG Agreement
Operating Expenses	(4)	Remove one-time item
Operating Expenses	(60)	Line-by-Line Review savings
Operating Expenses	(6)	Headquarters shared cost
Tangible Capital Assets - New	(99)	Remove one-time items
Tangible Capital Assets - Replacement	2	Increased requirement
Revenue	152	New OPG Agreement
	(55)	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Durham Emergency Management Office

(\$,000's)

Headquarters Shared Cost

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

8

8

Total Program Changes

8

PROGRAM 1 DURHAM EMERGENCY MANAGEMENT OFFICE



2020 Program Detail

Durham Emergency Management Office

Purpose:

- ◆ To reduce the risks to the Region and build resiliency by coordinating and integrating those activities necessary to mitigate against, prepare for, respond to and recover from potential or actual natural, technological, and/or human induced risks.

Description of Program Activities:

Durham Emergency Management Office (DEMO) must ensure the Region is compliant with the Municipal Standards required by Regulation 380/04 under the Emergency Management & Civil Protection Act, including nuclear legislation. These standards include:

Plans and Procedures:

- Formulate, coordinate and produce emergency plans, support functions and procedures
- Update emergency contact lists and databases
- Maintain a Regional hazard identification and risk assessment
- Maintain a critical infrastructure inventory
- Test communications and emergency public alerting systems on a regular basis

Training and Exercises:

- Develop and deliver emergency management courses for Regional staff, and the Regional Control Group
- Design and conduct annual Emergency Operations Centre exercises; Design and conduct an annual exercise for local municipalities

Operations:

- Provide an on-call Duty Officer on a 24/7/365 basis
- Initiate emergency notifications to staff
- Set-up and manage the Regional Emergency Operations Centre
- Maintain an effective emergency response structure

Public Education:

- Develop and distribute public education materials to Regional residents and businesses
- Communicate emergency risks to the public
- Promote personal preparedness
- Maintain a current and accessible web site

Administration:

- Administer the activities of the:
 - Durham Emergency Management Coordinating Committee
 - Regional Nuclear Emergency Management Coordinating Committee
 - Emergency Management Working Group
 - Emergency Exercise Design Team
- Departmental administration for DEMO staff, Financial Information Management System, Human Capital Management, Human Resources, Procurement, Accessibility for Ontarians with Disabilities Act compliance

Program Resources:

- ◆ 2020 Full Time Staff = 11
2019 Full Time Staff = 11 Restated to remove conditional positions

**PROGRAM 1
DURHAM EMERGENCY MANAGEMENT OFFICE**



2020 Program Detail

**Durham Emergency
Management Office**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	977	1,431	1,427	-	1,427
Personnel Related	17	49	42	-	42
Communications	46	174	105	-	105
Supplies	9	20	20	-	20
Equipment Maintenance & Repairs	2	13	13	-	13
Vehicle Operations	-	1	1	-	1
Leased Facilities Expenses	-	24	-	-	-
Minor Assets & Equipment	-	1	1	-	1
Operating Expenses Subtotal	1,051	1,713	1,609	-	1,609
Transfers from Related Entities					
NextGen Charges	3	3	3	-	3
Transfers from Related Entities Subtotal	3	3	3	-	3
Gross Operating Expenses	1,054	1,716	1,612	-	1,612
Tangible Capital Assets					
New	99	99	-	-	-
Replacement	15	15	17	-	17
Total Tangible Capital Assets	114	114	17	-	17
Total Expenses	1,168	1,830	1,629	-	1,629

PROGRAM 2 PUBLIC ALERTING SYSTEM MAINTENANCE



2020 Program Detail

Durham Emergency
Management Office

Purpose:

- ◆ Maintenance of the public alerting siren system (34 sirens), and auto-dialer, for a 10km zone around both Pickering and Darlington Nuclear Stations, and capability throughout the Region.

Description of Program Activities:

- ◆ Preventative maintenance twice per year and technology upgrades as required.
- ◆ On-call maintenance.
- ◆ Auto dialer service provider.
- ◆ Telephone data set purchase/maintenance.
- ◆ **NOTE: Fully funded by Ontario Power Generation.**

**PROGRAM 2
PUBLIC ALERTING SYSTEM MAINTENANCE**



2020 Program Detail

**Durham Emergency
Management Office**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Materials & Services	202	202	202	-	202
Total Expenses	202	202	202	-	202

**PROGRAM 3
HEADQUARTERS SHARED COST**



2020 Program Detail

**Durham Emergency
Management Office**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	8	20
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserve / Reserve Fund	637	637	-	-	-
Call Centre Operations	592	687	612	255	867
Front Counter Operations	398	399	416	210	626
Operating Expenses Subtotal	7,084	7,286	6,351	733	7,084
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	397	-	397
Inter-Departmental Transfers & Recoveries Subtotal	412	421	397	-	397
Gross Operating Expenses	7,496	7,707	6,748	733	7,481
Tangible Capital Assets					
New	60	60	-	145	145
Replacement	651	651	-	8,039	8,039
Contribution From Reserve / Reserve Fund	(113)	(113)	-	(7,038)	(7,038)
Total Tangible Capital Assets	598	598	-	1,146	1,146
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594
Revenues					

**PROGRAM 3
HEADQUARTERS SHARED COST**



2020 Program Detail

**Durham Emergency
Management Office**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,313	1,879	13,192
Department's Share of Net Program Expenses	54	54	48	8	56

**PROGRAM 5
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

**Durham Emergency
Management Office**

Description	Qty	Unit Cost	Total
		\$	\$
1 Laptop Computers	10	1,700	<u>17,000</u>

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2020 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.
- ◆ The IP based phone system will be upgraded in 2020 as a major component towards migration to Next Generation 9-1-1 (NG9-1-1) functionality. This technology will eventually enable any citizen in Durham Region to TEXT to 9-1-1, give greater location accuracy for wireless callers, and provide additional information about callers with the possibility of receiving pictures and video from callers in the future.

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

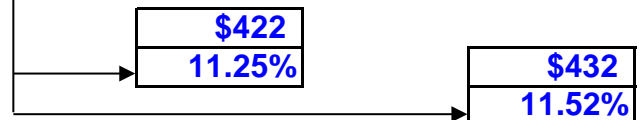


2020 Business Plan

Emergency 9-1-1 Telephone System

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Emergency 9-1-1 Telephone System	3,625	3,650	4,070	10	4,080
1 Asset Replacement Reserve	100	100	100	-	100
Operating Subtotal	3,725	3,750	4,170	10	4,180
Tangible Capital Assets:					
2 New	411	411	-	525	525
3 Replacement	-	-	2	725	727
Contribution from Reserve / Reserve Fund	(411)	(411)	-	(1,250)	(1,250)
Tangible Capital Assets Subtotal	-	-	2	-	2
Net Program Expenses	3,725	3,750	4,172	10	4,182

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits (DRPS cross charge)	110	Economic increases
Salaries & Benefits	309	Annualization - 5 positions
Operating Expenses	1	Economic increases
Tangible Capital Assets - New	(411)	Remove one-time item
Tangible Capital Assets - Replacement	2	Increased requirement
Contribution from Reserve/Reserve Fund	411	Remove one-time item
	422	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Emergency 9-1-1 Telephone System

(\$,000's)

Emergency 9-1-1 Telephone System

◆ Increase in Conferences to attend International Avaya User Group (IAUG) Conference on telephony equipment.	5
◆ Increase in Education and Training for technical training institute courses.	5
◆ Increase in Tangible Capital Assets - New for Computer Telephony Integration System Equipment (\$285k) and Voice Recorder System (\$240k).	525
◆ Increase in Tangible Capital Assets - Replacement for Private Branch Exchange (\$461k) and Servers/SANS (\$264k)	725
◆ Contributions from Reserve/Reserve Fund for Computer Telephony Integration System (-\$285k), New Voice Recorder System (-\$240k), Private Branch Exchange (-\$461k), and Servers/SANS (-\$264k).	(1,250)

Total Program Changes 10

PROGRAM 1 EMERGENCY 9-1-1 TELEPHONE SYSTEM



2020 Program Detail

Emergency 9-1-1 Telephone System

Purpose:

- ◆ To ensure that the residents and public in Durham Region have immediate access 24/7 to all emergency services through one central number 9-1-1.

Description of Program Activities:

- ◆ Durham Region delivers quality 24-hour emergency telephone service through a 9-1-1 call centre.
- ◆ The call centre is governed by a 9-1-1 Management Board that oversee the operating policies and procedures exclusive to 9-1-1 service delivery.
- ◆ While co-located in a Police facility, the 9-1-1 call response mandate is governed by Durham Region and is facilitated with DRPS Operations.
- ◆ 9-1-1 statistics reflect the volume and answer rate of 9-1-1 telephone calls.
- ◆ Only 9-1-1 telephone workload is considered for staffing and public safety analysis.
- ◆ The 9-1-1 call centre transfers callers to the appropriate emergency response agency.
- ◆ Text with 9-1-1 for registered members of the Deaf, Hard of Hearing and Speech Impaired (DHHSI) Community is available. All emergency services are available for a Text with 9-1-1 caller. There has not been a legitimate Text with 9-1-1 call received to the 9-1-1 call centre since the program was introduced in September 2015. Next Generation 911 (NG9-1-1) enhancements will deliver this and numerous other enhancements to the 9-1-1 system.
- ◆ Third party companies accept Internet handled telephone calls (VoIP) and initiate requests for assistance to the PSAP. NG9-1-1 will streamline this call path.
- ◆ Technology upgrades allow tracking of 9-1-1 "hang up" calls. These callers are called back to verify if an emergency exists.

Description of Program Resources:

- ◆ 31 resources are cross charged from Police - 28 Communicators and 3 Supervisors.
- ◆ The resources cross charged from Police represent 28 of 68 Communicators and 3 of 8 Supervisors. These positions are required to maintain the required number of 9-1-1 operator positions 24 hours a day.

Performance Measurements:

- ◆ 9-1-1 Joint Powers of Agreement signed by each of the 8 Municipalities in the Region of Durham.
- ◆ Durham Region Public Safety Answering Point Standards - minimum of 6 call takers 24 / 7.
- ◆ National Emergency Number Association (NENA) Standard is to answer all 9-1-1 calls within ten (10) seconds, 90 per cent of the time.
- ◆ The Durham Region PSAP answers every 9-1-1 call within eight (8) seconds, 96 per cent of the time.

PROGRAM 1 EMERGENCY 9-1-1 TELEPHONE SYSTEM

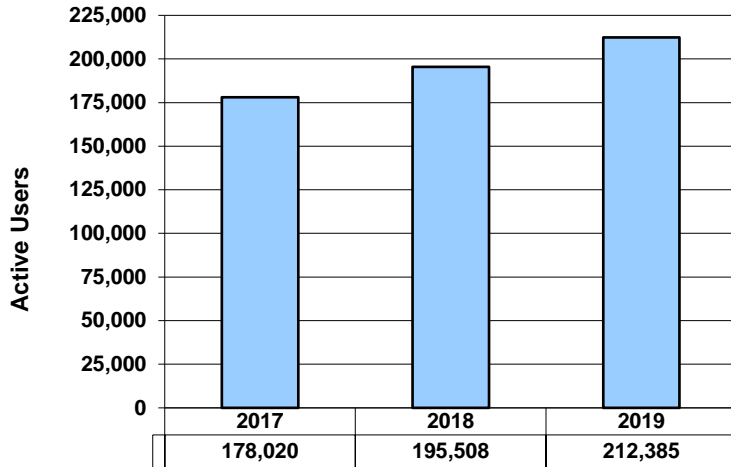


2020 Program Detail

Emergency 9-1-1 Telephone System

Performance Measurements (Continued):

EFFECTIVENESS

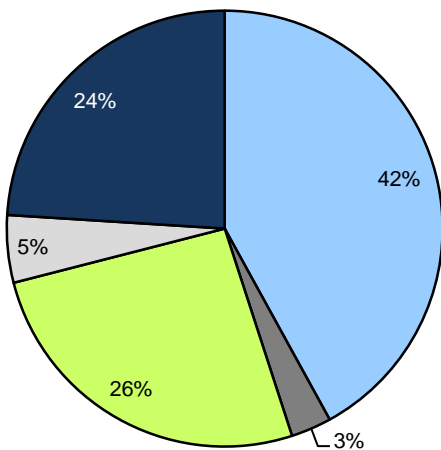


Year by Year 9-1-1 Call Comparison

Technology in the 9-1-1 call service delivery industry continues to evolve towards true Next Generation 9-1-1. We are seeing a continuous upward trend in calls for service. 2019 has seen further 9-1-1 system upgrades to enhance service delivery. In 2020 the new NG9-1-1 network will be available in Canada and Durham is aiming to be online by early 2021 which will open new functions and connectivity to our citizens.

Note: Includes wireless hang ups

EFFECTIVENESS



■ POLICE
 ■ FIRE
 ■ AMBULANCE
 ■ OTHER
 ■ WIRELESS HANG UP

2019 Estimated Distribution of 9-1-1 Calls by Emergency Response Agency

The breakout of calls received by the 9-1-1 Centre and transferred to the appropriate Emergency Response Agency. The "wireless hang up" figure represents 9-1-1 workload as every incoming call must be followed up to determine if a real emergency exists.

**PROGRAM 1
EMERGENCY 9-1-1 TELEPHONE SYSTEM**



2020 Program Detail

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

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Related	7	17	18	10	28
Communications	28	23	23	-	23
Supplies	6	7	7	-	7
Computer Maintenance & Operations	40	52	52	-	52
Equipment Maintenance & Repairs	1	1	1	-	1
Professional Services	-	7	7	-	7
Contribution to Reserve / Reserve Fund	100	100	100	-	100
Operating Expenses Subtotal	182	207	208	10	218
Transfers from Related Entities					
Police Charge	3,543	3,543	3,962	-	3,962
Transfers from Related Entities Subtotal	3,543	3,543	3,962	-	3,962
Gross Operating Expenses	3,725	3,750	4,170	10	4,180
Tangible Capital Assets					
New	411	411	-	525	525
Replacement	-	-	2	725	727
Contribution from Reserve/Reserve Fund	(411)	(411)	-	(1,250)	(1,250)
Total Tangible Capital Assets	-	-	2	-	2
Net Program Expenses	3,725	3,750	4,172	10	4,182

**PROGRAM 2
TANGIBLE CAPITAL ASSETS - NEW**



2020 Program Detail

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

Description	Qty	Unit Cost	Total
		\$	\$
1 Computer Telephony Integration System Equipment	1	285,000	285,000
2 Voice Recorder System (Total cost \$400,000, shared with DRPS)	1	240,000	240,000
			<u><u>525,000</u></u>

**PROGRAM 3
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

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

Description	Qty	Unit Cost	Total
		\$	\$
1 Television	1	1,500	1,500
2 Private Branch Exchange for Phone System (Total cost \$769,000, shared with DRPS)	1	461,400	461,400
3 Servers/SANS (Total cost \$440,000, shared with DRPS)	1	264,000	264,000
			<u><u>726,900</u></u>

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PROGRAM SUMMARY



2020 Business Plan

Non-Departmental

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
Expense Programs					
PERSONNEL RELATED:					
1 Fire Coordination	4	4	4	-	4
2 CUPE 1764 President's Wages	138	138	102	-	102
3 Worker's Compensation Reserve Fund	200	200	200	-	200
4 Sick Leave Reserve	570	570	-	-	-
5 Reward and Recognition Program	27	30	30	-	30
6 Training and Development	250	248	248	2	250
7 Employee Assistance Plan	215	215	215	-	215
8 Staff and Leadership Development	102	102	102	-	102
9 Management/Exempt Salary Review	16	22	22	-	22
10 Applicant Tracking Software	58	48	48	-	48
11 Corporate Functions/Events	76	110	80	-	80
12 Health, Safety and Wellness	89	110	110	20	130
13 Return to Work Program	10	17	17	-	17
14 AMO OMERS Support Funding	27	27	27	-	27
15 Labour Negotiations	15	12	12	-	12
16 Employee Committee	-	25	25	-	25
Total Personnel Related	1,797	1,878	1,242	22	1,264
COMMUNICATION & SUPPLIES:					
17 Regional Materials and Supplies	-	-	25	-	25
Total Communication & Supplies	-	-	25	-	25

PROGRAM SUMMARY



2020 Business Plan

Non-Departmental

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
PURCHASE OF SPECIAL SERVICES:	\$	\$	\$	\$	\$
18 Official Plan Review	497	497	450	(240)	210
19 Regional Asset Management Audits and Software	269	269	269	-	269
20 Business Continuity	257	257	150	-	150
21 Regional Chair's/CAO's Consulting Group Fees	7	8	8	-	8
22 Integrity Commissioner and Municipal Ombudsman	30	73	73	-	73
23 Toronto Global	206	206	206	-	206
24 Electronic DC Application Phase II	110	110	110	-	110
25 Property Assessment (MPAC)	8,761	8,761	9,012	-	9,012
26 Victim Services Partnership Pilot	100	100	100	-	100
27 Community Improvement Plan	-	-	-	125	125
Total Purchase of Special Services	10,237	10,281	10,378	(115)	10,263

PROGRAM SUMMARY



2020 Business Plan

Non-Departmental

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
OTHER:	\$	\$	\$	\$	\$
28 Working Capital Contingencies	1,305	1,305	1,305	-	1,305
29 Debt Issuance Expense	11	38	38	-	38
30 Insurance	114	114	114	-	114
31 Financial and Human Capital Management Systems	350	350	350	-	350
32 Enterprise Maintenance Management	1,212	990	990	-	990
33 Zylmage	-	73	73	-	73
34 Development Tracking System	900	900	420	200	620
35 Seaton Project Management	103	103	103	-	103
36 Employment Survey	115	118	118	-	118
37 Conference Board of Canada	-	9	9	-	9
38 Performance Measurement	151	152	154	-	154
39 Transit (GO)	35,802	3,580	3,580	-	3,580
40 Ontario Cannabis Legalization Implementation Fund	-	-	-	-	-
41 Broadband Strategy	127	153	106	15	121
42 Transit Orientated Development	-	-	-	152	152
43 Farm 9-1-1	-	-	-	-	-
Total Other	40,190	7,885	7,360	367	7,727
Total Program Expenses	52,224	20,044	19,005	274	19,279

PROGRAM SUMMARY



2020 Business Plan

Non-Departmental

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenue/Recovery Programs	\$	\$	\$	\$	\$
44 Water/Sewer Inter Dept. Recovery	(5,427)	(5,427)	(5,470)	(249)	(5,719)
45 Customer Service Data Recovery	(185)	(185)	-	-	-
46 OW Program Delivery: Dept. Services Recovery	(900)	(900)	(900)	-	(900)
47 Paramedic Services Program Delivery: Services Recovery	(804)	(804)	(804)	12	(792)
Total Revenue Programs	(7,316)	(7,316)	(7,174)	(237)	(7,411)
Net Program Expenses	44,908	12,728	11,831	37	11,868
Summary of Increase (Decrease)			(\$897)		(\$860)
			-7.05%		-6.76%

Summary of Base Budget Changes

	\$	Comments
Operating Expenses	-	Economic and inflationary increases
Durham Region Strategic Plan	-	Reduced requirement
Health, Safety and Wellness	-	Reduced requirement
Official Plan Review	-	Reduced requirement
Airport - Economic Development	-	Remove one-time item
Development Tracking System	-	Reduced requirement
Durham Community Climate Adaptation Plan	-	Remove one-time item
Water/Sewer Recovery	-	Inflationary increases
Paramedic Services Program Delivery	-	Inflationary increases
	-	
	(897)	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Non-Departmental

(\$,000's)

Training and Development

- ◆ Ongoing increase in Education and Training for the learning and training needs of Core Committee employees.

2

Health, Safety and Wellness

- ◆ Consulting services for a 3-year project to comply with the Ministry of Labour's "Integrated Ontario Occupational Health and Safety Strategy" initiative focusing on ergonomics in municipalities, with an initial focus on public works, and to assist with strengthening the Region's Occupational Health and Safety Management System - this funding will assist the Region, beginning with the Works Department, to prepare for a Ministry of Labour Ergonomist inspection and will also help prepare for the potential Provincial mandate for organizations to implement formal Occupational Health and Safety Management Systems (includes risk assessments and follow up plans), all of which will mitigate the Region's health and safety risks with respect to ergonomics and other health and safety hazards and will include providing related training and assistance to the Joint Health and Safety Committees and operational management.

20

Community Improvement Plan

- ◆ Increase in Professional Services to develop a Regional CIP Program.

125

Broadband Strategy

- ◆ Increase in Conferences (\$3k) and Communications (\$12k) to support the Broadband Specialist in implementing the Regional Broadband Strategy.

15

Transit Oriented Development

- ◆ 1 Director, starting July 1, 2020 will lead and provide strategic support to Durham in planning and implementing Transit Oriented Development. (Annualized \$210k). Consideration in 2020 Business Plan and Budget was recommended by Council with 2019-COW-26.
- ◆ 1 Administrative Assistant, starting July 1, 2020, will support planning and implementing Transit Oriented Development. (Annualized \$93k). Consideration in 2020 Business Plan and Budget was recommended by Council with 2019-COW-26.

105

47

152

Paramedic Services Program Delivery

- ◆ Projected decrease in Provincial Subsidy.

12

Total Program Changes 326

PROGRAM 1 FIRE COORDINATION



2020 Program Detail

Non-Departmental

Purpose:

- ◆ In accordance with By-law 26-2009, this program provides for the honoraria for the Regional Fire Coordinator and Deputy Regional Fire Coordinator as elected by the Durham Region Fire Chief's Association. The annual honoraria is \$2,500 for the Regional Fire Coordinator and \$1,250 for the Deputy Fire Coordinator. Payment of the honoraria is processed quarterly.

Description of Program Activities:

- ◆ Payment for Fire Coordination Services

**PROGRAM 2
CUPE 1764 PRESIDENT'S WAGES**



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To provide pay and benefits for the President as per conditions agreed to in the Memorandum of Agreement with CUPE 1764.

Description of Program Activities:

- ◆ Payment for salary and benefits of CUPE 1764 President.

PROGRAM 5 REWARD AND RECOGNITION PROGRAM



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To encourage and value employees in providing service excellence, exhibiting exemplary competencies, and in improving the efficiency of Regional operations.
- ◆ To reward and recognize employees, individually or in teams, for their innovation, superior accomplishments, community service or other personal or collective efforts and their years of service with the organization.
- ◆ To demonstrate the high value the Region sets on excellent performance, exceptional achievements, constructive ideas and suggestions that directly contribute to the effectiveness of the Region.

Description of Program Activities:

- ◆ Encourage and educate managers, supervisors and co-workers to effectively recognize actions of a person or a group for providing exceptional quality and outstanding effort.
- ◆ Provide the Commitment to Excel Awards of Excellence recognition program where managers, supervisors and co-workers formally recognize demonstration of exceptional quality and outstanding effort, which has resulted in a significant contribution in the calendar year, towards service excellence, innovation, leadership or community service.
- ◆ A cross-departmental Corporate Commitment to Excel team coordinates the "Awards of Excellence" nomination and evaluation process, assists with the ongoing overall reward and recognition program development and assists with the coordination of the annual Service Awards.

Performance Measurements:

- ◆ Impact on attraction/retention of staff
- ◆ Improvements in staff morale
- ◆ Positive customer feedback
- ◆ Number of improvement and cost sharing ideas suggested and implemented by staff
- ◆ Improvements in staff/management relations
- ◆ Public perception of effective and efficient service delivery



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To support a high performance learning organization through the development of employees in a continuous learning environment.
- ◆ To respond to identified corporate wide staff learning and development needs, especially related to competencies.
- ◆ To co-ordinate corporately-provided staff training and development with relevant departmental programs.
- ◆ To support learning and development goals and action plans related to performance management as well as the succession and career planning needs of the organization and staff, at all levels.
- ◆ To offer accessible and blended learning solutions, using multiple formats (e.g. classroom training, e-learning, self directed learning library, etc.) related to workforce competencies and leadership development.
- ◆ To provide computer user IT training related to corporate-wide IT software programs in order to ensure the most efficient use of the software and to keep pace with current and future technological advances and software upgrades/changes.

Description of Program Activities:

- ◆ Plan, co-ordinate, offer and communicate internal and external learning opportunities and programs.
- ◆ Continually analyze staff training and development needs through evaluations, focus groups, etc.
- ◆ Recommend and implement various methods of learning and development to meet those identified needs that cut across the organization.
- ◆ Provide information, advice and support to departments as requested on identified training/learning needs.
- ◆ Maintain a database of employee learning records including training and development needed and completed, application of learning on-the-job, cost of training, etc.
- ◆ Prepare and maintain guidelines related to corporate training and development policies and practices.

Performance Measurements:

- ◆ Impact on attraction/retention of staff
- ◆ Improvements in staff morale
- ◆ Evaluations of training sessions
- ◆ Assessments of application of learning to actual work situation (return on training investment)
- ◆ Training needs analysis

(all of the above relate to the degree to which Continuous Learning and Improvement is part of the corporate culture)

PROGRAM 7 EMPLOYEE ASSISTANCE PLAN



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To provide a broad range of employee assistance-related counseling services to employees of the Region of Durham.

Description of Program Activities:

- ◆ Provide a vital benefit in the form of Employee Assistance Plan (EAP) counseling for the well being of Regional staff and their families.
- ◆ Support Healthy Workplace goals.
- ◆ Ensure staff and management are aware of available EAP programs and services.
- ◆ Co-ordinate efforts between HR and Social Services Family Services Durham EAP to ensure that counseling is appropriate and timely and to support the organization and individual employees with conflict resolution, mental health issues, family issues, career counseling, etc.
- ◆ Provide employees with referrals to appropriate community service agencies and practitioners.

Performance Measurements:

- ◆ EAP utilization
- ◆ Number of EAP cases successfully resolved or referred
- ◆ EAP satisfaction evaluations

PROGRAM 8 STAFF AND LEADERSHIP DEVELOPMENT



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To expand the Performance Management System to all Regional departments as per policy passed by Council in 2005 (2005-A-22) with approved amendments in 2012 (2012-A-32).
- ◆ To better align Performance Management, Career Management and Succession Planning, integrating them into the culture of the organization and into the expectations of management/leadership roles.
- ◆ To strengthen the alignment of individual performance and work goals with departmental and corporate goals, priorities and actions, especially those related to the Durham Region Strategic Plan.
- ◆ To support employees in identifying and achieving learning and development goals related to their current position.
- ◆ To provide services and support to employees in determining their career aspiration/potential and in self-assessing their skill/knowledge/competency strengths and gaps; this will enhance employee/manager performance management planning discussions, identifying and supporting employees with appropriate career/succession plans.
- ◆ To retain high performers by encouraging employees to actively participate in developing their career both short and long term, including supporting them to make career changes within the Region, when desired and appropriate.
- ◆ To ensure that potential successors to upcoming vacancies are selected and developed in a way that supports the organization's strategic plans, goals and competencies.
- ◆ To ensure existing and potential supervisors, managers and executives are developed in a way that supports the organization's strategic plans, goals, operating principles and values, and management/leadership competencies.
- ◆ To ensure continued organizational success and business continuity by having the right people developed for the right jobs at the right time.
- ◆ To proactively identify and plan for potential vacancies, particularly for critical and "skills shortage" positions.

Description of Program Activities:

- ◆ Amend and modify the Performance Management program as needed for corporate and departmental requirements.
- ◆ Continue the roll-out of Performance Management for unionized staff.
- ◆ Support the organization and staff with the changes related to the implementation of Performance Management.
- ◆ Investigate and follow-up on the integration of Performance Management with Succession and Career Management.
- ◆ Investigate and implement ways the PeopleSoft HRIS system can support the management and tracking of Performance Management and Succession/Career Management.
- ◆ Provide skills and competency assessment tools and resources for career development.
- ◆ Provide customized career development information, resources and counseling services and referrals, coordinating with related services available through Family Services Durham EAP.
- ◆ Support employees with training and education costs related to career changes within the Region of Durham (ties in with Succession Management and Retention/Attraction of staff).
- ◆ Continue to develop a proactive, long-term Succession Management model and process and continue to assist the departments to implement the model and process.

PROGRAM 8 STAFF AND LEADERSHIP DEVELOPMENT



2020 Program Detail

Non-Departmental

Description of Program Activities (Continued):

- ◆ Implement competency-based assessment and related development planning and learning programs for possible successors to potential critical vacancies.
- ◆ Offer formal executive/management and supervisor/management development programs related to the organization's strategic plans, goals, operating principles and values, and management/leadership competencies.

Performance Measurements:

- ◆ Ongoing feedback and evaluations by participants
- ◆ Achievement of goals defined through Performance Management
- ◆ Improvements in staff morale/job satisfaction/attraction and retention
- ◆ Employee satisfaction with opportunities and support for promotion/job changes
- ◆ Exit interview results with staff departing through retirement or for other opportunities
- ◆ Staff retention rates, including those in critical positions
- ◆ Amount of "skills shortage" or "critical" vacancies successfully filled by internal candidates in a timely way for business continuity
- ◆ Capture of critical job knowledge and experience

PROGRAM 9 MANAGEMENT/EXEMPT SALARY REVIEW



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To review the Management and Exempt compensation package and comparability of salary rates to the marketplace.

Description of Program Activities:

- ◆ Conduct a market survey for Management/Exempt compensation for comparison purposes.
- ◆ Determine required amendments and modifications to Management and Exempt salary rates as needed to maintain practices that keep salary grades at the 75th percentile level (as per Council By-law).

Performance Measurements:

- ◆ Management/Exempt Salary grades are competitive and at the 75th percentile
- ◆ Measures taken to maintain the 75th percentile for competitiveness

PROGRAM 10 APPLICANT TRACKING SOFTWARE



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To attract qualified applicants to vacancies currently available.
- ◆ To provide information about typical jobs at the Region and the key skill requirements.
- ◆ To increase our presence on the web with respect to being a potential employer for passive job seekers.
- ◆ To provide the potential job seeker immediate acknowledgement that their resume has been received and will be kept on file, or confirmation that their application has been received for a specific job competition.

Description of Program Activities:

- ◆ Purchase service from a web-based applicant tracking software provider to enable us to attract and recruit active and passive job seekers via the internet.
- ◆ To attract, receive and track all applications received via the internet for jobs currently open and for potential job openings in the future.
- ◆ To enable hiring managers to ask key questions to serve as a screening tool to help identify the qualified candidates more quickly.

Performance Measurements:

- ◆ Increase the number of qualified applications in the job data bank
- ◆ Increase the number of passive job seekers
- ◆ Reduce the need for costly advertising in the print media
- ◆ Gather feedback from prospective candidates about the on-line recruiting service

PROGRAM 11 CORPORATE FUNCTIONS/EVENTS



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To recognize employees for their contribution to the Corporation at a time of retirement to express appreciation and acknowledge their value and contribution to the Corporation.
- ◆ To reward and recognize individual employees for their years of service with the organization (milestones of 5, 10, 15, 20, 25, 30, 35, 40 and higher years of service).
- ◆ Annual staff appreciation BBQ to acknowledge and show appreciation.

Description of Program Activities:

- ◆ Honour employees who have retired and/or received long-service (25, 30, 35, 40 and 45 years of service) from the organization. Each guest of honour is provided with a certificate, gift and banquet luncheon.
- ◆ Provide an annual recognition program for employees who have been with the Region for 5, 10, 15 and 20 years. Each employee is provided a gift.
- ◆ Hold a staff appreciation BBQ in the summer for all Regional employees.



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To continuously provide and improve occupational health, safety and wellness services and programs in order to meet or exceed all applicable Occupational Health and Safety and related legislation.
- ◆ To integrate safe and healthy workplace practices into all aspects of work and employee's lives.
- ◆ To promote the understanding among all employees of their personal responsibility to work in a healthy and safe manner.
- ◆ To promote the understanding among all supervisory staff, at all levels, of their personal responsibility to ensure work is done in a healthy and safe manner.
- ◆ To support Joint Health and Safety Committees and recognize their important role in creating a healthy and safe workplace.

Description of Program Activities:

- ◆ In conjunction with a cross-departmental advisory committee, continue to plan for and implement various initiatives that will support healthy workplace and lifestyle goals for the organization and its employees and that uses a holistic approach to health, safety and wellness and, at the same time, promotes and encourages regular attendance at work.
- ◆ Develop corporate health and safety policies and procedures that reflect current legislative and compliance requirements.
- ◆ Educate and train employees to perform their work safely.
- ◆ Act as a resource to all employees in the interpretation of the Occupational Health and Safety legislative requirements and best practices.
- ◆ Participate in Occupational Health and Safety Act (OHSA) investigations involving critical incidents or when requested by the affected department.
- ◆ Assist departments with safety compliance audits and resulting action plans.
- ◆ Provide Occupational Health Nurse (OHN) services related to employee health screenings, flu clinics, respirator mask fit testing, attendance related accommodations, etc.

Performance Measurements:

- ◆ Number of Ministry of Labour OHSA related complaints, orders and charges
- ◆ Number of health and safety incidents
- ◆ Success of attendance related medical accommodations
- ◆ Impact of programs on disability-related costs
- ◆ Health and Safety compliance audit results

PROGRAM 13 RETURN TO WORK PROGRAM



2020 Program Detail

Non-Departmental

Purpose:

- ◆ Maintain current programs and assist with the further development of comprehensive return to work and accommodation programs for employees with occupational and non-occupational illnesses or injuries, including providing programs, services and support to employees and the organization in the areas of short or long term disability, WSIB and other medical accommodations.

Description of Program Activities:

- ◆ Support the completion of skills/abilities assessments and independent medical examinations for employees absent due to medical reasons to return to work.
- ◆ Assist departments, where needed, to provide return to work employees with special equipment and skills training required to accommodate them at work.
- ◆ Provide related advice, education and learning materials to those involved in returns to work.

Performance Measurements:

- ◆ Decrease in absenteeism, faster and more successful return to work for employees, increased productivity.

PROGRAM 14 AMO OMERS SUPPORT FUNDING



2020 Program Detail

Non-Departmental

Purpose:

- ◆ With the proclamation on June 30, 2006 of Bill 206, (the new OMERS Act), AMO has a significant responsibility to represent municipalities and appoint municipal employer representatives to each of the OMERS Sponsors Corporation and Administration Corporation.
- ◆ AMO will bring strong and persuasive representation and support to the municipal employer representatives against potential impacts.

Description of Program Activities:

- ◆ Funds will be administered as a separate and distinct business activity exclusively for OMERS related activities.
- ◆ AMO will fully and frequently report on this fund to municipal employer participants.



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To conduct a municipal comprehensive review of the Regional Official Plan in accordance with the Provincial Policy Statement and updated Provincial Plans (Greenbelt, Oak Ridges Moraine and Growth Plan).

Description of Program Activities:

- ◆ Toronto and Region Conservation Authority (TRCA) to finalize the update of the Carruthers Creek Watershed Plan.
- ◆ Engage with other Conservation Authorities to ensure updates to Watershed Plans are initiated.
- ◆ Work with the consultant team on the growth management study, including intensification and greenfield analyses, employment strategy and a land needs assessment as components of the Official Plan Review. This will include the extension of the population and employment forecasts to 2041.
- ◆ Engage the necessary consultants to undertake financial impact analyses, natural environment protection, and transportation planning work as required as part of the Official Plan Review.
- ◆ Continue enhanced consultation program for the municipal comprehensive review to engage public, stakeholders and agencies.
- ◆ There will be a combination of consultant and staff work to support this program over the next few years.

PROGRAM 19 REGIONAL ASSET MANAGEMENT AUDITS AND SOFTWARE



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To continue with detailed technical audits of Regionally owned facilities selected by the Works and Finance Departments, in accordance with the 2018 Asset Management Update Report.

Description of Program Activities:

- ◆ To complete a detailed condition evaluation of assets and develop a comprehensive asset inventory database.
- ◆ To update the current replacement cost of the assets.
- ◆ To develop and document condition assessment of the assets and establish minor and major maintenance, rehabilitation and replacement requirements of the assets.
- ◆ To develop a reinvestment profile for the assets to forecast annual expenditures.
- ◆ To explore potential software to integrate asset condition and related information for Regional facilities.



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To develop and implement a comprehensive Business Continuity Plan.
- ◆ To promote awareness and training programs for all staff.

Description of Program Activities:

- ◆ To work with a business continuity consultant to conduct a comprehensive threat/vulnerability assessment.
- ◆ Continue to prepare an integrated approach based on risk assessment and prioritization of critical function.
- ◆ Continue to provide a framework to develop and implement Business Continuity Management remediation.
- ◆ Carry out effective training and awareness to all Regional staff and identify capital and procedural requirements.

PROGRAM 22 INTEGRITY COMMISSIONER AND MUNICIPAL OMBUDSMAN



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To support the accountability and transparency portfolio which includes the Region's Integrity Commissioner and Ombudsman.
- ◆ To meet legislated requirements in accordance with the Municipal Act, to have an Integrity Commissioner to provide for the functions as outlined in the Act.
- ◆ To provide for an Ombudsman in accordance with the Municipal Act.

Description of Program Activities:

- ◆ The Region's Integrity Commissioner is responsible for: the application of the Code of Conduct and any procedures, rules and policies governing the ethical behaviour of members of Council and local boards; the application of various sections of the Municipal Conflict of Interest Act; the provision of advice and educational information to members of Council and local boards.
- ◆ The Region's Ombudsman is responsible for investigating in an independent manner any decision or recommendation made or act done or omitted in the course of the administration of the Region and its local boards.

Performance Measurements:

- ◆ The Region's Integrity Commissioner submits an annual report to Council, and individual reports should an investigation be required.
- ◆ The Region's Ombudsman submits an annual report to Council, and individual reports should an investigation be required.
- ◆ Both the Integrity Commissioner and the Ombudsman advise the Clerk when a request has been received for an investigation and the status of any ongoing investigations.



2020 Program Detail

Non-Departmental

Purpose:

- ◆ Toronto Global is a partnership between business and government, working together to raise the international profile of the Greater Toronto Area and attract business investment to the Region.
- ◆ Regional funds are pooled with funds from other GTA municipalities York, Peel, Mississauga, Brampton, and the City of Toronto, and matched by Provincial and Federal funds.

Goal:

- ◆ The goal of Toronto Global's international marketing activities is to raise the profile of the Greater Toronto Area in the international marketplace as well as to generate investment and create jobs for all of the GTA, including Durham Region.

Description of Program Activities:

- ◆ A variety of marketing tactics are being employed to attract investment, including business missions, trade shows and participation in other networking venues.
- ◆ Toronto Global will also continue to widely market the Region to Canadian and foreign consulates and embassies, senior government agencies, industry associations, realtors and international site location consulting firms.
- ◆ Economic Development staff work closely with Toronto Global to ensure Durham Region is fairly represented in the marketing efforts of Toronto Global.
- ◆ The Regional Chair sits on the Board to represent the Region of Durham.

PROGRAM 24 ELECTRONIC DC APPLICATION - PHASE II



2020 Program Detail

Non-Departmental

Purpose:

- ◆ This e-business solution provides an alternative to processing paper-based Regional development charges forms, allowing users to complete and submit forms online. Regional and Local Municipal staff have the ability to search the status of any form, or a series of forms, and report statistics based on individual queries, while realizing increased time and cost savings for tracking and processing.
- ◆ This project automated the manual process allowing the development industry, Local Municipalities and the Region to streamline the current application process. Further phases, in conjunction with Local Municipalities, to enhance usage by Local Municipalities and the Region are required to automate and streamline additional processes.

Description of Program Activities:

- ◆ Update to reflect indexing and other changes in Regional Development Charges By-law(s).
- ◆ Enhance system performance and reporting.
- ◆ Ensure the stability, reliability and availability of the Electronic Development Charges application and infrastructure.
- ◆ May require additional modifications to accommodate new Provincial legislative changes.



2020 Program Detail

Non-Departmental

Purpose:

- ◆ The Municipal Property Assessment Corporation (MPAC) is legislatively responsible, under the *Assessment Act*, for the property classification and current value assessment for all Ontario properties. In addition, MPAC is also responsible for the updating of the municipal elector roll in conjunction with Municipal Clerks.
- ◆ MPAC delivers each municipality the Assessment Roll in the first week of December of every year and Municipalities must use the assessment from the Returned Roll for both the calculation of property tax rates and for the billing of individual properties. Municipalities have no authority to alter the assessment of a property.
- ◆ Single and Upper tier municipalities in Ontario are required to fund MPAC assessment and electoral responsibilities under a Provincially legislative weighted allocation formula involving both the total CVA and number of properties within that jurisdiction.

Description of Program Activities:

- ◆ Municipalities are provided with both the classification and CVA of individual properties within their jurisdiction to facilitate property tax billing and analysis. MPAC also updates the information based on changes in a property's use and/or value throughout the year.
- ◆ MPAC also provides individual property owners with assessment notices after each reassessment and when either the value or classification changes between reassessments.
- ◆ MPAC is also responsible for the defense of the property classification and/or valuation with respect to a dispute with the owner, either through the informal Request for Reconsideration (RfR) or an appeal to the Assessment Review Board (ARB).

Performance Measurements:

- ◆ MPAC has Service Level Agreements (SLA) with the municipal sector and regularly reports on the SLA and related measurements. However, the majority of the SLA deals with issues related to property assessment accuracy and updating, which primarily affect the local municipal property tax billing function and not the upper tier property taxation policy functions.

PROGRAM 26 VICTIM SERVICES PARTNERSHIP PILOT



2020 Program Detail

Non-Departmental

Purpose:

- ◆ **Human Trafficking Regional Coordinator** - coordination of regional awareness campaign, coordination of the Durham Human Trafficking Coalition, coordinate with college/university to document and evaluate Durham response model, coordinate service delivery for the purpose of improving the resources, and services accessible to victims.
- ◆ **Human Trafficking Prevention Facilitator** - Increase scope of prevention of human trafficking in Durham through facilitation of workshops in high school to students, educators, school administrations and other service providers.
- ◆ **Overall purpose of pilot program is to increase service delivery and prevention within the Durham Region and ensure the efforts to intervene are coordinated.**

Description of Program Activities:

- ◆ **Human Trafficking Regional Coordinator** - Coordinate the response of human trafficking stakeholders in Durham Region. Build a relationship with academic researchers to document Durham response model to human trafficking (victim services, DRPS and the Region of Durham). Build an awareness campaign that will educate Durham residents about human trafficking to debunk myths and misconceptions and support residents in identifying human trafficking so that it can be reported.
- ◆ **Human Trafficking Prevention Facilitator** - Conduct human trafficking prevention workshops to grade 9 students within the 30 high schools in Durham Region. Presentations will be conducted in classrooms, instead of assembly style in order to better engage young people. The facilitator will also provide presentations to educators and school administrators. Additionally, the prevention facilitator will conduct outreach to organizations which serve youth in Durham and provide training on how to specifically support this population and intervene appropriately.

Performance Measurements:

- ◆ **Human Trafficking Regional Coordinator** - Increase of referrals to our human trafficking crisis intervention counsellor at Victim Services (based on the community understanding human trafficking and know where to refer). Survey to measure communities increase in understanding of the issue, report documenting response model to demonstrated coordination.
- ◆ **Human Trafficking Prevention Facilitator** - Pre and post measurements indicate youth knowledge of human trafficking increase following Victim Services of Durham Region' prevention workshop - Workshops complete with 30 high schools in Durham Region in 2019-2020 reaching all grade 9 students within those Boards. Pre and post measurement of service providers trainings to document increase in understanding and concrete tools to intervene.

PROGRAM 27 COMMUNITY IMPROVEMENT PLAN



2020 Program Detail

Non-Departmental

Purpose:

- ◆ Section 28 of the Planning Act gives municipalities the ability to prepare Community Improvement Plans (CIPs), provided they have enabling policies in their official plans. Community Improvement Plans are intended to encourage rehabilitation initiatives and/or stimulate development. Once implemented, a CIP allows municipalities to develop and administer programs that may include tax assistance, grants or loans to assist in the rehabilitation of lands and/or buildings within the defined Community Improvement Project Area. Regional Community Improvement Plans may address the following:
 - a) affordable housing;
 - b) infrastructure that is within the Region's jurisdiction;
 - c) land and buildings within and adjacent to existing or planned transit corridors that the potential to provide higher density for mixed use development and redevelopment; or
 - d) other matters as the Province may prescribe in accordance with the Planning Act.

Description of Program Activities:

- ◆ A Project Steering Committee has been established with staff from Planning and Economic Development, Works – Transportation, Environmental Services and Development Approvals, Finance, Social Services – Housing and Legislative Services – Legal.
- ◆ An expert consultant will be retained to determine appropriate targeted incentives programs and depending upon the program, the associated potential for impact on the Region's financial position. Area municipal and public consultation on a potential CIP will be an important part of this program.
- ◆ The process will include the identification of a Community Improvement Project Area, the development of a draft Community Improvement Plan, an identification of incentive programs and a clear and transparent application process. The potential implementation of any programs would be administered by the applicable line departments as authorized by Council.

PROGRAM 31 FINANCIAL AND HUMAN CAPITAL MANAGEMENT SYSTEMS



2020 Program Detail

Non- Departmental

Purpose:

- ◆ On-going application licenses, maintenance fees, upgrade and maintenance costs for the Financial and Human Capital Management Systems. These systems include the Financial transaction and reporting modules, Budgeting, Human Capital Management modules, Water Billing Customer Information Solution System, Workforce Scheduling, Enterprise Learning modules, Enterprise Portal, Insurance, and the other web-based components, as well as applications/components to ensure successful delivery of Financial based services.
- ◆ Expenditures primarily include the initial software application acquisition license fees, equipment purchases, and provision for the consulting expertise required to implement various system components, including technical expertise required for the modules to function properly within the technical infrastructure of the Regional Departments, Durham Region Transit, and the Police Services operations, as well as tangible capital asset acquisition and replacement requirements.

Description of Program Activities:

- ◆ Upgrade activities to maintain the **Financial and Human Capital Management Systems on supported software versions** in order to complement further modules and features. Maintain the operational software at the version of the software supported by the vendor. Modules in production for Corporate, Police and Transit Services are:
 - ◆ **General Ledger / Reporting**
 - ◆ **Purchasing**
 - ◆ **Accounts Payable**
 - ◆ **Billing and Receivables**
 - ◆ **Inventory**
 - ◆ **Budgeting**
 - ◆ **Asset Management**
 - ◆ **Project Costing**
 - ◆ **Document Imaging**
 - ◆ **Human Resources**
 - ◆ **Payroll**
 - ◆ **Base Benefits**
 - ◆ **Time and Labour**
 - ◆ **Position Management**
 - ◆ **Learning Management**
 - ◆ **Recruiting Management**
 - ◆ **Resume/Candidate Gateway**
 - ◆ **Employee Portal**
- ◆ Critical compliance and regulatory updates, including the development, implementation, testing and security for payroll tax updates, collective bargaining, and employment standards. Daily verification and support of critical over-night processes and batch system processes.
- ◆ Continue the promotion of the E-Applications of E-Pay, E-Profile and E-T4 to facilitate self service, and reduction of printing costs.
- ◆ Continue implementation planning and resourcing for rollout of Human Capital Management system modules as well as modules where the functionality and processes are streamlined, automated, and heavily integrated such as Workforce Scheduling and Performance Management.
- ◆ Investigate future license purchases and additional applications that may benefit Regional operations - **Supply Chain Relationship, Business Planning and Budgeting, Cost Fulfillment Management and Supply Management, Treasury Management, Product Data Interface, and forecasting, reporting, analytics and data warehousing**. As determined, acquire and implement appropriate applications that meet and will benefit Regional operations with critical integrations into Finance systems.
- ◆ Planning for the implementation of on-line submission of expense claims, through the Expense Management module, and the implementation of E-Performance, and electronic performance management system.

PROGRAM 31

FINANCIAL AND HUMAN CAPITAL MANAGEMENT SYSTEMS



2020 Program Detail

Non- Departmental

Description of Program Activities (Continued):

- ♦ Enhanced use of procurement cards, via P-Card facility and on-line sourcing using e-procurement.
- ♦ Annual Software License and Maintenance fees for Finance applications are required to permit the on-going upgrade and implementation of modules, with the assistance and support of the vendor, as well as providing access to various customer user groups for knowledge sharing opportunities.
- ♦ Multi-year initiative, beginning in 2020, to review and modernize the Region's business planning and budgeting processes. This initiative includes identifying needs, procuring and implementing a new operating and capital budget and forecast system with robust financial reporting that will support and automate the Region's renewed business planning and budget processes.
- ♦ Key activities for 2020 financial modules include planning and development of additional Inventory module functionality, including assistance of third party specialists, and integration of existing modules with the Enterprise Maintenance Management System currently under development, integration of the Water Billing Customer Information Solution with financial modules regarding billing and receipts, and the implementation of electronic expense claim module.
- ♦ Key 2020 activities for Human Capital Modules include deployment of the Workforce scheduling application to additional departments and acquisition and planning for implementation of the Performance Management modules, as well as a PeopleSoft HCM and Portal upgrade.

PROGRAM 32 ENTERPRISE MAINTENANCE MANAGEMENT



2020 Program Detail

Non-Departmental

Purpose:

- ◆ Implementation of IBM Maximo, an integrated maintenance management application to support leading practices related to the maintenance management processes for Regional assets across the Region's business lines.
- ◆ Implement additional functionality to maximize asset management and lifecycle analysis, including enterprise asset maintenance management (IBM Maximo with mobility).
- ◆ The implementation of the Enterprise Maintenance Management System (EMMS) is planned for 2020.
- ◆ The Tangible Capital Asset modules of the PeopleSoft financial system will need to work in conjunction with EMMS and further work is required to reduce and/or eliminate the manual work, provide effective and efficient tracking, reporting and analysis on the Region's tangible capital assets.

Description of Program Activities:

- ◆ With consulting assistance, the following activities and costs related to EMMS are included:
 - * Design hierarchies for assets to integrate IBM Maximo with asset management modules already in service.
 - * Project management and implementation services, including data migration, testing and training for the implementation of an integrated EMMS with mobility components for field staff.
 - * Annual software licences and maintenance fees and supporting infrastructure for implementation of IBM Maximo with mobility in the IBM soft layer cloud.
 - * Provide support for IBM Maximo training activities including for 800+ users for training attendance, training materials and locations.
 - * Backfill funding for staffing seconded for the transition to IBM Maximo and to provide support to impacted areas for first year organizational impacts as a result of the implementation of IBM Maximo.
- ◆ With consulting assistance, enhance the performance and reporting capacity of the existing PeopleSoft Asset Management and Project Costing modules.



2020 Program Detail

Non-Departmental

Purpose:

- ◆ Zylmage is a repository for Council and Committee Minutes, Commissioners' Reports and By-laws and Durham Region Transit Committee Minutes and Commissioners' Reports. It has full text search retrieval capabilities. This repository is available on the Insider for staff to access.

Description of Program Activities:

- ◆ The Corporate Services - Legislative Services Division utilizes the Zylmage software system to upload and store Minutes, Commissioners' Reports and By-laws to one central historical repository that is accessible for Regional staff.

PROGRAM 34 DEVELOPMENT TRACKING SYSTEM



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To replace the Region's development tracking software. The Planning and Economic Development Department and Works Department currently use the Land Development Office (LDO) software to track development applications. The LDO software is at end-of-life and needs to be replaced. Additionally, as of December 2019, the vendor no longer supports the LDO application.
- ◆ Phase One of the new development tracking software replacement project is underway. Once Phase One has been implemented, staff will have access to a modern and innovative internal staff portal, which includes the ability to circulate agencies electronically.
- ◆ Phase Two of the project is to implement the public facing portal. The new and innovative portal will allow applicants to submit planning applications electronically. The public will have self-serve access to information about planning applications. Additional benefits of the public portal include improved efficiency and increased transparency of planning applications.

Description of Program Activities:

- ◆ Over the course of the next two years, this program will include the following activities:
 - Complete the implementation of the internal development tracking staff portal.
 - Complete the implementation of the external customer/public portal.
 - Migrate all existing development tracking data to the new system.
 - Training for staff on the use and support of the system.
 - Procurement of servers (physical servers or cloud-based).



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To conduct the annual Region of Durham Employment Survey.

Description of Program Activities:

- ◆ Accurate, current and timely employment data is critical to the effective and efficient delivery of municipal services and a key requirement in building and maintaining a reliable business directory, responding to Provincial initiatives such as implementing the Growth Plan for the Greater Golden Horseshoe, and the monitoring of the Region's economic health and performance.
- ◆ The survey is an annual exercise to survey each employer in the Region of Durham, conducted by summer students.
- ◆ The survey includes questions such as the number of employees, building square footage, if they import and/or export goods, etc.
- ◆ The data collected has a spatial component to ensure seamless integration into the Region's GIS data warehouse.

**PROGRAM 37
CONFERENCE BOARD OF CANADA**



2020 Program Detail

Non-Departmental

Purpose:

- ◆ Membership in the not-for-profit Conference Board of Canada.

Description of Program Activities:

- ◆ The Conference Board of Canada is "an expert in running conferences but also at conducting, publishing and disseminating research, helping people network, developing individual leadership skills and building organizational capacity".
- ◆ The Conference Board of Canada are "specialists in economic trends, as well as, organizational performance and public policy issues".



2020 Program Detail

Non-Departmental

Purpose:

- ◆ The purpose of the Region's performance measurement activities are to ensure we are meeting the service delivery needs of our residents in a efficient and cost effective manner. Measuring our performance allows us to determine which service areas are meeting performance standards and which areas need improvement.

Description of Program Activities:

- ◆ The Region conducts performance measurement through its membership in MBNCanada. MBNCanada is a performance measurement program that allows participating municipalities to share and compare data related to service area outputs. MBN Canada involves data collection on 37 service areas and 670 individual data measures. This data is compared between 16 municipalities, across 6 provinces. Durham Region alone collects data on 25 service areas and over 200 individual data measures.
- ◆ A sampling of the data is available publicly through the annual publication of the MBNCanada Performance Report.

Performance Measurements:

- ◆ Performance will be measured by comparing our MBNCanada data results against other municipal partners of comparable size and service delivery responsibilities. Performance will also be measured by comparing our MBNCanada data against ourselves on a year-to-year basis.



2020 Program Detail

Non-Departmental

Purpose:

- ◆ To implement the Regional Broadband Strategy approved by Council on February 27, 2019, advancing the deployment of high-speed internet across the Region.
- ◆ This position will support Internet Service Providers with proposed Regional projects in accessing federal and provincial funding opportunities and partnerships.
- ◆ To potentially provide Regional financial support for eligible Internet Service Providers that meet minimum criteria as part of a federal funding application under the Canadian Radio-Television Commission Broadband Fund (CRTC). Funding requests and contributions for Regional support are considered on a case-by-case basis, subject to Council approval and the release of program details from the CRTC.

Description of Program Activities:

- ◆ The Broadband Strategy that was approved by Regional Council on February 27, 2019 details a number of action items which will be implemented in the priority outlined in the Strategy.
- ◆ The Broadband Specialist will create a Broadband Working Group and internal Action Team and take steps to advance the Actions set out in the Broadband Strategy including providing support to Internet Service Providers to obtain funding to improve broadband internet coverage in the underserved areas; particularly the Region's rural residential and employment areas.

Performance Measurements:

- ◆ Number of partnerships with Internet Service Providers on federal funding applications. Monitoring the success of those applications in terms of deploying projects and improving the broadband internet coverage across the underserved areas of the Region.
- ◆ Progress on the specific Actions contained in the Broadband Strategy.

PROGRAM 42 TRANSIT ORIENTED DEVELOPMENT



2020 Program Detail

Non-Departmental

Purpose:

- ◆ Transit Oriented Development (TOD) provides high density, compact development close to higher order transit stations to support ridership. As significant place-making opportunities, TOD provides focal points for density, supports the evolution of major transit hubs and optimizes the value of transit. With a focus on Rapid Transit Implementation (RTI), the office will provide project leadership and oversight in the delivery of environmental assessments, stakeholder engagement, coordination and advocacy.

Description of Program Activities:

- ◆ Coordinating and implementing Rapid Transit projects as opportunities arise (including Highway 2 and Simcoe Street); facilitating the Lakeshore GO East Extension (to Bowmanville) in consultation with Metrolinx; promoting complementary land uses and development designs along the corridor and at station locations; establishing and implementing an overall business strategy for capturing land value through development by developing policies; leading negotiations, informing and facilitating strategic land transactions, and implementing programs and business practices; engaging with stakeholders and implementing communication strategies on projects; providing direction, management and oversight on all Rapid Transit projects; advancing a TOD strategy for strategic growth areas with a specific focus on RT and TOD interface issues.



2020 Program Detail

Non-Departmental

Purpose:

- ◆ The program aims to improve emergency response times through improved 9-1-1 sign coverage and documentation of property access points, with a focus on rural vacant properties and large properties with secondary entrances.

Description of Program Activities:

- ◆ Funds will be distributed to local area municipalities to assist with costs related to 9-1-1 sign acquisition and installation at vacant properties and secondary entrances. Funds will be allocated to local area municipalities based on an assessment of municipalities' number of vacant properties and secondary entrances that require 9-1-1 signage and related costs.

Performance Measurements:

- ◆ The number of new signs deployed through program represents the main program performance metric.

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2020 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, links to Council's strategic objectives and the Durham Region Strategic Plan, identify and embed climate change considerations and make all communication transparent 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 Strategic Issues and Financial Forecast updates, 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 response to recent Provincial legislative changes.
- ◆ 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 Energy Conservation Demand Management Plan implementation.
- ◆ Implement various Regional programs, including the Regional Revitalization Program and the Community Investment Grant with the assistance of the relevant departments.



2020 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.

Administration

- ◆ Ensure that the statutory duties and responsibilities of the Treasurer are carried out to promote and maintain the financial strength, stability and accountability of the Regional Corporation and advise the Finance and Administration Committee, Regional Council, the Chief Administrative Officer, and other Regional Department Heads on all matters pertaining to this purpose.
- ◆ Comprehensive reporting of fiscal and business functions to all stakeholders based on legislative requirements and financial best practices.
- ◆ Provide strategic and innovative advice to the CAO and Senior Leadership Team to further Council objectives as developed in the Strategic Plan.

Internal Audit, Compliance and Controls

- ◆ Internal Audit provides risk and business consulting services, and independent and objective assurance services.
- ◆ Adds value by helping the organization achieve its objectives through effective corporate risk management and a reasonable level of controls.

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.



2020 Business Plan

Finance

Major Services & Activities (Continued)

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.

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"> ◆ 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. 	



2020 Business Plan

Finance

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

Key Deliverables **Responsibility - Co-Lead**

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

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 in coordination with other departments.

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 PLANNING



2020 Business Plan

Finance

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

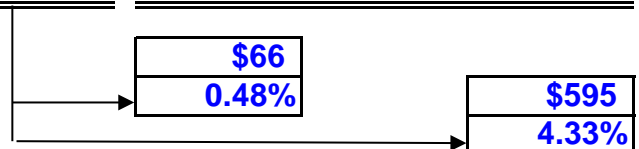


2020 Business Plan

Finance

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Business Planning, Budgets and Risk Management	1,129	1,548	1,615	159	1,774
2 Financial Planning and Purchasing and Supply and Services	3,257	3,662	3,384	94	3,478
3 Financial Housing Services*	928	1,021	992	13	1,005
4 Administration	386	455	747	(159)	588
5 Internal Audit, Compliance and Controls	134	158	230	18	248
6 Financial Services	4,226	4,050	4,104	104	4,208
7 POA - Default Fine Collections	(24)	(30)	(29)	-	(29)
8 Financial Business Processes and Solutions	2,497	2,127	2,037	(17)	2,020
9 COMRA/PARA	100	100	114	-	114
10 Headquarters Shared Cost	559	559	491	82	573
Operating Subtotal	13,192	13,650	13,685	294	13,979
Tangible Capital Assets:					
11 New	53	53	-	50	50
12 Replacement	80	80	114	365	479
Reserve Contribution	(50)	(50)	-	(180)	(180)
Tangible Capital Asset Subtotal	83	83	114	235	349
Net Program Expenses	13,275	13,733	13,799	529	14,328

Summary of Increase (Decrease)



* Tangible Capital Assets Included in Program Detail Page

PROGRAM SUMMARY



2020 Business Plan

Finance

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	220	Economic increases
Salaries & Benefits	81	Job reclassifications
Operating Expenses	3	Inflationary increases
Increase in Recoveries	15	Economic increases
Operating Expenses	(68)	Headquarters shared cost
Various	(217)	Line-by-Line Review savings
Tangible Capital Assets - New	(53)	Remove one-time items
Tangible Capital Assets - Replacement	35	Increased requirement
Tangible Capital Assets - Reserve Contributio	50	Reduced requirement
	<u>66</u>	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Finance

(\$,000's)

Business Planning, Budgets and Risk Management

<ul style="list-style-type: none"> ◆ New Position: 1 Investment Portfolio Manager, effective July 1, 2020, to facilitate the Region's shift from passive portfolio management to more active portfolio management. The incremental cost of this position is expected to be more than offset by increased interest revenue. (Annualized cost is \$192k) 	96
<ul style="list-style-type: none"> ◆ New Position: 1 Senior Financial Analyst 2, effective July 1, 2020, to facilitate the Region's shift from passive portfolio management to more active portfolio management. The incremental cost of this position is expected to be more than offset by increased interest revenue. (Annualized cost is \$126k) 	63
	159

Financial Planning and Purchasing and Supply and Services

<ul style="list-style-type: none"> ◆ New Position: 1 Procurement Analyst, effective July 1, 2020, to support the implementation and expansion of the P-Card program. (Annualized cost is \$118k) 	59
<ul style="list-style-type: none"> ◆ New Position: 1 Clerk 1, effective July 1, 2020, to support on-line Procurement Software. (Annualized cost is \$70k) 	35
	94

Financial Housing Services

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

Administration

<ul style="list-style-type: none"> ◆ Increase in Investment Income anticipated as a result of new Investment staff positions. 	(159)
	(159)

Internal Audit, Compliance and Controls

<ul style="list-style-type: none"> ◆ Upgrade Internal Audit Officer position to Audit Project Manager. 	15
<ul style="list-style-type: none"> ◆ Increase in Personnel Related expenses and Computer Software based on forecasted requirements. 	3
	18

Financial Services

<ul style="list-style-type: none"> ◆ New Position: 1 Senior Accounting Clerk, effective July 1, 2020, to address priority projects and maintain payment service levels. (Annualized cost is \$88k) 	44
<ul style="list-style-type: none"> ◆ Increase in Purchased Services for deployment of electronic expense claim module. 	60
	104

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Finance

(\$,000's)

Financial Business Processes and Solutions

<ul style="list-style-type: none"> ◆ Realignment of Corporate Services - Information Technology with Finance - Financial Business Processes and Solutions, effective January 1, 2020, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services. ◆ Transfer of Field Investigator from Utility Finance (\$80k) and upgrade to Senior Systems Analyst (\$45k). 	<p>(142)</p> <p>125</p> <hr style="width: 100%;"/> <p>(17)</p>
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Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Finance's share of costs related to the operation and maintenance of Regional Headquarters. 	<p>82</p> <hr style="width: 100%;"/> <p>82</p>
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Tangible Capital Assets

New (See Schedule for further details):

<ul style="list-style-type: none"> ◆ Computers and workstations for new staff ◆ Microsoft Surface Hub 	<p>36</p> <p>14</p> <hr style="width: 100%;"/> <p>50</p>
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Replacement:

<ul style="list-style-type: none"> ◆ Enclosure and Blades ◆ Postage machine ◆ Replacement and upgrade of insurance software. ◆ Courier van ◆ Capital Reserve Contribution for insurance software and courier van above. 	<p>125</p> <p>60</p> <p>140</p> <p>40</p> <p>(180)</p> <hr style="width: 100%;"/> <p>185</p>
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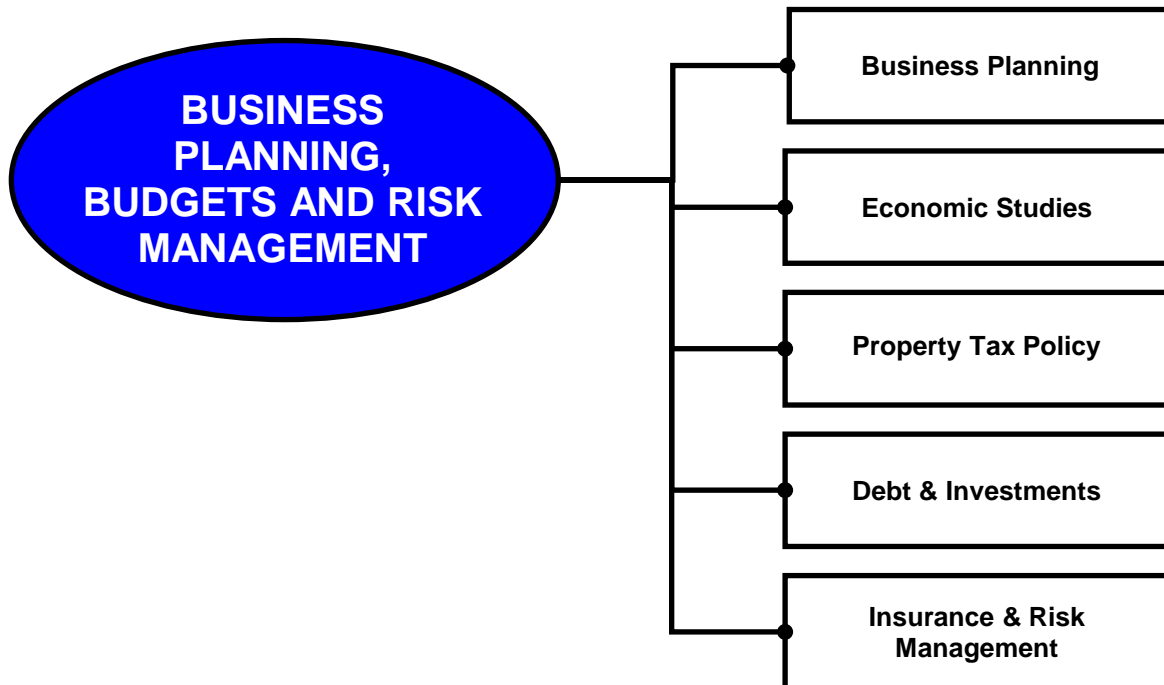
Total Program Changes	529
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PROGRAM 1 BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



2020 Program Detail

Finance



Purpose:

- ◆ To advise the Treasurer, Finance and Administration Committee, Regional Council, Senior Management, and other departments, through the provision of sound fiscal and economic policies, analyses, business case support, reports and briefings.
- ◆ To represent Durham financial interests vis-à-vis Provincial Ministries and Agencies, other Regions, and external entities.
- ◆ To coordinate with local area treasurers on joint initiatives, tax policy, tax billing and other issues.
- ◆ To link strategic objectives and corporate goals and performance measures to Budgets, Business Plans, resource allocations and financing.
- ◆ To safeguard the Region's assets through the development, coordination and implementation of effective risk management strategies and programs.

Description of Program Activities:

- ◆ Continue to implement proposed enhancements to the Business Planning and Budget process to integrate multi-year budget planning, long term financial planning, the corporate strategic plan, corporate climate mitigation and adaptation strategies, asset management, risk management, carbon data, forecasts, protocols, and financial controls.
- ◆ Coordinate completion of the Business Plans and Budgets and related reports for submission to the Chief Administrative Officer, other Department Heads, Standing Committees and Regional Council, including budget and property tax recommendations.
- ◆ Maintain adherence to the "pay-as-you-go" financing of capital projects wherever possible and maintain prudent debt management policy.
- ◆ Review, monitor and report on the implications of Provincial budgets and initiatives including provincial downloading, uploading, and service and policy reviews and restructuring.

PROGRAM 1 BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



2020 Program Detail

Finance

Description of Program Activities (Continued):

- ◆ Complete the annual Multi-Year Economic and Financial Forecast and set property tax guidelines based on evaluation of the economic environment legislation and regulations and long-term plans for the provision of Regional services and capital assets.
- ◆ Develop, evaluate and implement property taxation policy and undertake analysis, and prepare reports on property taxation items including capping, appeals before the Assessment Review Board and Provincial policy changes impacting property taxes. Liaison with the Municipal Property Assessment Corporation (MPAC) and Ontario Ministry of Finance, and provide support for the local Area Treasurer's group.
- ◆ Participate in various provincial property tax stakeholder groups.
- ◆ Continue to co-ordinate property tax policy and tax billing issues with the Area Municipalities. Respond to residential, multi-residential, commercial and industrial taxpayer inquiries and produce the annual Budget and Services Highlights Brochure for the public.
- ◆ Invest trust, reserve, and general account funds emphasizing the importance of risk mitigation, long-term fiscal plans, security and liquidity of investments, and maximization of return on the investment portfolio.
- ◆ Issue, register, transfer and pay interest annually and retire debentures for the area municipalities and for Regional purposes.
- ◆ Administer and manage the Durham Municipal Insurance Pool (DMIP) as part of a comprehensive risk management program.
- ◆ Oversee and coordinate risk management programs for the Region of Durham and member Municipalities of the DMIP, including hazard identification and evaluation, risk transfer, mitigation and financing, casualty insurance and insurance program design, marketing and placement to comply with legislation.
- ◆ Implementation of a corporate enterprise risk management program including Business Continuity Planning that is in line with industry best practices (in consultation with departments).
- ◆ Administer claim programs that include general liability, automobile, property, errors and omissions. This includes developing and maintaining software programs related to Risk Management objectives.
- ◆ Provide guidance to staff regarding risk management issues; develop and ensure compliance with policies, procedures, and regulations governing risk management activities, which include promotion of a Regional security policy. Manage contractual risk transfer for the organization and assign insurance requirements for vendor contracts.
- ◆ Administer and manage the Region's Insurance and Risk Management Program to ensure the protection of assets of the Region against financial consequences of losses through preventing, minimizing and avoidance of risk which includes monitoring the insurance markets, handling all claims and promoting best practices in risk management and loss control.
- ◆ Provide insurance services, risk management, claim and litigation management, financial litigation, administration and accounting for the DMIP.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 19 New: 1 Investment Portfolio Manager, 1 Senior Financial Analyst 2
2019 Full Time Staff = 17

PROGRAM 1
BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



2020 Program Detail

Finance

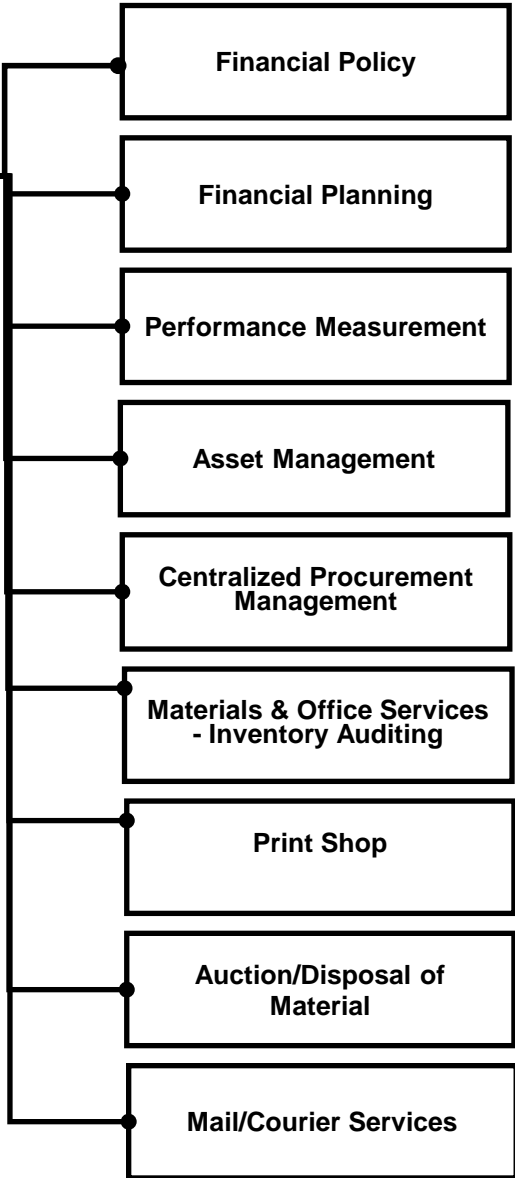
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	2,110	2,519	2,603	159	2,762
Personnel Related	6	9	9	-	9
Equipment Maintenance & Repairs	10	1	10	-	10
Professional Services	7	23	-	-	-
Financial Expenses	-	-	2	-	2
Operating Expenses Subtotal	2,133	2,552	2,624	159	2,783
Inter-Departmental Transfers & Inter-Departmental Transfers	(258)	(258)	(262)	-	(262)
Inter-Departmental Transfers & Recoveries Subtotal	(258)	(258)	(262)	-	(262)
Replacement	-	-	-	140	140
Capital Fund Contribution	-	-	-	(140)	(140)
Total Expenses	1,875	2,294	2,362	159	2,521
Revenues					
Fees & Service Charges	(350)	(350)	(350)	-	(350)
Sundry Revenue	-	-	-	-	-
Reserve Financing	(266)	(266)	(266)	-	(266)
Revenue from Related Entities	(130)	(130)	(131)	-	(131)
Total Revenues	(746)	(746)	(747)	-	(747)
Net Program Expenses	1,129	1,548	1,615	159	1,774

FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



2020 Program Detail

Finance



Purpose:

- ◆ To advise the Treasurer, Finance and Administration Committee, Senior Management, and other departments, through the provision of sound fiscal and economic policies and analysis, reports and briefings.
- ◆ To represent Durham's financial interests vis-à-vis Provincial Ministries and other Regions.
- ◆ To defend the Region's credit fundamentals in annual bond rating reviews.
- ◆ To undertake and coordinate Development Charge related policy analysis, studies and reporting, including responses to recent Provincial legislative changes.
- ◆ To lead participation in Municipal Benchmarking Network Canada (MBNCanada).
- ◆ To provide efficient and effective centralized purchasing and contract management.
- ◆ To coordinate and complete long-term asset management studies, strategic issues and financial forecast updates and reports for major programs with lead departments.
- ◆ To provide central printing, inserting, internal courier, shipping/receiving and mailroom services to Regional Departments.
- ◆ To coordinate the Regional auction of surplus assets and to manage the inventory system for maintenance items at depots.
- ◆ To continue supportive policy work stemming from approved Long-Term Financial Planning Framework and implementation of the Durham Region Community Investment Grant policy.

PROGRAM 2 FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



2020 Program Detail

Finance

Description of Program Activities:

- ◆ Develop and advocate policy with the Ministry of Finance, Ministry of Economic Development, Job Creation and Trade, Ministry of Energy, Northern Development and Mines, Ministry of the Environment, Conservation and Parks, Ministry of Infrastructure, Ministry of Municipal Affairs and Housing, Ministry of Transportation, Metrolinx, the Association of Municipalities of Ontario, Government Finance Officers Association and other GTA Regions.
- ◆ Promote long term financial planning, undertake capital financial analysis and implement the capital approval process.
- ◆ Complete the annual 10 Year Water Supply, Sanitary Sewer, Transportation, Social Housing, Solid Waste Management and Transit Strategic Issues and Financial Forecast updates with the assistance of the appropriate departments.
- ◆ Develop and implement asset management and asset maintenance management systems for the Regional Capital Infrastructure with the Works Department.
- ◆ Prepare financial and economic studies for specific projects and new development and position papers on Provincial initiatives with the assistance of other departments as required.
- ◆ Undertake and coordinate Development Charge related policy analysis and studies, including stakeholder outreach, implementation of the renewed Development Charge Study & By-law, and Seaton Area Specific Development Charges and Transit Development Charge By-law and defense of the By-laws that have been appealed.
- ◆ Implement the Regional Revitalization Program and the Community Investment Grant with the assistance of the relevant departments.
- ◆ Implement the Community Strategic Plan initiatives within the Finance Department.
- ◆ Lead and/or participate in interdepartmental studies and business case reviews and provide economic and financial analysis.
- ◆ Seek external funding opportunities and coordinate the submission of grant applications.
- ◆ Coordinate Best Practices and Benchmarking across Regional departments, including development of benchmarking measures and data collection and lead the participation in Municipal Benchmarking Network Canada.
- ◆ Integrate the corporate climate mitigation and adaptation programs and reporting into the annual business planning, risk and asset management programs.
- ◆ Coordinate the implementation of energy related projects, including management of grant proposals with the Works and other Departments.
- ◆ Coordinate the update of the Regional Energy Conservation Demand Management Plan.
- ◆ Develop strategies and processes that increase the efficiency of the procurement activity while at the same time ensuring value for money and where possible, consideration of green procurement policies.
- ◆ Ensure procurement policies and procedures continue to comply with legislation, corporate objectives, ethical standards, government regulations and contract law.
- ◆ Promote fair and open competition.
- ◆ Develop and execute contracts and purchase orders with third parties that will provide the Region's departments, programs and projects with the required goods, services and equipment.
- ◆ Schedule and manage the procurement activity to ensure the timely provision of regularly required goods and services to support Regional programs.
- ◆ Assist departments in planning and formulating their procurement requirements.
- ◆ Provide knowledge of Purchasing By-law through ongoing training programs for Regional staff.

PROGRAM 2 FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



2020 Program Detail

Finance

Description of Program Activities (Continued):

- ◆ Purchase goods, services and capital projects for all program areas in the Region, Durham Regional Local Housing Corporation and Durham Region Transit, as well as Durham Region Police Service as appropriate.
- ◆ Negotiate major acquisition projects when appropriate in accordance with the Purchasing by-law.
- ◆ Participate in co-operative purchasing arrangements with other public organizations.
- ◆ Manage the competitive bidding process in an effective and efficient manner including the preparation, issue, evaluation and award of quotations, tenders, Request for Proposals, etc.
- ◆ Manage and account for the inventory of assets as necessary to meet service needs.
- ◆ Provide printing and inserting services to Regional departments to support programs and projects.
- ◆ Manage the Region's internal and external mail by sorting and delivering it through internal couriers to Regional offices/plants/depots and local Municipal offices.
- ◆ Manage the disposal of assets no longer required by the Region in a manner that maximizes the return, including coordination of the Regional Auction.
- ◆ Manage Shipping and Receiving for Regional Headquarters Building.
- ◆ Manage the inventory system that tracks the maintenance and repair items at the depots and coordinate the annual physical count and reconciliation of the inventory accounts.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 41 New: 1 Procurement Analyst, 1 Clerk 1
2019 Full Time Staff = 39

PROGRAM 2

FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



2020 Program Detail

Finance

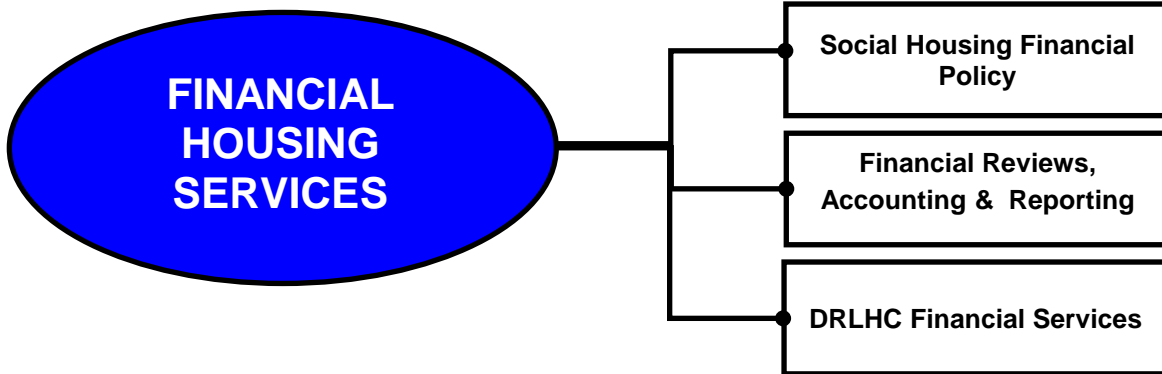
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	4,751	4,964	5,044	94	5,138
Personnel Related	10	9	9	-	9
Communications	652	635	591	-	591
Supplies	54	100	73	-	73
Computer Maintenance & Operations	1	15	5	-	5
Materials & Services	3	4	4	-	4
Equipment Maintenance & Repairs	232	265	189	-	189
Vehicle Operations	27	31	31	-	31
Professional Services	22	238	-	-	-
Minor Assets & Equipment	-	10	10	-	10
Contribution to Reserves / Reserve Funds	18	18	18	-	18
Operating Expenses Subtotal	5,770	6,289	5,974	94	6,068
Inter-Departmental Transfers & Inter-Departmental Transfers	(2,048)	(2,162)	(2,121)	-	(2,121)
Inter-Departmental Transfers & Recoveries Subtotal	(2,048)	(2,162)	(2,121)	-	(2,121)
Gross Operating Expenses	3,722	4,127	3,853	94	3,947
Tangible Capital Assets					
New	3	3	-	-	-
Replacement	-	-	-	100	100
Capital Fund Contribution	-	-	-	(40)	(40)
Total Tangible Capital Assets	3	3	-	60	60
Total Expenses	3,725	4,130	3,853	154	4,007
Revenues					
Revenue from Related Entities	(465)	(465)	(469)	-	(469)
Total Revenues	(465)	(465)	(469)	-	(469)
Net Program Expenses	3,260	3,665	3,384	154	3,538

PROGRAM 3 FINANCIAL HOUSING SERVICES



2020 Program Detail

Finance



Purpose:

- ◆ To provide the necessary financial oversight of 44 third-party external social housing providers, ensuring compliance with legislated and local financial policies for social housing.
- ◆ Approval of housing provider subsidy budgets in accordance with legislated funding models and benchmarks.
- ◆ To ensure that Regional Council, Committee, CAO and Commissioner of Finance receive prompt, accurate and comprehensive advice and financial information on the Social Housing Portfolio.
- ◆ To fulfil all necessary financial services and treasury functions for the Durham Regional Local Housing Corporation (DRLHC) - a separate corporation.

Description of Program Activities:

- ◆ Development of Regional policies under the Housing Services Act and undertake annual financial review of Regional Housing program.
- ◆ Complete annual budget approvals in accordance with legislated funding model benchmarks and calculate and administer monthly subsidy payments to housing providers and landlords.
- ◆ Complete financial statement analyses and year-end reconciliation of all housing provider subsidies against actual results, including rent supplement programs, ensuring compliance with legislation.
- ◆ Coordinate mortgage renewals, updates and revised subsidy calculations.
- ◆ Complete quarterly and annual reporting requirements to the Ministry of Housing.
- ◆ Undertake annual audits of the rent geared-to-income calculations for 20 per cent of units at 100 per cent of housing providers. Update process for the legislated change to RGI in 2020.
- ◆ Conduct in-depth on-site operational reviews of 50 per cent of the social housing portfolio per year, in conjunction with the annual audited statement and governance reviews completed with the Housing Services Division of the Social Services Department.
- ◆ Administration of the special grant programs. Monitor status, process payments and report to Council and the Ministry.
- ◆ Forecast benchmark revenues and expenditures for the Social Housing and DRLHC portfolios.
- ◆ Provide enhanced oversight and support where required for social housing projects in difficulty.
- ◆ Maintain the accounting records of the DRLHC, manage the corporation's cash flow, and complete financial analyses and forecasts of the operations, carry out the mandated duties of the Treasurer for this separate business entity.

**PROGRAM 3
FINANCIAL HOUSING SERVICES**



2020 Program Detail

Finance

Description of Program Resources:

- ◆ 2020 Full Time Staff = 6
- 2019 Full Time Staff = 6

**PROGRAM 3
FINANCIAL HOUSING SERVICES**



2020 Program Detail

Finance

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	665	755	761	-	761
Personnel Related	2	6	6	-	6
Communications	-	3	3	-	3
Supplies	-	1	1	-	1
Headquarters Shared Costs	90	90	79	13	92
Equipment Maintenance & Repairs	-	-	-	-	-
Professional Services	-	25	-	-	-
Operating Expenses Subtotal	757	880	850	13	863
Transfers from Related Entities					
DRLHC-Payroll Charge	(494)	(524)	(531)	-	(531)
Transfers from Related Entities Subtotal	(494)	(524)	(531)	-	(531)
Inter-Departmental Transfers & Recoveries Subtotal					
Inter-Departmental Transfers	661	661	671	-	671
Inter-Departmental Transfers & Recoveries Subtotal	661	661	671	-	671
Gross Operating Expenses	924	1,017	990	13	1,003
Tangible Capital Assets					
Replacement	4	4	2	-	2
Total Tangible Capital Assets	4	4	2	-	2
Net Program Expenses	928	1,021	992	13	1,005



2020 Program Detail

Finance

Purpose:

- ◆ To ensure that the statutory duties and responsibilities of the Treasurer are carried out to promote and maintain the financial strength, stability and accountability of the Regional Corporation and advise the Finance and Administration Committee, Regional Council, the Chief Administrative Officer, and other Regional Department Heads on all matters pertaining to this purpose.
- ◆ To ensure comprehensive reporting of fiscal and business functions to all stakeholders based on legislative requirements and financial best practices.
- ◆ To ensure adequate fiscal reporting through: reports to committee; inclusion of financial implications within corporate reports based on Budget Management and Purchasing policies, Legislation and By-laws; the Annual Budget and Services Highlights brochure to the Public; legislative reporting based upon Municipal Act compliance; Business Plan and Budget documentation and award winning reporting; and, the Region's award winning Annual Financial Report.
- ◆ To provide strategic and innovative advice to the CAO and Senior Leadership Team to further Council objectives as developed in the Strategic Plan.
- ◆ To ensure the Region supports its financial and policy interests through support of the municipal finance sector at a staff level.
- ◆ To represent the Region's interests and perspectives on various committees and organizations such as the Ontario Regional and Single Tier Treasurers and the Municipal Finance Officers Association of Ontario.

Description of Program Activities:

- ◆ Advise the Finance and Administration Committee, Council and Senior Management on all financial matters pertaining to the Region.
- ◆ Manage the operations of the Finance Department through its divisions: Financial Services; Financial Housing Services; Business Planning, Budgets, and Risk Management; Financial Planning and Purchasing, POA - Default Fines Collections; Financial Business Processes and Solutions; Utility Finance; and Internal Audit, Compliance & Controls.
- ◆ Represent the Region's financial interests vis-à-vis other groups, including Provincial Ministries, other Regions and interest groups.
- ◆ Establish and continually review financial policies and practices within the Regional Corporation, including Durham Regional Police Service and Durham Region Transit, to ensure financial integrity and adherence to generally accepted accounting standards.
- ◆ Provide administrative support to the general operations and special activities of the Finance Department.
- ◆ Ensure adequate, accountable and transparent reporting of Budgets, Property Tax Impacts and annual year-end financial results.
- ◆ Participate in corporate-wide initiatives to enhance and modernize policies and practices to find efficiencies and promote innovation.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 4
2019 Full Time Staff = 4

**PROGRAM 4
ADMINISTRATION**



2020 Program Detail

Finance

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	579	619	599	-	599
Personnel Related	205	189	191	-	191
Communications	159	126	278	-	278
Supplies	170	147	147	-	147
Materials & Services	14	48	25	-	25
Equipment Maintenance & Repairs	26	8	27	-	27
Professional Services	133	201	343	-	343
Operating Expenses Subtotal	1,286	1,338	1,610	-	1,610
Inter-Departmental Transfers & Inter-Departmental Transfers	(360)	(360)	(360)	-	(360)
Inter-Departmental Transfers & Recoveries Subtotal	(360)	(360)	(360)	-	(360)
Gross Operating Expenses	926	978	1,250	-	1,250
Tangible Capital Assets					
New	50	50	-	14	14
Capital Fund Contribution	(50)	(50)	-	-	-
Total Tangible Capital Assets	-	-	-	14	14
Total Expenses	926	978	1,250	14	1,264
Revenues					
Sundry Revenue	(20)	(20)	(20)	-	(20)
Investment & Interest Income	(500)	(483)	(483)	(159)	(642)
Revenue from Related Entities	(20)	(20)	-	-	-
Total Revenues	(540)	(523)	(503)	(159)	(662)
Net Program Expenses	386	455	747	(145)	602

PROGRAM 5 INTERNAL AUDIT, COMPLIANCE AND CONTROLS



2020 Program Detail

Finance

Purpose:

- ◆ Support Treasurer in carrying out legislated duties and responsibilities, promote accountability of the Regional Corporation for quality and value of stewardship over public funds, and support best practices in the Corporation and its operations.

Description of Program Activities:

- ◆ Internal Audit provides risk and business consulting services, and independent and objective assurance services.
- ◆ It adds value by helping the organization achieve its objectives through effective corporate risk management and a reasonable level of controls.
- ◆ Complete business process reviews and recommend changes to strengthen internal controls, streamline processes and continuously improve financial activities and manage business risks.
- ◆ Provide support to external audits conducted by external auditor for a multitude of programs requiring special audits.
- ◆ Accountability of Regional funds by external agencies, as requested.
- ◆ Coordinate third party audit reports for specified procedures, as applicable.
- ◆ Continue to evolve division to enhance internal audit services provided.

Description of Program Resources

- ◆ 2020 Full Time Staff = 4
2019 Full Time Staff = 4

PROGRAM 5
INTERNAL AUDIT, COMPLIANCE AND CONTROLS



2020 Program Detail

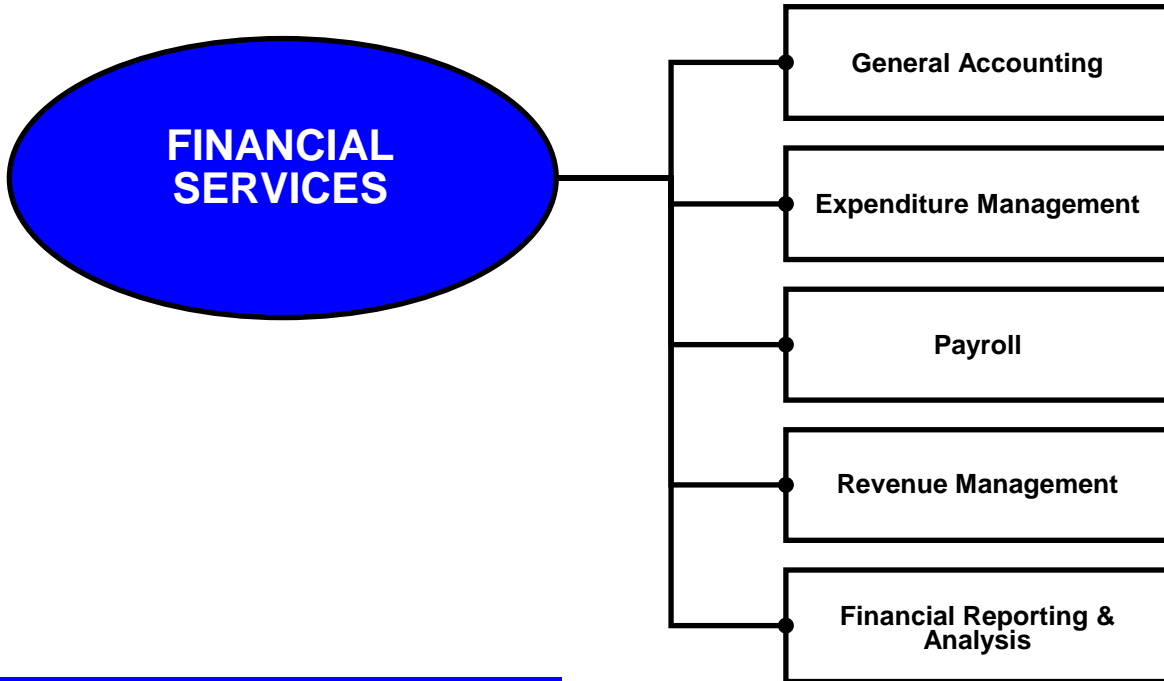
Finance

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	606	630	690	15	705
Personnel Related	-	-	-	2	2
Minor Assets & Equipment	-	-	-	1	1
Operating Expenses Subtotal	606	630	690	18	708
Inter-Departmental Transfers & Inter-Departmental Transfers	(472)	(472)	(460)	-	(460)
Inter-Departmental Transfers & Recoveries Subtotal	(472)	(472)	(460)	-	(460)
Net Program Expenses	134	158	230	18	248



2020 Program Detail

Finance



Purpose:

- ◆ To provide innovative and effective financial management, reporting and accounting services to the Regional Corporation, including the operations of Durham Region Transit and Durham Regional Police Services.

Description of Program Activities:

- ◆ Receive and safely keep all monies of the corporation, to keep all books of account and prepare the annual consolidated financial statements, along with program reporting for subsidized operating and capital programs.
- ◆ Receive and process vendor invoices for payment by validating and matching purchasing contract details to receiving and invoice information and issue payment in accordance with payment terms.
- ◆ Ensure payments authorized by departments match terms and conditions of purchase orders, leases, legal agreements and are in accordance with Council authorizations and Regional policies.
- ◆ Respond to internal and external inquiries or disputes, policies regarding payment, tax issues, and assist departments in resolving vendor issues.
- ◆ Process and analyze information from accounting systems into a consolidated format for the preparation of monthly financial reports for all Regional departments, the Durham Regional Police Service and Durham Region Transit.
- ◆ Prepare regular reports to Committee and Council on the status of spending against the budgets and provide forecasts for the year. Report on Development Charges, Investments and Councillor's Remuneration and Expenses.
- ◆ Reconcile Regional tax rates as applied to Current Value Assessment by local municipalities with the remittance of taxes collected at the local level.
- ◆ Administer the Council approved Budget Management Policy.



2020 Program Detail

Finance

Description of Program Activities (Continued):

- ◆ Administer the Council approved vehicle reimbursement policy.
- ◆ Administer payroll activities for the Region, Durham Region Transit and the Durham Regional Police Service in accordance with collective agreements, Council policies and relevant legislation.
- ◆ Assist departments in analyzing, monitoring and forecasting revenues, subsidies and expenditures. Provide advice on financial impacts of new or changes to programs and trends identified.
- ◆ Provide financial data, analysis, and interpretations as part of municipal benchmarking studies, including involvement in implementation of findings/business improvements resulting from benchmarking exercises.
- ◆ Identify and develop reporting formats to improve analysis of business operations and capital programs.
- ◆ Prepare, analyze and submit financial reports on subsidized programs and capital grants to third party funders.
- ◆ Prepare the consolidated financial statements, along with comprehensive working papers, for the Regional Corporation and co-ordinate the audit of financial statements.
- ◆ Analyze changes in accounting and disclosure requirements of the Public Sector Accounting Board and the Province and implement processes, financial analysis and disclosures to maintain compliance and accountability.
- ◆ Prepare the financial statements and coordinate the audits for the Durham Municipal Insurance Pool and ancillary programs for which funders or third parties require audits.
- ◆ Issue invoices for services provided by the Region (long-term care, childcare, miscellaneous Works Department services) and collect amounts outstanding. Negotiate payment arrangements when required.
- ◆ Assess and deploy innovative cash management tools and customer service initiatives.
- ◆ Continue to modernize program services with greater use of technology.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 43.5 New: 1 Senior Accounting Clerk
2019 Full Time Staff = 42.5

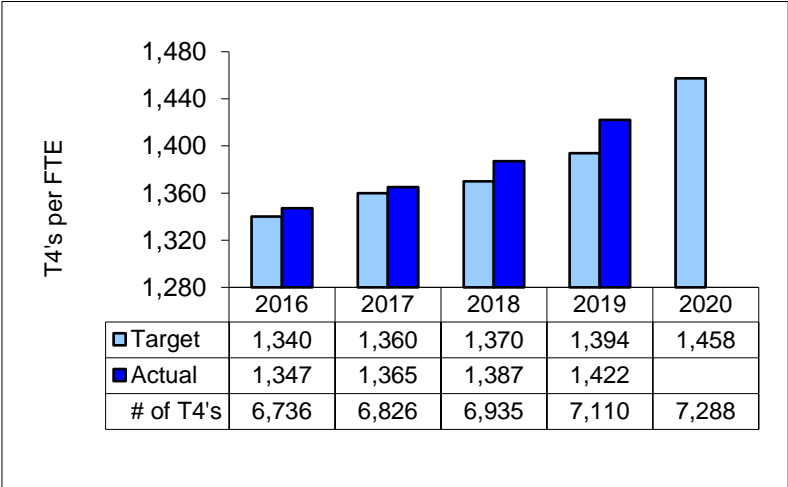


2020 Program Detail

Finance

Performance Measurements:

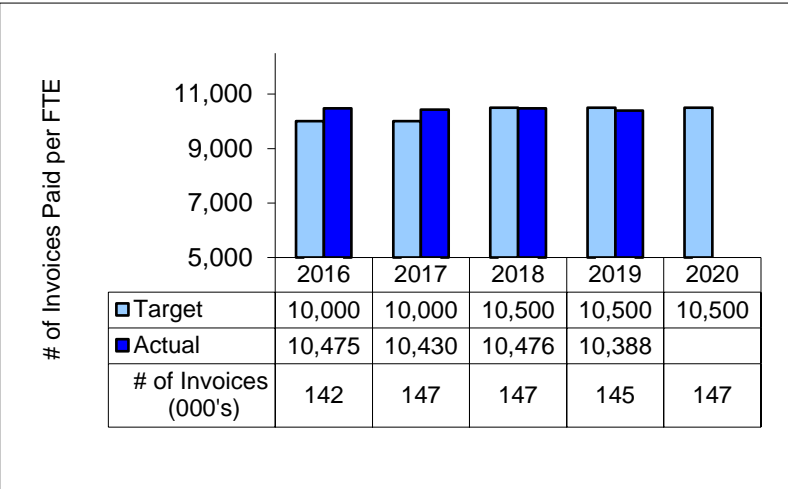
EFFECTIVENESS



T4's Issued per FTE
(Region, Police & Transit)

This measure reflects the average number of employees, including students and temporary staff, for whom all payroll processing activities are handled per Payroll FTE.

EFFECTIVENESS



Invoices Paid per FTE
(Region, Police & Transit)

The number of invoices paid per FTE represents the average number of transactions processed by an Expenditure Management staff member, and includes all processing activities associated with the validation of the expenditure.

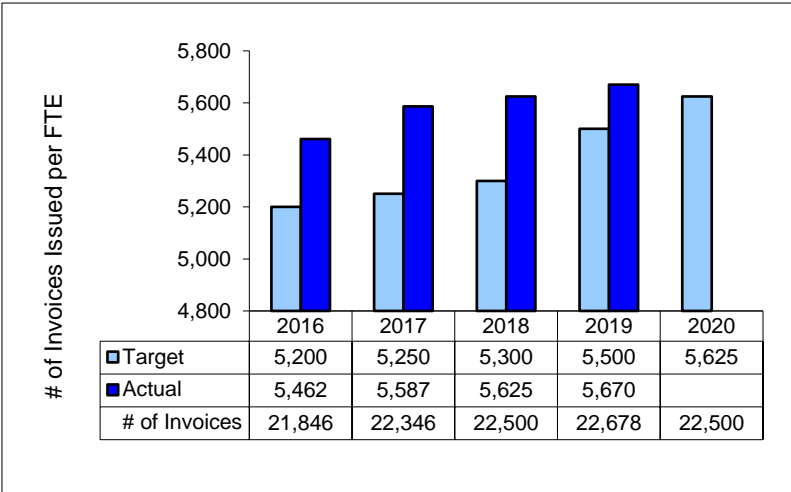


2020 Program Detail

Finance

Performance Measurements (Continued):

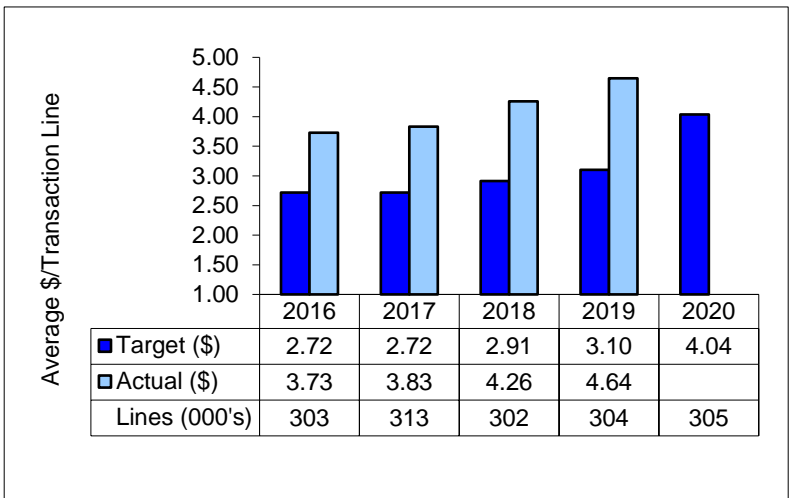
EFFECTIVENESS



Invoices Issued per FTE
(Region & Transit)

The number of invoices issued per FTE represents the volume of work handled by Accounts Receivable staff in both the issuance of invoices and the collection of funds owed to the Region. The volume of billed revenues is expected to remain fairly consistent.

EFFICIENCY



Average Cost per Accounts Payable Transaction Line

The A/P Cost per Transaction Line represents the gross operating cost of the Expenditure Management section divided by the number of transaction lines processed and is indicative of the effort required to charge expenditures to the appropriate program.

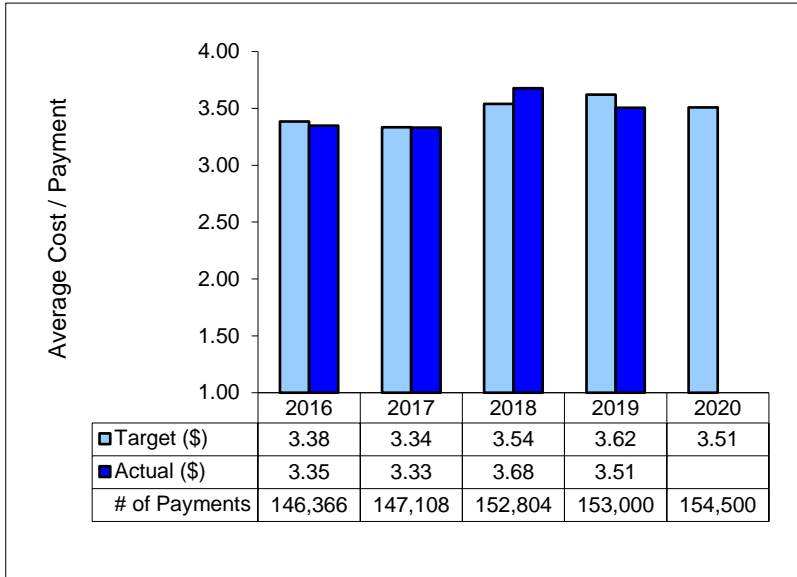


2020 Program Detail

Finance

Performance Measurements (Continued):

EFFICIENCY



**Average Cost per Payroll
Payment**

The cost per payroll payment represents the gross operating cost of the Payroll section divided by the number of direct deposits / cheques for the year.

**PROGRAM 6
FINANCIAL SERVICES**



2020 Program Detail

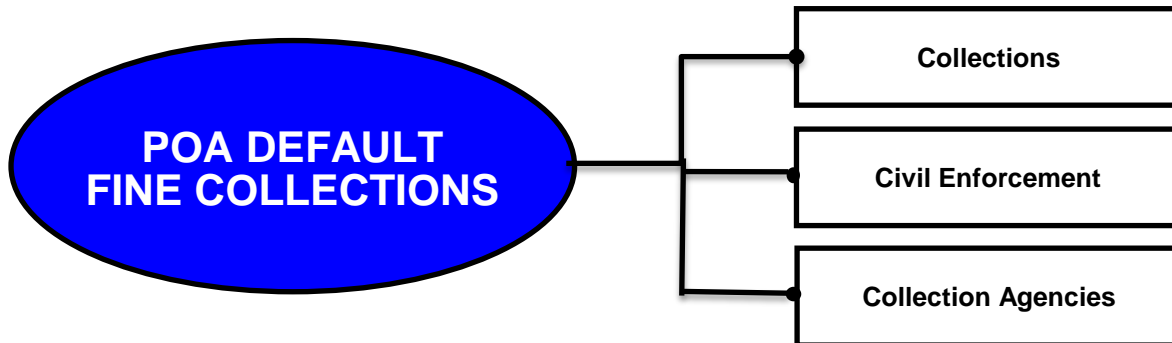
Finance

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	5,067	4,993	5,066	44	5,110
Personnel Related	-	-	-	-	-
Communications	13	-	13	-	13
Supplies	1	-	-	-	-
Materials & Services	5	8	7	60	67
Equipment Maintenance & Repairs	2	5	5	-	5
Professional Services	108	18	1	-	1
Operating Expenses Subtotal	5,196	5,024	5,092	104	5,196
Inter-Departmental Transfers & Inter-Departmental Transfers	(393)	(393)	(398)	-	(398)
Inter-Departmental Transfers & Recoveries Subtotal	(393)	(393)	(398)	-	(398)
Total Expenses	4,803	4,631	4,694	104	4,798
Revenues					
Sundry Revenue	(2)	(6)	(6)	-	(6)
Revenue from Related Entities	(575)	(575)	(584)	-	(584)
Total Revenues	(577)	(581)	(590)	-	(590)
Net Program Expenses	4,226	4,050	4,104	104	4,208



2020 Program Detail

Finance



Purpose:

- ◆ To collect outstanding Provincial Offences fines in default.
- ◆ Collection activities are undertaken on fines in a default status (over 90 days old).
- ◆ Collection activity costs are more than recovered by default fine revenue collected.
- ◆ Maintain collection tools, resources and processes.
- ◆ Provide collection services to another court jurisdiction and assist with collections for other Regional program areas.

Description of Program Activities:

- ◆ Locate default fine offenders through various skip tracing techniques.
- ◆ Issue collection letters, place and answer phone calls with debtors and negotiate payment arrangements. Up to two notices are issued on every default fine.
- ◆ Assign cases to a number of collection agencies to assist in collection efforts. Monitor collection agency performance and periodically recycle fines between agencies.
- ◆ Work in conjunction with POA Court Administration, Prosecution and Legal Services in civil enforcement activities (certificates of default, garnishments, writs of seizure and sale, etc.).
- ◆ In conjunction with Legal Services obtain judgment against debtors and collect overdue amounts via garnishments and seizure and sale of assets.
- ◆ Work closely with the POA Court Administration in exchanging information relating to fines in default, debtors and payment arrangements.
- ◆ Share information concerning collection activities, tools and resources with other court jurisdiction collection divisions to enhance collection services. Participate in Ontario Municipal Tax and Revenue Association (OMTRA) and the Municipal Court Manager's Association.
- ◆ Provide collection services on a cost recovery basis to another court jurisdiction and other Regional program areas.
- ◆ Update collection and provincial fine systems for collection activities.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 7
- 2019 Full Time Staff = 7

PROGRAM 7 POA DEFAULT FINE COLLECTIONS

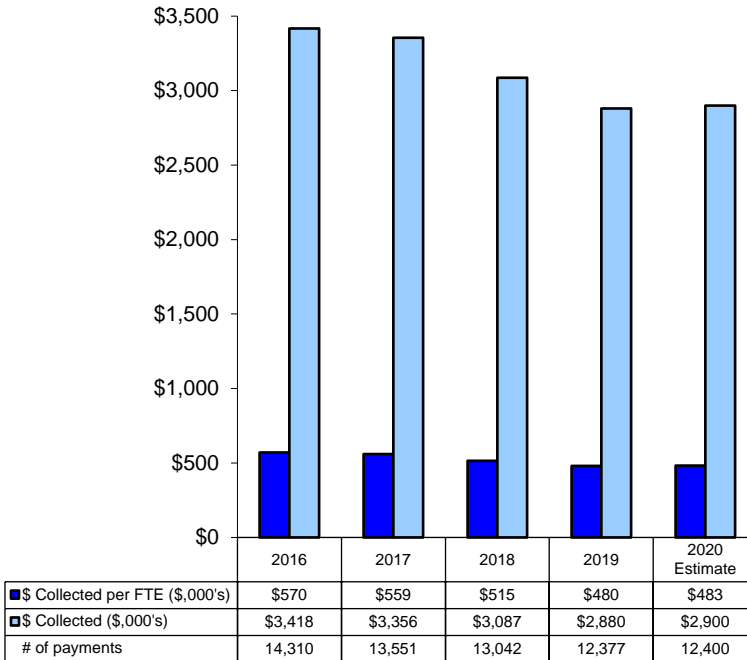


2020 Program Detail

Finance

Performance Measurements:

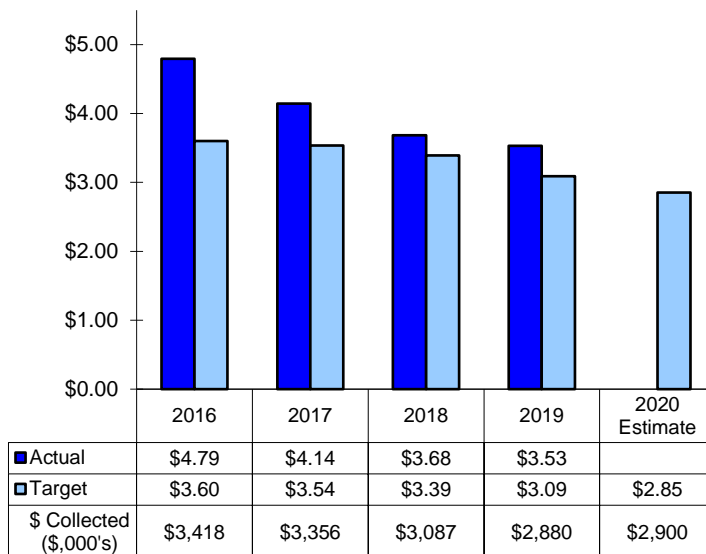
EFFECTIVENESS



\$ Collected per FTE

Collection processes include automated issuance of collection notices, skip tracing, negotiating payment arrangements and proceeding with civil enforcement where necessary.

EFFICIENCY



Payback Ratio

Every dollar spent in the collection of POA Defaulted Fines is expected to result in \$2.85 recovered in 2020.

**PROGRAM 7
POA DEFAULT FINE COLLECTIONS**



2020 Program Detail

Finance

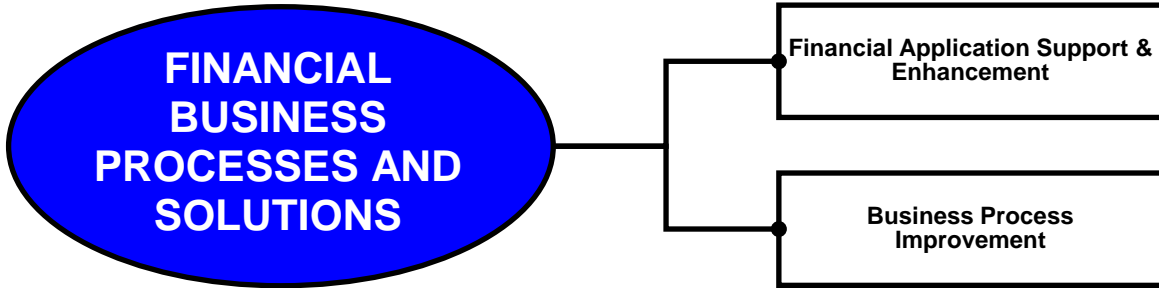
Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	769	783	793	-	793
Personnel Related	5	5	5	-	5
Communications	22	21	21	-	21
Supplies	1	6	6	-	6
Computer Maintenance & Operations	125	135	135	-	135
Materials & Services	5	8	8	-	8
Equipment Maintenance & Repairs	1	2	2	-	2
Professional Services	174	301	301	-	301
Financial Expenses	21	20	20	-	20
Operating Expenses Subtotal	1,123	1,281	1,291	-	1,291
Inter-Departmental Transfers & Inter-Departmental Transfers	(887)	(1,034)	(1,046)	-	(1,046)
Inter-Departmental Transfers & Recoveries Subtotal	(887)	(1,034)	(1,046)	-	(1,046)
Gross Operating Expenses	236	247	245	-	245
Tangible Capital Assets					
Replacement	3	3	6	-	6
Total Tangible Capital Assets	3	3	6	-	6
Total Expenses	239	250	251	-	251
Revenues					
Fees & Service Charges	(34)	(55)	(55)	-	(55)
Revenue from Municipalities	(150)	(150)	(150)	-	(150)
Investment & Interest Income	(79)	(75)	(75)	-	(75)
Total Revenues	(263)	(280)	(280)	-	(280)
Net Program Expenses	(24)	(30)	(29)	-	(29)

PROGRAM 8 FINANCIAL BUSINESS PROCESSES AND SOLUTIONS



2020 Program Detail

Finance



Purpose:

- ◆ To provide the Finance Department and Regional Departments with fully supported and secure Financial Applications.
- ◆ Ensure the long-term business processes plan for the Finance Department remains current.
- ◆ Investigate and implement further financial applications and solutions.
- ◆ Review business processes and introduce efficiencies through enhancement of processes and financial systems.

Description of Program Activities:

- ◆ Improve the provision of management information to obtain higher levels of timeliness, efficiency and effectiveness.
- ◆ Update the long-term business process plan for the Finance Department.
- ◆ Enhance and support the PeopleSoft Financials, HR/Payroll (HCM) and Learning Management to provide more flexibility as well as to ensure that government compliance of legislated changes are securely and accurately implemented.
- ◆ Upgrade activities to maintain the PeopleSoft Applications including the modules of:
 - ◆ General Ledger/ Reporting
 - ◆ Purchasing
 - ◆ Accounts Payable
 - ◆ Billing and Receivables
 - ◆ Inventory
 - ◆ Budgeting
 - ◆ Project Costing
 - ◆ Asset Management
 - ◆ Project Management
 - ◆ Payroll
 - ◆ Human Resources
 - ◆ Base Benefits
 - ◆ Time and Labour
 - ◆ Position Management
 - ◆ Employee Portal
 - ◆ Recruiting Management
 - ◆ Resume/Candidate Gateway

PROGRAM 8 FINANCIAL BUSINESS PROCESSES AND SOLUTIONS



2020 Program Detail

Finance

Description of Program Activities (Continued):

- ◆ Investigate and implement innovative financial solutions to streamline business processes.
- ◆ Plan, develop and implement financial data management and disclosure, within corporate policies for active dissemination/routine disclosure of data, and for data privacy and security.
- ◆ Support and maintain critical business applications, such as PeopleSoft Financials, PeopleSoft HCM, PeopleSoft ELM, PeopleSoft Employee Portal, and RiskMaster.
- ◆ Continue to work with Corporate Departments as well as Durham Region Police Service and Durham Region Transit Commission on the implementation of Enterprise Maintenance Management, Water Billing, and Enterprise Workforce Scheduling systems.
- ◆ Implement business processes enhancements based on the long-term plan for the Finance Department.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 16 Transfers: 1 Database Administrator to CS-IT, 1 Field Investigator from Utility Finance
- 2019 Full Time Staff = 16

**PROGRAM 8
FINANCIAL BUSINESS PROCESSES AND SOLUTIONS**

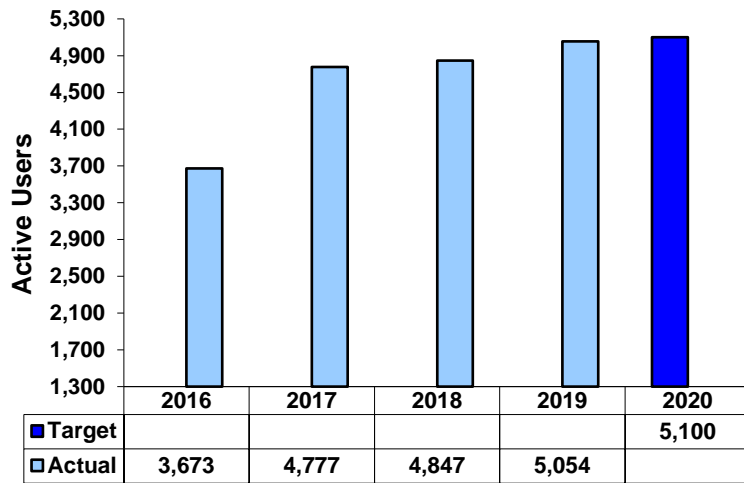


2020 Program Detail

Finance

Performance Measurements:

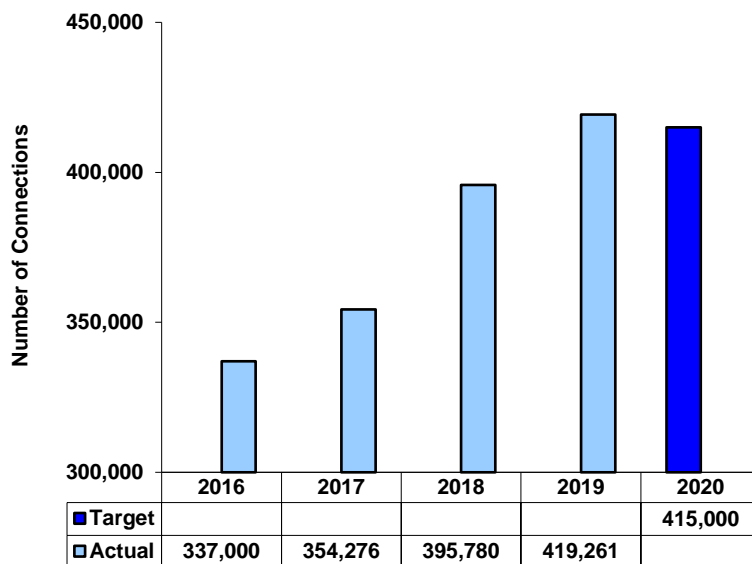
EFFECTIVENESS



**Active PeopleSoft Users
Region, Police, Transit**

The number of individuals who from a day to day job perspective, and employee self service are active, registered users of the PeopleSoft Financials, Human Capital Management, and Learning Management Application

EFFECTIVENESS



**Number of Connections to
Regional Financial Employee
Portal**

The number of unique connections to the Regional Financial Employee Portal to perform work related functions, process information through Employee Self Service, or to utilize the Inquiry functions within the PeopleSoft applications

PROGRAM 8
FINANCIAL BUSINESS PROCESSES AND SOLUTIONS



2020 Program Detail

Finance

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	2,903	2,328	2,357	(17)	2,340
Personnel Related	2	8	8	-	8
Communications	1	1	1	-	1
Supplies	-	3	3	-	3
Computer Maintenance & Operations	900	1,078	1,078	-	1,078
Materials & Services	3	-	-	-	-
Equipment Maintenance & Repairs	2	9	9	-	9
Professional Services	100	114	-	-	-
Operating Expenses Subtotal	3,911	3,541	3,456	(17)	3,439
Inter-Departmental Transfers & Inter-Departmental Transfers	(574)	(574)	(578)	-	(578)
Inter-Departmental Transfers & Recoveries Subtotal	(574)	(574)	(578)	-	(578)
Gross Operating Expenses	3,337	2,967	2,878	(17)	2,861
Tangible Capital Assets					
New	-	-	-	36	36
Replacement	80	80	114	125	239
Total Tangible Capital Assets	80	80	114	161	275
Total Expenses	3,417	3,047	2,992	144	3,136
Revenues					
Revenue from Related Entities	(840)	(840)	(841)	-	(841)
Total Revenues	(840)	(840)	(841)	-	(841)
Net Program Expenses	2,577	2,207	2,151	144	2,295



2020 Program Detail

Finance

Purpose:

- ◆ Funding of the COMRA Marine Rescue Association ("COMRA") and the Pickering Auxiliary Rescue Association ("PARA")

Description of Program Activities:

- ◆ COMRA/PARA are charitable organizations that provide a marine search and rescue capability in Canadian waters of Lake Ontario adjacent to the Region of Durham. Related activities include the following:
 - ◆ Operate and maintain rescue vessels
 - ◆ Provide training to develop and maintain volunteer competency and vessel operational safety
 - ◆ Educate the public in support of the Search and Rescue Prevention objectives of the Canadian Coast Guard Auxiliary
 - ◆ Assist in humanitarian and civil incidents within provincial, regional, or municipal areas of responsibility as directed
- ◆ Working cooperatively with the Canadian Coast Guard Auxiliary and the Durham Regional Police Service, both organizations are comprised of volunteer members providing many hours of service annually. Volunteers undertake administrative aspects as well as participating in scheduled boat crews/vessel patrol days. There are also emergency call-up lists for activation at any time of the day or night.
- ◆ The Region's funding excludes such items as purchase of vessels and uniforms.

Performance Measurement/Data:

- ◆ Search and rescue incidents were reported at:

	2018	2019
COMRA	11	Data unavailable at time of printing
PARA	27	15

These missions involve water crafts experiencing mechanical breakdowns, being disabled, adrift, and also there have been incidents involving persons going overboard.

- ◆ Number of volunteers: COMRA 28; PARA 50
- ◆ Target vessel availability: 95 per cent for call-up during the boating season



2020 Program Detail

Finance

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Outside Agency Expenses	100	100	114	-	114
Net Program Expenses	100	100	114	-	114

**PROGRAM 10
HEADQUARTERS SHARED COST**



2020 Program Detail

Finance

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 10
HEADQUARTERS SHARED COST**



2020 Program Detail

Finance

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	559	559	491	82	573

**PROGRAM 11
TANGIBLE CAPITAL ASSETS - NEW**



2020 Program Detail

Finance

Description	Qty	Unit Cost	Total
		\$	\$
<u>Administration - Program 4</u>			
1 Microsoft Surface Hub	1	14,000	14,000
			<u>14,000</u>
<u>Financial Business Processes and Solutions - Program 8</u>			
2 Computer Hardware and Workstations for new staff			35,600
			<u>35,600</u>
			<u><u>49,600</u></u>

**PROGRAM 12
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

Finance

Description	Qty	Unit Cost	Total
		\$	\$
<u>Business Planning, Budgets and Risk Management - Program 1</u>			
1 Claims Management System	1	140,000	140,000
			<u>140,000</u>
<u>Financial Planning and Purchasing and Supply and Services - Program 2</u>			
2 Postage/Mail Machine	1	60,000	60,000
3 Courier Van (Financed by Courier Van Replacement Reserve)	1	40,000	40,000
			<u>100,000</u>
<u>Financial Housing Services - Program 3 (Included on Program Detail Page)</u>			
4 Laptops	1	1,700	1,700
			<u>1,700</u>
<u>POA - Default Fine Collections - Program 7 (Included on Program Detail Page)</u>			
5 Desktops	8	800	6,400
			<u>6,400</u>
<u>Financial Business Processes and Solutions - Program 8</u>			
6 Desktops	37	800	29,600
7 Laptops	31	1,700	52,700
8 Desktop - Multi- tasking and Large Data Applications	1	3,700	3,700
9 Monitors	10	250	2,500
10 Servers		15,000	15,000
11 New Enclosure & Blades		125,000	125,000
12 Data Center Infrastructure Upgrades		10,000	10,000
			<u>238,500</u>
			<u><u>486,600</u></u>

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PROGRAM SUMMARY



2020 Business Plan

Headquarters Facility Shared Cost

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Public Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243

PROGRAM SUMMARY



2020 Business Plan

Headquarters Facility Shared Cost

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution from Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
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	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Summary of Increase (Decrease)			(1,558)	-12.11%	320 2.50%

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

PROGRAM SUMMARY



2020 Business Plan

Headquarters Facility Shared Cost

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	32	Economic increases
Salaries & Benefits	19	Job reclassifications
Salaries & Benefits	(40)	Remove one-time items
Operating Expenses	18	Inflationary adjustments
Operating Expenses	(45)	Line-by-Line Review savings
Operating Expenses	51	Utility increases
Operating Expenses	(797)	Remove one-time items - Reserve Contribution, Professional Services and Building Operations
Major Repairs & Renovations	(209)	Remove one-time items
Tangible Capital Assets - New	(60)	Remove one-time items
Tangible Capital Assets - Replacement	(640)	Remove one-time items
Tangible Capital Assets - Contribution from Reserve	113	Remove one-time items
	(1,558)	
	(1,558)	



2020 Business Plan

Headquarters Facility Shared Cost

Detailed Cost of Program: (\$,000's)	2019	2020		
	Approved Budget \$	Base Budget \$	Program Change \$	Proposed Budget \$
<u>Department Allocation</u>				
Chief Administrative Officer	95	84	14	98
Corporate Services:				
Human Resources	217	191	32	223
Information Technology	353	310	51	361
Legal Services	106	93	15	108
Legal Services - Provincial Offences Act (POA)	963	847	140	987
Legislative Services	112	99	16	115
Durham Emergency Management Office (DEMO)	54	47	8	55
Durham Regional Local Housing Corporation (DRLHC) - Property Management	118	104	17	121
Durham Regional Police Service	1,664	1,462	243	1,705
Durham Region Transit	71	62	11	73
Economic Development & Tourism	113	100	16	116
Finance	559	491	82	573
Financial Housing Services	90	79	13	92
Public Health	2,040	1,793	298	2,091
Planning	430	378	63	441
Regional Chair	68	60	10	70
Regional Council	197	173	29	202
Social Services:				
Children's Services	587	516	85	601
Family Services	342	301	50	351
Housing Services	126	111	18	129
Social Assistance	1,272	1,118	185	1,303
Utility Finance	322	282	48	330
Works:				
General Tax	619	544	90	634
Sanitary Sewerage System	1,073	943	157	1,100
Solid Waste Management	206	181	30	211
Water Supply System	1,073	943	157	1,100
Total Allocated	12,870	11,312	1,878	13,190

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Headquarters Facility - Shared Cost

\$ 000's

Regional Headquarters

<ul style="list-style-type: none"> ◆ Increase in Part Time Salaries and Benefits (\$57k) and Overtime (\$3k) to address temporary workload pressures. ◆ Increase in Materials and Services for additional waste bins (\$20k) and Pest Control Services for regular geese and seagull management services (\$14k), partially offset by a decrease in signage (-\$2k). ◆ One time increase in elevator maintenance for full load (Category 5) testing required every 5 years in accordance with TSSA requirements. ◆ One time increase for life safety system maintenance and repairs related to inspections of suppression systems and gauges required every 5 years. ◆ Increased cost for contracted security services based on historical actual costs and security requirements ◆ Major Repairs and Renovations including replacement of exterior swing doors and frames at the loading dock (\$25k) and for the overhaul and inspection of Chiller #1 (\$70k). ◆ Increases and decreases in actual costs and forecasted requirements in various accounts. 	<p>60</p> <p>32</p> <p>10</p> <p>10</p> <p>50</p> <p>95</p> <p>10</p> <hr style="border: 0.5px solid black;"/> <p>267</p>
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Call Centre Operations

<ul style="list-style-type: none"> ◆ Ongoing increase in education and training account to support the requirement for customer service training of new staff and re-training of existing staff. ◆ Professional Services required for the implementation of the Corporate Customer Service Strategy and Corporate Contact Centre Transformation initiative as set out in the recommendations provided by PricewaterhouseCoopers. 	<p>5</p> <p>250</p> <hr style="border: 0.5px solid black;"/> <p>255</p>
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Public Counter

<ul style="list-style-type: none"> ◆ Ongoing increase in education and training account to support the requirement for customer service training of new staff and re-training of existing staff. ◆ Adjustments to reflect actual costs and forecasted requirements in various accounts. 	<p>5</p> <p>5</p> <hr style="border: 0.5px solid black;"/> <p>10</p>
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EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Headquarters Facility - Shared Cost

\$ 000's

Tangible Capital Assets

New

♦ Renovations to implement the Corporate Customer Service Strategy and Corporate Contact Centre Transformation	200
♦ Snow Chute for Parking Garage	115
♦ Electric Vehicle Charging Stations	
Installation of four additional level 2 vehicle charging stations	30
Federal Grant Financing for vehicle charging stations	(20)
	325

Additional Requirements:

Replacement

♦ RHQ Space Optimization Project	7,004
♦ Replacement of Customer Relationship Management Application software	400
♦ South Accessible Parking Lot Asphalt Replacement	295
♦ Design work for Concrete Replacement by North Entrance and North West Courtyard	60
♦ Sidewalk Re-design at North East Parking Garage Entrance	9
♦ Main Entrance Revolving Door System design	50
♦ Light Bollard Replacement	51
♦ Uninterruptible Power Supply LCD Screen Replacement	8
♦ Cooling Tower Repairs	76
♦ Capacitor Bank Replacement	86
♦ Freight Elevator Controls and Mechanical Modernization	100
♦ Upgrade/Implement Core PSTN Infrastructure	180
♦ VoIP Suite of Applications	120
	8,439
♦ Contribution from Reserves/Reserve Funds	(7,418)
	1,021
	1,346

Total Program Changes **1,878**

TANGIBLE CAPITAL ASSETS - NEW



2020 Program Detail

Headquarters Facility Shared Cost

Description		Qty	Unit Cost	Total
1	Snow Chute for Parking Garage	1	\$ 115,000	\$ 115,000
2	Electric Vehicle Charging Stations	4	7,500	30,000
3	Renovations to implement Corporate Customer Service Strategy and Corporate Contact Centre Transformation	1	200,000	200,000
				<u><u>345,000</u></u>

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

Headquarters Facility Shared Cost

Description	Qty	Unit Cost	Total
		\$	\$
BUILDING			
1			7,003,621
2			295,000
3			60,000
4			50,000
5			51,000
6			9,000
			7,468,621
MACHINERY & EQUIPMENT			
7	1	8,000	8,000
8	1	76,000	76,000
9	1	86,200	86,200
10	1	100,000	100,000
			270,200
INFORMATION TECHNOLOGY			
11	1	120,000	120,000
12	1	180,000	180,000
13	1	400,000	400,000
14	6	800	4,800
15	12	250	3,000
16	3	800	2,400
17	3	250	750
			710,950
FURNITURE & FIXTURES			
18	1	25,000	25,000
			8,474,771

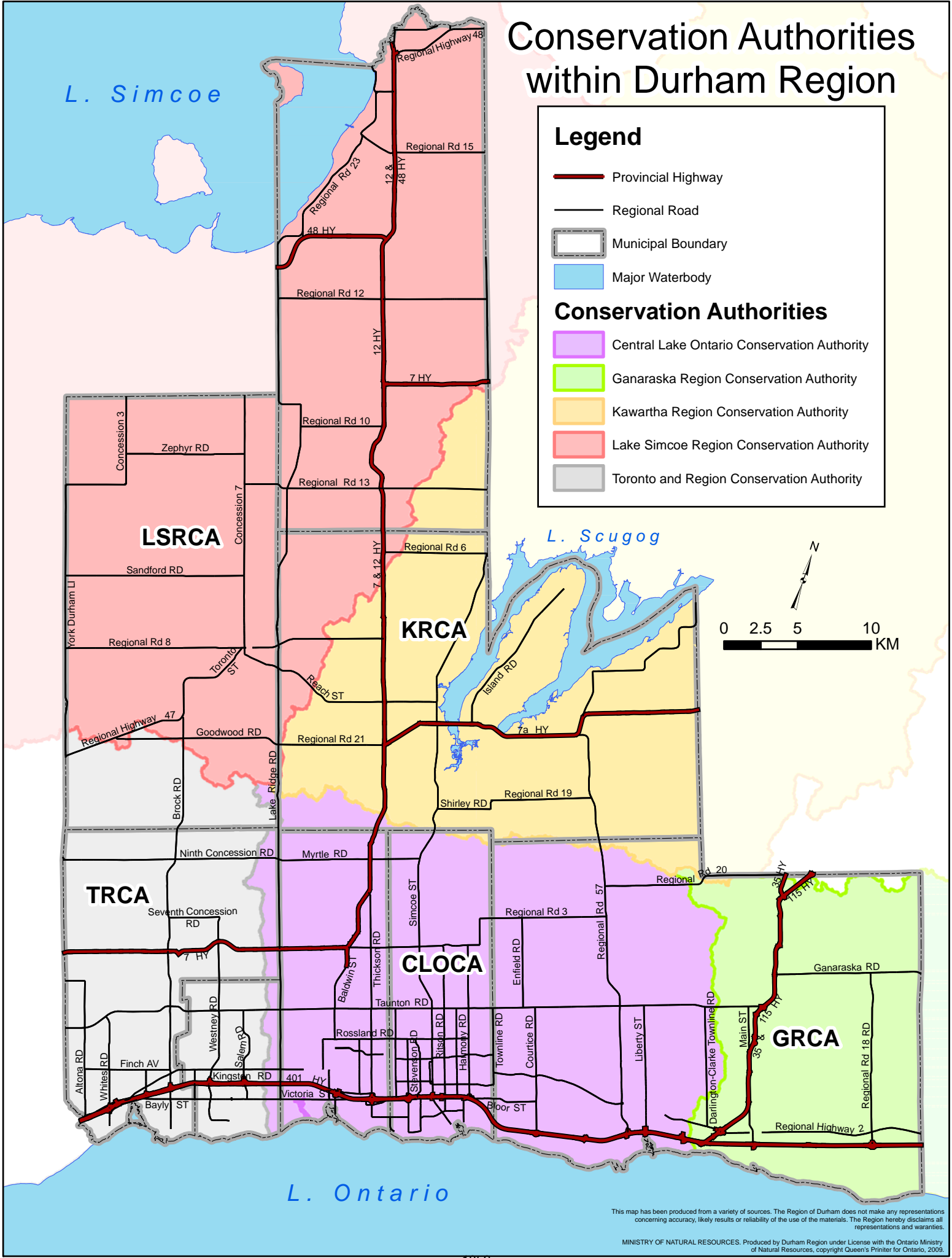
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2020 BUSINESS PLANS & BUDGETS

CONSERVATION AUTHORITIES

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Toronto & Region	1104
Lake Simcoe Region	1111

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



2020 Business Plan

Conservation Authorities

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
1 Operating Programs					
Central Lake Ontario	3,969	3,969	4,068	-	4,068
Kawartha	622	622	638	4	642
Ganaraska Region	469	469	481	13	494
Toronto and Region	642	642	657	-	657
Lake Simcoe Region	257	257	263	(8)	255
Operating Programs Subtotal	5,959	5,959	6,107	9	6,116
2 Special Benefiting Programs					
Kawartha	143	143	145	-	145
Ganaraska Region	232	232	235	-	235
Toronto and Region	825	825	838	-	838
Lake Simcoe Region	474	474	482	(7)	475
Special Benefiting Programs Subtotal	1,674	1,674	1,700	(7)	1,693

PROGRAM SUMMARY



2020 Business Plan

Conservation Authorities

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
3 Special One-Time Funding					
Central Lake Ontario - Watershed Plan Update	100	100	-	-	-
Central Lake Ontario - Restoration Program	150	150	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	30	-	30
Kawartha - Website Design and Implementation	9	9	7	-	7
Kawartha - Digitization of Corporate Records	10	10	5	-	5
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)	-	-	-
Special One-Time Funding Subtotal	194	194	192	-	192

* 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



2020 Business Plan

Conservation Authorities

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed 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	8,202	8,202	8,374	2	8,376



2020 Business Plan

Central Lake Ontario Conservation Authority

By Program (\$,000's)	2019		2020		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Proposed Budget \$
1 Operating Programs	3,969	3,969	4,068	-	4,068
3 Special One-Time Funding					
Central Lake Ontario - Watershed Plan Update	100	100	-	-	-
Central Lake Ontario - Restoration Program 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	150	-	150
4 Land Management Funding	85	85	85	-	85
Net Program Expenses	4,154	4,154	4,303	-	4,303

* 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.



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

January 23, 2020

CLOCA IMS: AFNB47

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: 2020 CLOCA Levy Submission

CLOCA is pleased to submit its 2020 Levy Submission. CLOCA Board Members, at a meeting on November 19, 2019, considered the attached Staff Report #5670-19 and adopted the following resolution:

Auth. Res. #105/19, of November 19, 2019

*“THAT Staff Report #5670-19 be received;
 THAT the 2020 Preliminary Operating Levy Submission and Special Municipal Land Management Levy Submission totalling \$4,153,185, and the Special Capital Requests for the CLOCA Environmental Restoration Project totalling \$150,000 be approved for circulation to the Region of Durham:
 THAT the Region of Durham be requested to provide supplemental 2020 funding to Central Lake Ontario conservation Authority in the amount of \$60,388.47 to cover the reduction in funding from the Province for Natural Hazard Management Programming.
 CARRIED*

In summary, CLOCA’s General Operating and Special Levy Submissions consist of the following:

General Operating Levy	\$4,015,655
General Operating Levy – Children’s Watershed Festival	\$52,530
Special Municipal Levy – CA Land Management	\$85,000
Environmental Restoration	\$150,000
TOTAL	\$4,303,185

Cont’d.....2

What we do on the land is mirrored in the water



Mrs. Nancy Taylor, Commissioner of Finance and Treasurer
The Regional Municipality of Durham

January 23, 2020
Page 2

Special Capital Levy Requests

One Special Capital Request is included in the 2020 budget submission. The one capital project is specifically identified in CLOCA's Strategic Plan and is as follows:

1. Environmental Restoration Project

See attachments for details on 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/lv

Attach:

1. Staff Report and details on Special Capital Levy Request
2. Five Year Operating and Capital Forecasts

cc: Nicole Pincombe, Region of Durham
Bob Chapman, Chair, Central Lake Ontario Conservation Authority

S:\Budget\Budget 2020\2020 Levy Submission Jan 23 2020.docx



REPORT

CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY

DATE: November 12, 2019

FILE: AFNB47

S.R.: 5670-19

MEMO TO: Chair and Members, CLOCA Board of Directors

FROM: Rose Catulli, Director of Corporate Services

SUBJECT: **2020 Preliminary Budget and Levy Submission**

APPROVED BY C.A.O. 

The formulation of the 2020 preliminary budget involved the consideration of the current budget, programming requirements, alignment with CLOCA's Strategic Plan and the budget direction guidelines from the Region of Durham. The Region of Durham's approved guideline for CLOCA's 2020 Operating Budget is a maximum increase of 2.5%.

The recommended 2020 Preliminary Budget and Levy Submission meets the Region's Guideline and is summarized as follows:

	2020	2019
General Levy	\$4,015,655	\$3,917,710
General Levy - Children's Watershed Festival	\$52,530	\$51,250
Special Municipal Levy - CA Land Management	\$85,000	\$85,000
Special Municipal Levy - Watershed Plan Update	\$0	\$102,500
Special Municipal Levy - Environmental Restoration	\$150,000	\$102,500
	<u>\$4,303,185</u>	<u>\$4,258,960</u>

CLOCA's 2020 preliminary operating budget is similar to the approved 2019 budget. Variations from the 2019 budget include the following:

Revenue (Attachment 1):

The 2020 Federal Grant funding is budgeted lower this year due primarily to the funds received in 2019 for multiple National Disaster Mitigation Projects and the \$50,000 accessibility grant received from Employment & Social Development Canada for the Lynde Shores main entrance redevelopment.

The 2020 budgeted reserve transfer of \$50,150 relates to forestry management expenditures within our conservation areas (\$15k), transfer of interest earned for the Schillings tract investment (-\$150), transfer of excess funds for the Roger's Property (-\$35k) and a transfer of revenue generated at the Storoschchuk Pit, Enniskillen CA (-\$30k).

The decrease in the budgeted Other Revenue for 2020 - \$160,200 (2019 - \$409k) is attributed to the YPDT program; in 2019 the program received \$145k in additional funding from the Source Water Protection program for mapping completed by GIS contract staff and consulting services. CLOCA also received additional funding from the Region of Durham (\$80k) and the Greenbelt Foundation (\$46,800) to complete climate change studies.

Cont'd

Cost and Expenditures (Attachment 2):

Materials & Supplies are expected to decrease during 2020 mainly due to the completion of the McLaughlin Bay Restoration Project (\$11,500), climate change studies (\$12,100), community projects (\$6,400) and various other conservation area improvements.

Expenditures related to Services is budgeted to be lower in 2020 due to a higher number of special one-time projects being completed in 2019 including:

- Monitoring year for the contamination at the main office; 2020 will be a reporting year.
- Completion of the McLaughlin Bay Restoration Project (\$8k);
- Completion of the NDMP Corbett's Creek Study (\$25k);
- Completion of the NDMP LiDAR (\$43,800)
- Completion of the climate change studies (\$12k)
- Completion of the Conservation Areas Master Plan (\$22k)

Construction contracts budgeted for 2019 which included a new maintenance yard lean-to for equipment storage (\$25k) and fencing (\$4k) at the Enniskillen CA were delayed and have now been included in the 2020 budget.

Attachments 1 & 2 provide Revenue and Cost & Expenditure line items as well as additional information on budget variations that are over 10% from last year's budget.

Operating Budget Pressures

Starting in 2019, the Canada Pension Plan (CPP) contributions are being 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 2020 cost of living increase for staff salaries is 1.75%. CLOCA continues to implement the 2019 salary compensation review. Employee health care benefit costs have increased 9% effective September 1, 2019.

Special Capital Levy Funding Submission (Attachment 3)

Only one Special Capital Levy Funding Project is included in the 2020 budget submission to the Region – Environmental Restoration Program (Year 2 of 5 years). The Environmental Restoration Program is a 5-year program which was initiated in late 2019 through an approved Capital Levy from the Region of Durham. Attachment 3 provides details on the program.

Provincial Transfer Payment Supplement Funding

CLOCA delivers a Natural Hazard Management Program that is critical to the protection of people and property from flooding and erosion and includes the following main activities:

- Flood forecasting, warning and low water response
- Floodplain mapping, modelling and monitoring
- Reviewing and commenting on planning policy documents and development proposals under the Planning Act for consistency with the Provincial Policy Statement natural hazard policies.

The province historically provided funding through transfer payments to assist in the delivery of this Program. Since 1996, CLOCA received \$124,833 annually from the province for this Program. In April of 2019, the province announced cuts to the transfer payments of approximately 50% for the 2019-20 fiscal year, reducing the funding to \$64,444. As a result of the cut in provincial transfer payments, on June 18, 2019, the Board recommended that the Region of Durham make up this loss in funding.

Cont'd

Res. #76 Moved by C. Leahy
Seconded by D. Barton

WHEREAS Conservation Authorities deliver Natural Hazard Management Programs to protect people and property from flooding and erosion by providing real-time flood forecasting, issuing flood watches and warnings, monitoring stream flows and Lake Ontario water levels, preparing floodplain mapping, regulating development activity in areas vulnerable to flooding and erosion;

WHEREAS we are experiencing more severe and frequent weather events impacting our communities;

WHEREAS the recent provincial budget has reduced the Provincial Transfer Payment to all Conservation Authorities for Natural Hazard Programming by approximately 50%

BE IT RESOLVED THAT the Region of Durham be requested to provide supplemental 2019 funding to Central Lake Ontario Conservation Authority in the amount of \$60,388.47 to cover the reduction in funding from the Province for Natural Hazard Management Programming.

CARRIED

On September 25, the Region's Commissioner of Finance, indicated that at this time she was not recommending the approval of the funding request. The 2020 preliminary budget includes a similar recommendation for the 2020 budget.

Summary and Recommendations

Attachment 4 (2020 Preliminary Budget Companion) provides additional information on the program and services to be delivered for the 2020 budget year.

A final budget report will be brought forward in 2020 to the Board once CLOCA approves the 2020 fee schedule and the Region has approved the General Levy and Special Capital request.

RECOMMENDATIONS:

THAT Staff Report #5670-19 be received;

THAT the 2020 Preliminary Operating Levy Submission and Special Municipal Land Management Levy Submission totalling \$4,153,185, and the Special Capital Request for the CLOCA Environmental Restoration Project totalling \$150,000 be approved for circulation to the Region of Durham; and

THAT the Region of Durham be requested to provide supplemental 2020 funding to Central Lake Ontario Conservation Authority in the amount of \$60,388.47 to cover the reduction in funding from the Province for Natural Hazard Management Programming.

Attach.
RC/bb

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Attachment 1

Central Lake Ontario Conservation Authority						
	2020	2019	% Change	Budget	30-09-2019	2018
	Budget	Budget		Variance	Actual	Actual
				Note		
Revenue						
Municipal General Levy	4,015,655	3,917,710	2.50%		2,976,722	3,822,155
Municipal General Levy - Children's Groundwater Festival	52,530	51,250	2.50%			
Municipal Special Levy - Land Management	85,000	85,000	0.00%		85,000	85,000
Municipal Special Levy	150,000	268,275	-44.09%	A	28,408	107,801
YPDT Levy (York, Peel, Durham, Toronto)	700,000	700,000	0.00%		636,367	700,000
Grants/Transfer Payments						
MNR Transfer Payment	64,445	64,445	0.00%		64,445	124,833
Federal Grants	-	144,700	-62.27%	B	35,734	117,952
Provincial Grants	54,600	54,850	-0.46%		59,000	62,656
Other Grants						6,304
Donations	80,000	80,000	0.00%		40,038	112,891
Donations - Children's Groundwater Festival	40,000	40,000	0.00%		46,709	43,757
Self Generated						
Planning & Regulations Fees	1,281,000	1,310,000	-2.21%		887,988	1,284,266
Conservation Area Parking/Passes	133,000	131,000	1.53%		135,149	151,941
Education Fees	74,000	76,000	-2.63%		65,115	90,637
Admissions/ Product Sales PWMSF	138,000	130,800	5.50%		147,550	161,055
Property/Facility Rental	83,550	82,380	1.42%		81,630	85,880
Website/Portal Access Fee (YPDT)	65,000	65,000	0.00%		64,795	54,155
Interest Earned	46,750	46,750	0.00%		55,299	56,668
Other Revenue	160,200	409,855	-60.91%	C	357,206	561,787
Reserve Transfer	(50,150)	(8,508)	489.45%	D	-	(16,641)
Deferred Revenue	(8,500)	54,100	-115.71%	E	-	(44,387)
Administrative Services	28,650	27,500	4.18%		29,010	35,255
Rental Recovery	117,450	117,450	0.00%		90,379	122,553
	7,311,180	7,848,557			5,886,542	7,726,516

Budget Variance Notes

A	Municipal Special Levy	The 2020 Municipal Special Levy is lower due to the funds received in 2019 to update the Watershed Plans.
B	Federal Grants	The 2020 Federal Grant funding is lower due to the funds received in 2019 for the completion of multiple National Disaster Mitigation Projects (\$87,400) and the Accessibility Grant received for the Lynde Shores CA main entrance redevelopment (\$50,000).
C	Other Revenue	In 2019, the YPDT program received \$145k in additional funding from the Source Water Protection program for mapping completed by GIS contract staff and consulting services. CLOCA also received additional funding from the Region of Durham (\$80k) and the Greenbelt Foundation (\$46,800) to complete climate changes studies.
D	Reserve Transfer	In 2019, reserve funds were utilized for the main office carpet (\$50k) which were budgeted for in 2018; budgeted funds from prior years were reserved for the Enniskillen maintenance yard lean (\$11,875) and a transfer of \$35k to the Roger's reserve account. Each year CLOCA budgets \$15k from the Forestry Reserve to manage hazard tree removal. 2020 reserve funds are as follows; \$15k for hazard tree management, \$30k (2019-\$51k) for the large fill planned at the Storoschchuk pit located in the Enniskillen Conservation Area, Roger's transfer \$35k.
E	Deferred Revenue	Deferred Revenue for 2020 consists only of MicroFit Generator \$8,500. 2019 Deferred Revenue consisted of the YPDT program (\$32k), Community Projects (\$11k), McLaughlin Bay Restoration (\$9,675), GLOS funding from Conservation Ontario (\$10,525) and MicroFit Generator \$8,500.

	2020 Budget	2019 Budget	% Change	Budget Variance Note	30-09-2019 Actual	2018 Actual
Cost and Expenditures						
Salaries & Benefits						
Salaries & Wages	4,581,810	4,647,870	-1.42%		3,708,712	4,198,854
Benefits	1,205,100	1,178,725	2.24%		960,902	1,077,738
Members Per Diems	8,500	8,500	0.00%		6,275	5,800
Office Administration						
Office Supplies	5,100	5,100	0.00%		3,810	5,879
Postage	2,300	2,300	0.00%		2,337	2,270
Printing	9,000	9,000	0.00%		5,960	8,415
Promotion	1,000	1,000	0.00%		1,301	3,234
Uniform Purchases	7,200	7,300	-1.37%		6,741	7,729
Travel	17,650	23,410	-24.60%	F	15,059	24,472
Cellular	19,720	19,905	-0.93%		13,840	18,078
Bank Service Charges	5,675	5,675	0.00%		7,991	8,443
Payroll Processing Fees	8,475	8,475	0.00%		7,104	8,453
Publications & Subscriptions	30,270	41,420	-26.92%	G	26,001	32,044
Materials & Supplies	23,700	25,250	-6.14%		25,505	36,400
Equipment Rental	15,300	15,300	0.00%		12,340	15,413
Capital Assets	119,750	250,575	-52.21%	H	133,634	202,264
Services	99,450	117,365	-15.26%	I	72,070	97,510
Property Taxes	6,000	6,000	0.00%		8,034	8,991
Utilities	46,200	47,250	-2.22%		35,925	46,000
Insurance	55,365	54,980	0.70%		54,998	54,315
Legal Fees	65,000	65,000	0.00%		38,463	76,586
Audit Fees	26,600	24,600	8.13%		-	22,737
Staff Mileage	14,900	14,900	0.00%		9,268	13,019
Software	53,925	60,775	-11.27%	J	56,790	41,859
Administration Expense	28,650	27,920	2.61%		28,227	34,829
Course Registration	37,955	46,700	-18.73%	K	35,563	39,348
Conservation Ontario Levy	33,800	32,550	3.84%		32,550	31,115
Water Quality Testing	26,200	34,700	-24.50%	L	21,221	34,051
Consulting	-	151,977	-100.00%	M	100,156	56,969
Materials & Supplies- Other	50,100	33,600	49.11%	N	21,963	35,735
Services - Other		81,540	-100.00%	O	133,447	183,921
Office Services - Rent (YPTD)	16,600	16,600	0.00%		16,579	16,579
Equipment Rental - Other	6,200	6,200	0.00%		5,221	5,520
Purple Woods Maple Syrup Festival	40,750	44,210	-7.83%		47,832	47,350
Children's Groundwater Festival	56,595	56,095	0.89%		54,352	55,944
Land Management						
Land Acquisition	-	-			-	29,479
Publications & Subscriptions	8,600	2,600	230.77%	P	3,572	4,498
Pay & Display Software Monitoring Fees	4,800	4,800	0.00%		1,913	2,157
Bank Charges	2,250	2,250	0.00%		-	68,801
Construction Contracts	29,000	29,000	0.00%		36,491	36,461
Property Taxes	39,055	40,805	-4.29%		29,644	33,626
Utilities	25,000	25,350	-1.38%		23,710	99,520
Material & Supplies	64,575	125,000	-48.34%	Q	106,909	128,033
Services	157,500	156,170	0.85%		7,203	6,764
Insurance	7,725	7,245	6.63%		54,040	103,270
Equipment Purchases	17,845	19,000	-6.08%		90,379	122,553
Equipment Recovery	117,450	117,450	0.00%			
Vehicles & Equipment						
Vehicle Purchases	26,000	26,000	0.00%		25,982	51,497
Equipment	15,000	15,000	0.00%		1,174	28,295
Vehicle Rental	-	-	0.00%		-	141
Insurance	12,100	11,450	5.68%		11,393	10,912
Licence	2,000	2,000	0.00%		1,663	3,149
Services	20,500	20,500	0.00%		14,764	23,337
Materials & Supplies	3,240	3,240	0.00%		2,146	2,837
Fuel	30,700	31,600	-2.85%		24,935	32,022
Small Tools	3,000	3,000	0.00%		1,322	1,259
	7,311,180	7,848,557			6,147,410	7,346,473
Surplus(Deficit) from Operations	0	0			(260,868)	380,044

Budget Variance Notes

F	Travel	Travel expenses have been reduced mainly due to YPDT spending and budget constraints.
G	Publication & Subscriptions	Publications & Subscriptions were higher in 2019 due to the number of job vacancies/postings due to staff retirements.
H	Capital Assets	Special one-time projects were completed in 2019 such as the carpet replacement at the main office and engineering and operations building; NDMP Flood Forecasting equipment (\$76,550).
I	Office Administration - Services	2019 was a monitoring year for the main office contamination (\$13,300); 2020 represents a reporting year (\$2,100).
J	Software	In 2019, CLOCA purchased the WISKI software (Water Information System KISTERS) \$7k – annual maintenance for the program is budgeted at \$5,200.
K	Course Registration	Course Registration has been decreased due to budget constraints.
L	Water Quality Testing	The Montgomery Creek study in conjunction with the City of Oshawa has been completed. The Oshawa Creek and the CLOCA 10 sites will continue to be monitored during 2020.
M	Consulting	Special one-time projects were completed in 2019 such as the Goodman Creek Flood Study (\$37k) and Climate Change (\$105k).
N	Materials & Supplies - Other	An increase in materials & supplies can be attributed to the restoration work to be completed in 2020 with special regional funding.
O	Services - Other	Special one-time projects were completed in 2019 such as the NDMP Corbett's Creek Floodplain Mapping Update (\$25k), NDMP LiDAR (\$44k), and Climate Change Studies (\$12k).
P	Land Management – Publications & Subscriptions	An increase of \$6,000 representing MTO signage for Heber Down Conservation Area.
Q	Land Management – Materials & Supplies	Materials & Supplies to our land management has been reduced due to budget constraints.

Environmental Restoration Project

Introduction

CLOCA's staff have extensive knowledge about the natural features, functions and conditions of our watersheds. CLOCA works daily; monitoring, assessing and reporting on watershed conditions, and this information is regularly shared with municipalities and the broader watershed community. This knowledge underpins much of CLOCA's work significantly supporting CLOCA's on-going watershed management program, including our commitment to protecting, preserving and enhancing our watersheds. We continue to advance our watershed science and knowledge furthering our understanding of watershed health. It is this work that is vital in identifying, undertaking and achieving successful restoration and stewardship projects. To date, restoration and enhancement projects have been limited, being undertaken primarily to optimize grant funding opportunities. Unfortunately, this approach is restoration for the sake of funding; with a co-benefit being ecological restoration. To advance watershed health and combat the stressors of growth and climate change and to improve watershed health, a greater commitment to undertake restoration projects is required.

CLOCA has been reporting on watershed conditions for many years and restoration priorities have been identified. The establishment and implementation of a restoration project will fulfill a number of key strategic plan objectives and improve watershed health. The time is now to invest in a CLOCA restoration project. With committed funding for 5 years CLOCA staff can undertake priority restoration projects that will provide ecological benefit and overall watershed health. The objective of the restoration project is to actively conduct restoration and enhancement throughout the watershed in support of achieving watershed health objectives and mitigating the impacts of growth & climate change. This requires dedicated staffing resources to plan and implement restoration work and to foster long lasting partnerships with funders, agencies and landowners.

Rationale for Project

CLOCA's municipalities recognize the importance of protecting, enhancing and restoring our watershed resources as a fundamental component in which healthy and sustainable communities are achieved. This is further supported by Durham's commitment that "By 2019 Durham Region will have a healthier environment that is more resilient, adaptable and sustainable". How are we to achieve this commitment when watershed conditions in CLOCA are struggling as identified in CLOCA's 2018 Watershed Report Card where surface water quality and forest conditions ranged from very poor to fair?

CLOCA's Strategic Plan identifies that restoration efforts be directed: to protect, restore and enhance watershed health; to implement plans and actions to protect water resources; and to apply new technologies and share this knowledge with stakeholders and residents. In recent years, CLOCA has completed several reports and studies which identify and prioritize restoration and enhancement opportunities, techniques and projects. The Riparian Restoration Action Plan, the In-Stream Barrier Action Plan, the Wildlife Corridor Enhancement Plan and the Flood Risk Assessment Report are just some examples of the work that CLOCA has completed that identify and prioritize restoration actions, many of which are ready to be initiated. These reports provide the foundation on which a restoration project can be fully integrated and implemented within CLOCA's business model.

CLOCA's watersheds are stressed and with anticipated growth, landscape changes and climate change, watershed health will continue to weaken. As documented in our watershed plans (2012-2013) protecting only **existing** natural features and functions will not be enough to sustain watershed health. Work on restoring and enhancing habitats is required to improve our watersheds and to help the Region achieve a healthier and sustainable environment. Soon there will be more than ½ million people living in CLOCA's watershed and this increase in growth can result in watershed impacts which will be exacerbated by a changing climate. It is acknowledged that impacts associated with growth and a changing climate can be offset, in part, through ecological restoration and enhancement projects such as wetland enhancement, use of LIDs, improving ecological connectivity and restoration of riparian areas. Using the example of restoring riparian areas, some of the benefits for the Region, local Municipalities and watershed health are explained below.

In 2016, the number of people living in CLOCA's watershed is 367,000 (2016 Census). By 2031, this will increase to 505,000.

Vegetated riparian areas provide filtration services which help to remove contaminants; reducing the amount of pollution entering our streams and ultimately to Lake Ontario, the source of our drinking water. Reports show that a 10% increase in natural cover results in a 20% savings to water treatment costs. Natural areas also contribute to climate regulation, improving air quality, supports pollination and provides recreational and aesthetic values. These values are reported to be worth \$5414.00/hectare/year (CLOCA, 2017).

Growth will place additional pressures on our water resources, impacting the volume and quality of surface water runoff. This will be exacerbated by the increased precipitation identified in Durham's climate change modelling. Restoring riparian areas plays a significant role in mitigating high water levels associated with increased precipitation and storm events, protecting downstream properties and critical infrastructure such as roads, bridges, water and sanitary sewers from damaging floods and erosion. This is an important consideration in the Lynde Creek Watershed where the second largest flood damage centre in CLOCA is located at Hwy 401 and Lynde Creek. With new development and growth advancing further up our watersheds, green infrastructure such as restored riparian areas help to infiltrate and filter stormwater, reducing and slowing down surface water entering our creeks and assist in reducing the extent of stormwater infrastructure required to support growth.

The impacts of climate change and ongoing growth will continue to exert pressures on watershed health, and it is important that our watershed resources are managed in advance of these impacts. A restoration project with dedicated resources will enable CLOCA to conduct work which will mitigate the impacts of growth and climate change and support our municipal partners to achieve their commitments to protect, restore and enhance our watershed resources.

Recommendation

Restoration, enhancement and stewardship are an integral component of conservation work. However, improvements in watershed health through restoration and enhancement efforts have been limited and are not keeping pace with need. As CLOCA's 2018 Watershed Report Card identified, the quality of surface water and forest conditions are not good. With increased growth pressures and a changing climate, the condition of the health of our watersheds will be further challenged. Restoration services are an important tool in sustaining watershed health, protecting important municipal infrastructure, and reducing risk associated with flooding and erosion.

The restoration project will implement restoration projects, apply for funding, prepare progress reports and foster long term partnerships with watershed businesses, community organizations and landowners. With a 5- year funding commitment, CLOCA can initiate a restoration project that will have an overall ecological benefit, improve watershed health and work to mitigate the impacts of growth and climate change. An investment of \$150,000 a year (\$750,000 over 5 years) is required to secure a full-time 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.

**Central Lake Ontario Conservation Authority
Durham Region Proposed 5-Year Operational and Capital Budget (2019-2024)**

OPERATIONS BUDGET	2019	2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast		2024 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	3,917,710	3,917,710	7,712,060	3,917,710	6,995,110	4,015,652	7,173,580	4,116,044	7,360,344	4,218,946	7,551,454	4,324,420	7,745,015
Children's Waterfront Festival	51,250	51,250	136,500	52,532	141,193	53,846	145,000	55,192	148,000	56,571	151,000	57,986	155,000
Assessment Growth (Base)				48,971	87,439	50,196	91,482	51,451	93,854	52,737	96,281	54,055	98,750
Economic Adjustment (Base)				48,971	87,439	50,196	91,482	51,451	93,854	52,737	96,281	54,055	98,750
TOTAL	3,968,960	3,968,960	7,848,560	4,068,184	7,311,180	4,169,890	7,501,544	4,274,138	7,696,052	4,380,991	7,895,016	4,490,516	8,097,516

Capital Forecast per Individual Authority
CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY

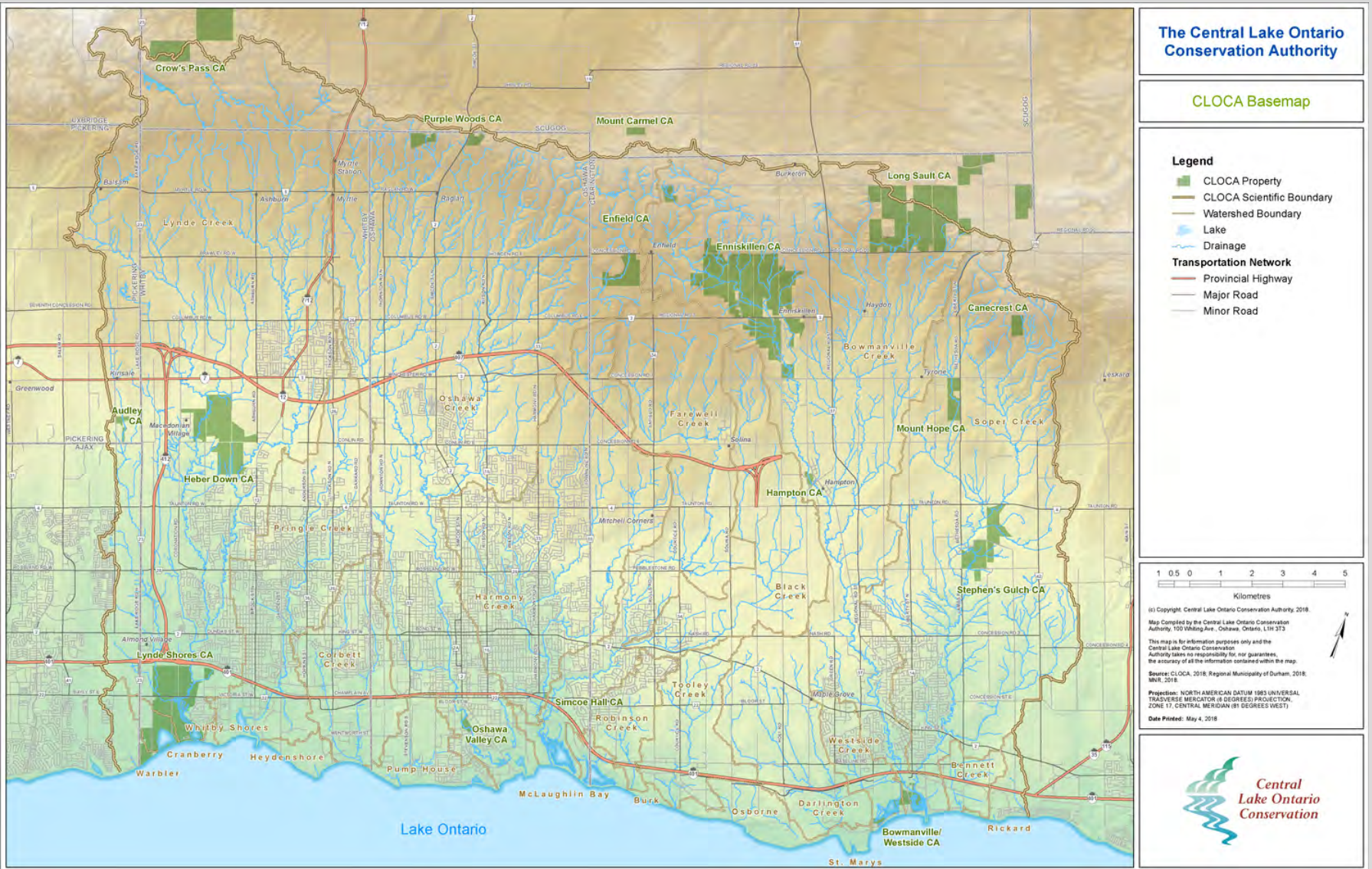
CAPITAL	2019 Budget		2020 Budget		2021 Budget		2022 Budget		2023 Budget		2024 Budget	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
Waterhshed Plan 5 Year Updates (Oak Ridges Moraine Conservation Plan)	100,000	100,000	-	-	-	-	-	-	-	-	-	-
Sub-total	100,000	100,000	-	-	-	-	-	-	-	-	-	-
Regional Land Securement	-	-	-	-	-	-	-	-	-	-	-	-
Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
Environmental Restoration Project (2019-2023)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	-	-
Sub-total	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
Ontoro Boulevard Watermain	84,472	84,472	-	-	-	-	-	-	-	-	-	-
Sub-total	84,472	84,472	-	-	-	-	-	-	-	-	-	-
National Disaster Mitigation Program: Corbett Creek Floodplain Mapping	25,000	100,000	-	-	-	-	-	-	-	-	-	-
Sub-total	25,000	100,000	-	-	-	-	-	-	-	-	-	-
National Disaster Mitigation Program: Flood Forecasting - Gauging Improvements	38,275	76,550	-	-	-	-	-	-	-	-	-	-
Sub-total	38,275	76,550	-	-	-	-	-	-	-	-	-	-

CENTRAL LAKE ONTARIO CONSERVATION

2020 Preliminary Budget
Companion

Healthy watersheds for today and tomorrow.





Cover image: Lynde Shores Conservation Area, Rob Faucher (robfaucher.com)

Central Lake Ontario Conservation and our Watershed

Central Lake Ontario Conservation (CLOC) has a strong history in watershed management and leadership in applying sustainability practices.

As a local environmental agency established under the Conservation Authorities Act of Ontario in 1958, CLOC has decades of practical experience in protecting our environment and engaging communities.

We are local environmental experts who understand our natural resources and undertake management actions to ensure our watershed is healthy, and people and property are protected from flooding and erosion hazards.



Our Mission

Advancing watershed health through engagement, science and conservation.

Our Vision

Healthy watersheds for today and tomorrow.



Our Watershed

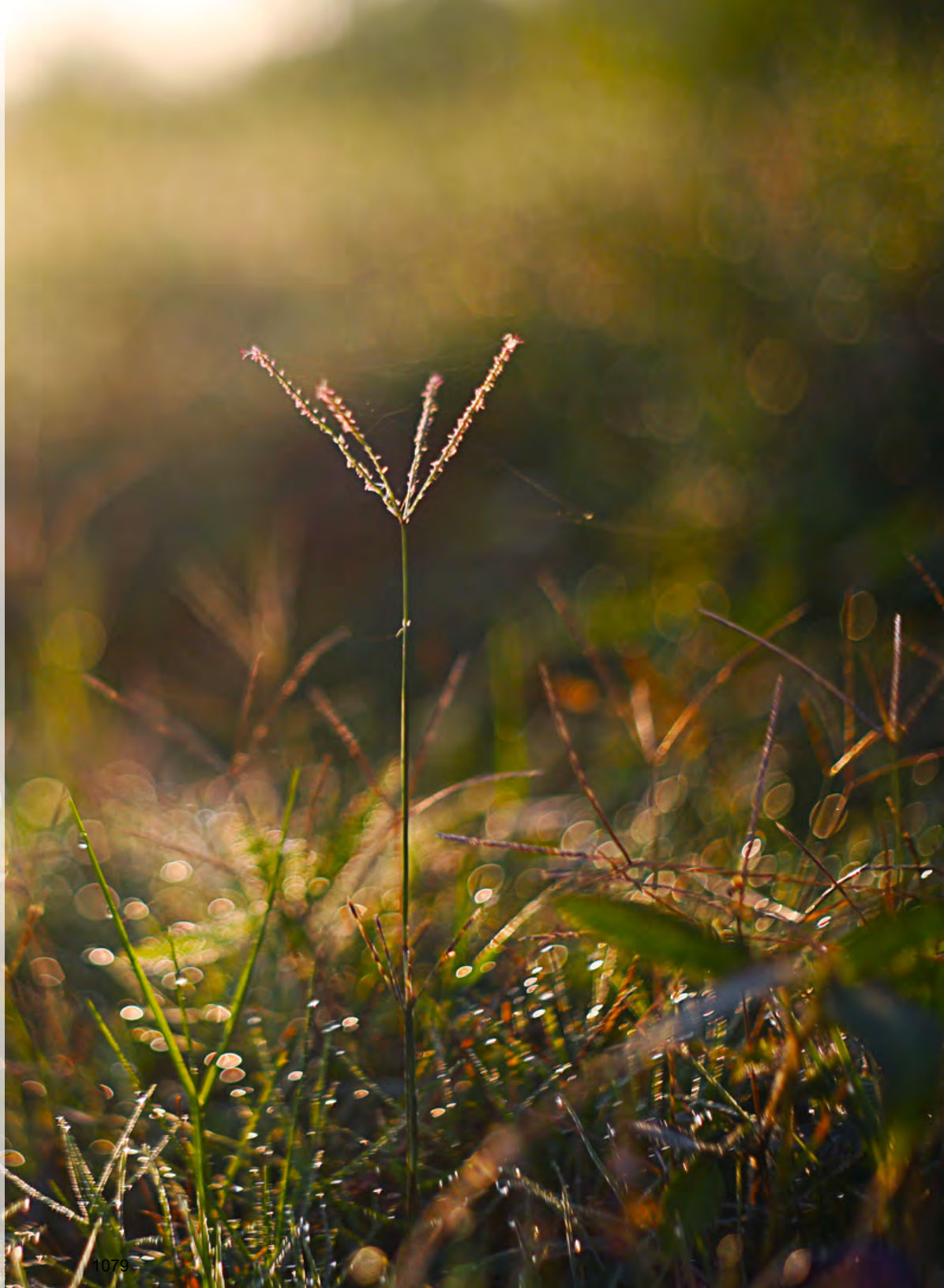


CLOC's watershed encompasses the boundaries of four major watercourses draining an area of over 627 square kilometres. The four major watercourses which begin with their headwaters in the Oak Ridges Moraine are, from west to east, Lynde Creek, Oshawa Creek, Black/Harmony/Farewell Creeks and Bowmanville/Soper Creeks.

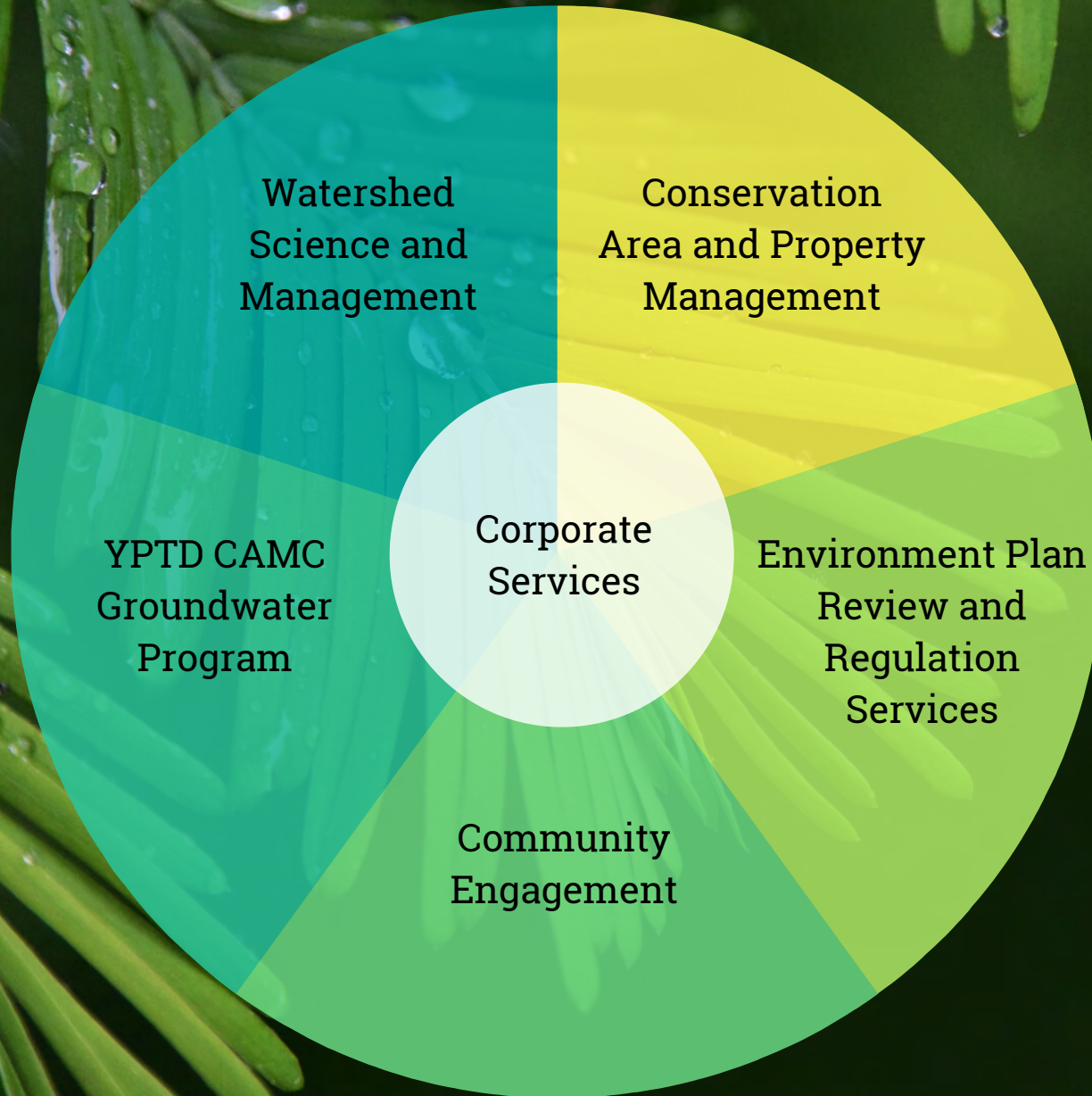
The Municipalities within CLOC's watershed include the Regional Municipality of Durham, City of Pickering, Town of Ajax, Township of Uxbridge, Township of Scugog, Town of Whitby, City of Oshawa and the Municipality of Clarington.

A diverse landscape exists within CLOC's jurisdiction which includes urban and rural settlements (hamlets), agriculture and natural areas. For the most part, the highly urbanized area is situated within the southern portion of the watershed, leaving the northern portion dominated by rural land uses and significant undeveloped natural areas.

There are three major physiographic features within CLOC's watershed, being the Lake Ontario waterfront, Lake Iroquois Beach and the Oak Ridges Moraine. Each of these distinctive landscape features contribute to the overall ecological functions that support healthy watersheds in CLOC's jurisdiction.



CLOC Program Areas



Watershed Science and Management

Purpose:

To provide a science-based approach to managing natural resources within the watershed. We do this by monitoring and evaluating watershed health indicators so that we understand the current state of our creeks, lake and land, and can make informed decisions about identifying and undertaking essential watershed-based services to protect and enhance the natural system, as well as protecting people and property from flooding and other natural hazards.

Key 2020 Projects

- Implementation of identified restoration opportunities
- Complete Ecological Compensation Plan
- Continued enhancement of our flood monitoring, forecasting and warning services
- Completion of Lake Ontario Shoreline Management Plan Update
- Complete Corbett Creek Floodplain mapping update

Quick Facts

- Watershed health and conditions are readily available on website
- Conservatively, it is estimated that natural areas within CLOC's watershed contribute \$130 million annually to the economy
- Issued 19 flood messages to date in 2019 with 202 days under a flood notice
- CLOC 2020 Levy submission for the Watershed Science and Management Program amounts to \$2.47/person

Program Activities:

Watershed/sub-watershed scale data collection, monitoring, data management and modelling related to watershed ecological health and risk of flooding and erosion.

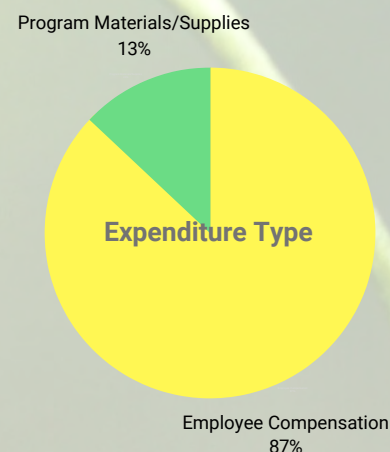
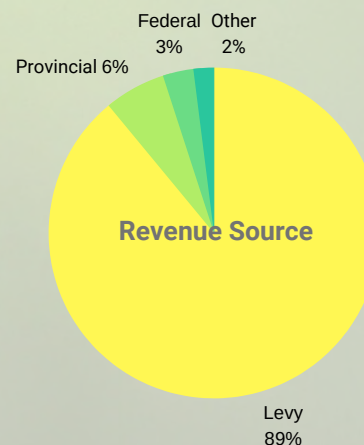
Preparation of watershed studies, plans and/or assessments that identify actions/policies to improve watershed health and reduce natural hazard risk and protect life and property from natural hazards, including flood and/or erosion risk mapping and climate vulnerability risk assessment.

Flood forecasting and warning and low-water response involves collection, evaluation and prediction of precipitation and the associated response of our watershed related to flooding and drought. Responsible for the communication of watershed response and potential flooding through flood messaging to other agencies, municipalities, media and the public.

Natural hazard modeling and mapping including the identification of flood and erosion hazards for purpose of Plan Review and administration of Ontario Regulation 42/06 to protect people and property from natural hazards.

Source Water Protection under the *Clean Water Act*, 2006 is a community-wide initiative currently funded by the province of Ontario. The program protects existing and future drinking water sources in Ontario from contamination and overuse. CLOC is part of the Credit Valley - Toronto Region - Central Lake Ontario (CTC) Source Water Protection Region and helps deliver the program through a locally appointed source protection committee.

Provision of water and land management restoration activities to enhance the watershed health conditions, and to minimize the risk of flooding and erosion.



Environmental Plan Review and Regulation Services

Purpose:

To ensure that development in our watershed occurs in a sustainable manner that protects natural heritage features, directs development away from natural hazard lands and protects our water resources. We seek to ensure that development issues are addressed through comprehensive and integrated land use planning prior to proposals reaching the development permit stage.

We do this, in part, by providing early and comprehensive input into the municipal planning process and through assisting in the implementation of provincial, regional and local land use plans.

Key 2020 Projects

- Continue to execute MOUs with our municipal partners that clearly articulate planning services provided by CLOC
- Update Board-approved Plan Review and Regulation Policy Document

Quick Facts

- Provided technical advice to our municipal partners on over 1,000 submissions in 2018
- Planning services are delivered on a cost recovery basis through self-generated revenue
- CLOC's 2018 Levy support for Planning and Regulation Service amounts to \$0.47/person

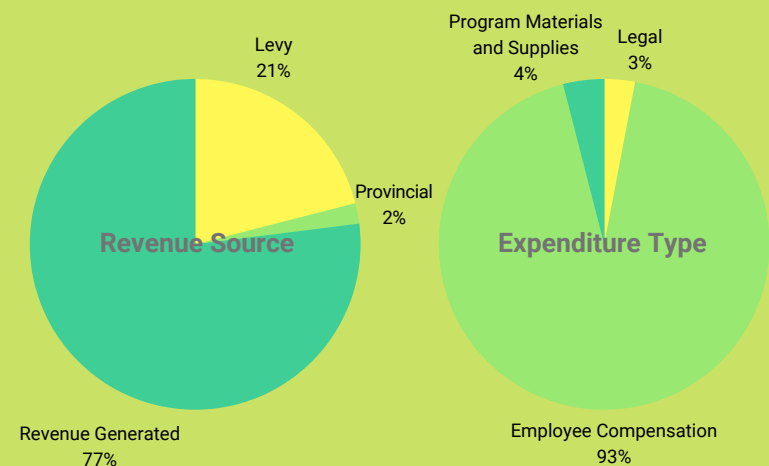
Program Activities:

Administering the delegated role from MNRF to represent the provincial interest by reviewing land use planning policy documents and development proposals processed under the *Planning Act* and *Environmental Assessment Act* for consistency with the PPS natural hazard policies and Board-approved policies.

Plan review functions also support the MOU between the Region of Durham and the conservation authorities within the Region by providing land use planning services related to natural hazards and natural heritage, watershed management and other related matters.

Protecting people and property from flood and erosion hazards through the review and permitting of applications for Development and Interference with Wetlands and Alterations to Shoreline and Watercourses (Ontario Regulation 42/06).

Enforcement of Ontario Regulation 42/06 including laying of charges and court appearances.



Conservation Area and Property Management

Purpose:

CLOCA owns and manages land holdings that protect critical natural heritage features and create connections between people and nature, knowledge and action. We lead the protection, restoration and enhancement of our local natural environment and we inspire a deep appreciation for the role of nature in keeping us connected, healthy and happy. We ensure that valuable greenspace is protected and that recreational opportunities are provided in safe, well maintained natural settings, so that our watershed residents can enjoy a high quality of life.

Key 2020 Projects

- Complete Conservation Lands Master Plan Study and initiate update of individual conservation area management plans
- Complete restoration of projects in Enniskillen and Heber Down Conservation Areas
- Continue to acquire conservation lands consistent with CLOCA Land Acquisition Strategy
- Complete Lynde Shores Conservation Area new main entrance

Quick Facts

- CLOCA owns over 2,700 ha of land
- Over 180,000 people visited our conservation areas in 2018
- In addition to protecting sensitive environmental features conservation areas offer unique experiences supporting both physical and mental well-being
- Approximately 1,500 hazard trees have been removed in conservation areas in the last three years
- CLOCA's 2018 Levy support for conservation area management amounts to \$2.17/person

Program Activities:

Watershed scale studies including data collection, monitoring, data management, and modelling necessary to evaluate the health of the watershed natural resources and changes in health from stresses affecting the watershed that will inform conservation authority land acquisition and management goals and objectives.

Conservation Area Management Planning including preparation of land management plans for individual conservation areas including detailed inventories and surveys to create baseline documentation of natural features and conservation values, to identify and guide restoration activities and the ongoing development of public use infrastructure and programming.

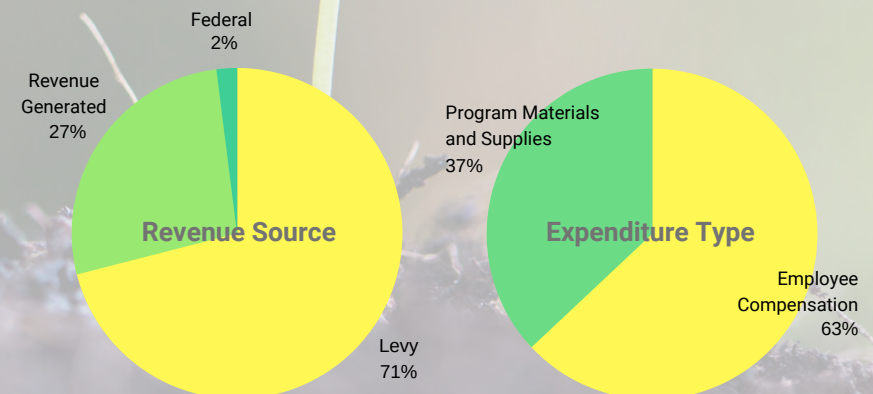
Acquisition of conservation land is consistent with the Board-approved Land Acquisition Strategy, acquiring land for the purpose of natural heritage/flood protection, and providing opportunities for environmental awareness, appreciation and recreational activities.

Conservation Area enforcement including monitoring, management and enforcement actions to ensure the maintenance of land title, ecological integrity of conservation authority-owned properties, and public safety.

Stewardship and restoration by working with partners to identify and undertake activities that lead to watershed resiliency such as protect and enhance water resources, natural cover, habitat quality and address the impact of invasive species.

Conservation Area property management including property maintenance, landscape management, trail maintenance and snow clearing services, facilities/infrastructure maintenance including the daily operation and maintenance of the administrative offices and other CLOCA buildings.

Vehicle and equipment operations includes corporate vehicle and equipment maintenance by staff in a state of good repair. Staff also coordinate the replacement, assessment and dispersal of the assets.



YPDT CAMC Groundwater

Purpose:

The York Peel Durham Toronto – Conservation Authority Moraine Coalition (YPDT CAMC) is a coalition of 13 agencies working together to better understand and manage water resources.

The Oak Ridges Moraine-focused program stretches from the Credit and Nottawasaga Watersheds in the west to the Trent River in the east and reaches from the shores of Lake Ontario northwards to beyond Lake Simcoe and the Kawartha Lakes. The program provides a multi-agency, collaborative approach to collecting, analyzing and disseminating water resource knowledge as a basis for effective stewardship of water resources. Agencies and consultants look to the program to provide the regional geological and hydrogeological context for their ongoing technical studies and management initiatives.

Key 2020 Projects

- Continue to collect data to improve understanding of groundwater resources
- Work with Durham Region staff to improve groundwater modelling

Quick Facts

- The YPDT CAMC program is administered by CLOC and funded by the Regions of York, Peel, Durham and the City of Toronto
- The Oak Ridges Moraine is a regional hydrologic feature and source of drinking water for over 200,000 people in the GTA.
- CLOC's 2018 Levy support for the YPDT program amounts to \$0.25/person

Program Activities:

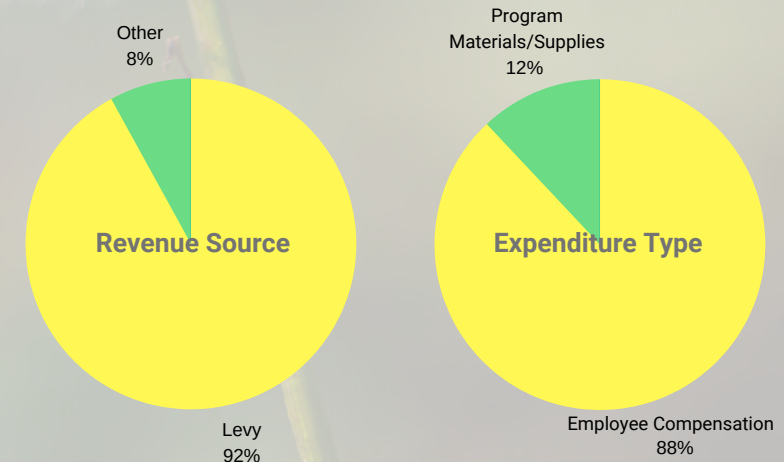
Build and maintain a master database of water-related information that is accessible to all partner agencies.

Build and maintain numerical groundwater flow model(s) that can be used to address any number of issues that arise at the partner agencies.

Provide technical support to Source Protection Program teams to ensure that source water interpretations are consistent with regional understanding.

Provide technical support to planning authorities to ensure that Official Plan policies are developed in a manner which makes them consistent with up-to-date groundwater science as derived from the program.

Provide technical support to all partnered agencies for addressing other provincial legislation.



Community Engagement

Purpose:

The Community Engagement team delivers education, outreach and stewardship programs as well as developing and implementing CLOC's corporate communication products. The programs work with learners of all ages, interests and abilities by providing experiences across our watersheds to raise awareness, impart knowledge, create understanding and inspire action that leads to real and lasting change.

Key 2020 Projects

- Expand educational programs to include climate change, human health and natural hazards
- Implement the first Conservation Area Trail Stewards Program for Lynde Shores Conservation Area

Quick Facts

- Since the first Watershed Festival in 1998, this region-wide, collaborative education program has engaged approximately 80,000 Grade 4 students
- CLOC's 2018 Levy support for community engagement amounts to \$1.27/person

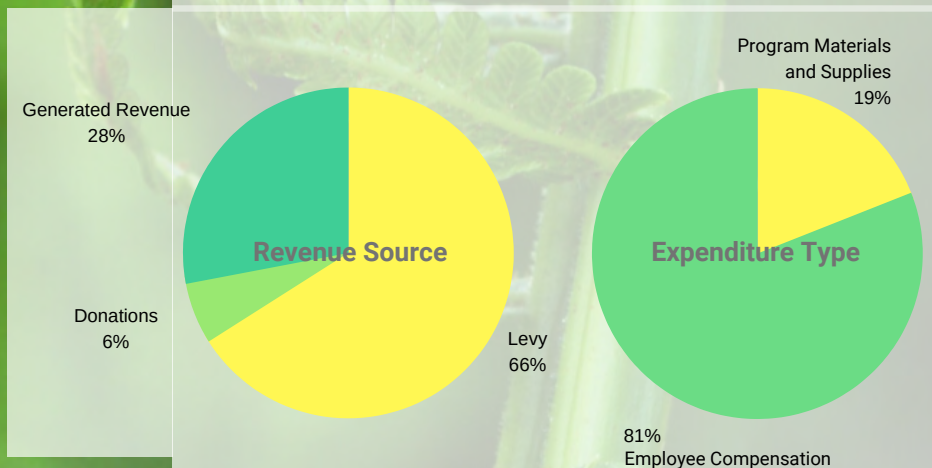
Program Activities:

Our education programs target Grades 1 to 12 through curriculum-based environmental education programs and support various secondary and post-secondary programs like co-op placements and research. With community partners we deliver the annual Durham Children's Watershed Festival.

Our outreach program includes our annual Purple Woods Maple Syrup Festival, attending events hosted by our watershed communities and engaging the public in exploring and improving our conservation areas.

The stewardship program focuses on land improvements that further contribute to enhancing and restoring natural heritage features to achieve healthy watershed outcomes.

Our communication ensures the public, partners and stakeholders are informed through our website, printed and electronic reports and documents, signage in our Conservation Areas and traditional and social media platforms.



Corporate Services

Purpose:

Corporate Services provides leadership and management in the delivery of services central to the successful functioning of the entire organization.

Corporate Services is an enabling service, supporting the other six service areas in the organization.

Key 2020 Projects

- Continue to engage the province in the formulation of regulations defining provincially mandated activities
- Initiate discussions with the Region on municipal mandated activities and funding requirements
- Continue to ensure efficient, effective program delivery through internal operations review
- Initiate Corporate Strategic Plan Update

Quick Facts

- CLOC employs 49 full-time employees
- CLOC's 2018 total annual Levy support amounts to approximately \$10/person
- Through a Shared Service Agreement, CLOC's GIS/IT staff provide information management support to five other Conservation Authorities
- As part of CLOC's Strategic Plan, 112 tasks were identified in 2016 to be implemented over a five-year period; to-date over 90% of the tasks are complete

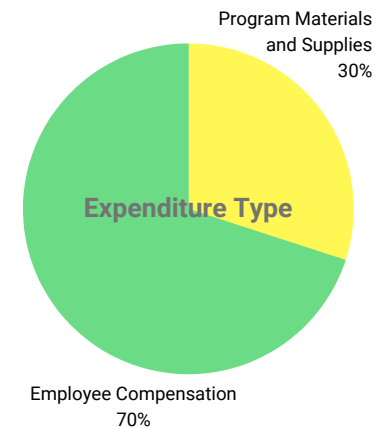
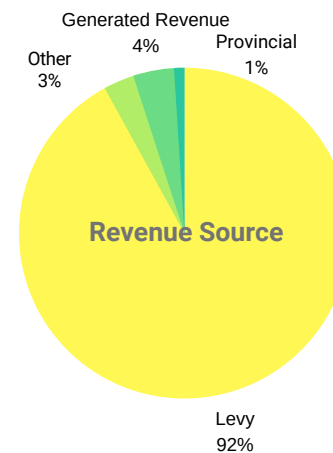
Program Activities:

Governance and organization effectiveness including developing and implementing the strategic plan, establishing effective relationships with key partners and ensuring timely, innovative, cost-efficient and quality services are being provided to watershed residents, clients, partners and municipalities. Provision of administration support for the Board of Directors and staff.

Preparation and administration of the annual budget, financial reporting, safeguarding of financial resources, investments and cash flow management, capital asset management, accounts payable and receivable, purchasing and procurement, and financial policy development and implementation.

Organizational human resources and health and safety to maximizing organizational productivity through systems and programs that focus on acquiring, developing and retaining top talent. Also responsible for ensuring that all employment legislation is adhered to and that programs are in place to reduce the risk of employee injury and illness.

IT and GIS support services, technical infrastructure management, application support and services and technical support for the various business units. GIS provides the deployment, management and administration of CLOC's Geographic Information System and related spatial and tabular data holdings.





2020 Business Plan

Kawartha Conservation Authority

By Program (\$,000's)	2019		2020		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Proposed Budget \$
1 Operating Programs	622	622	638	4	642
2 Special Benefiting Programs					
Watershed Planning	136	136	138	-	138
Watershed Specific Projects	7	7	7	-	7
Special Benefiting Programs Subtotal	143	143	145	-	145
3 Special One-Time Funding					
Kawartha - Watershed Planning Update - Water Resources	40	40	30	-	30
Kawartha - Website Design and Implementation	9	9	7	-	7
Kawartha - Digitization of Corporate Records	10	10	5	-	5
Special One-Time Funding Subtotal	59	59	42	-	42
4 Land Management Funding	15	15	15	-	15
Net Program Expenses	839	839	840	4	844



January 13, 2020

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 2020 Preliminary Budget

Dear Chair and Members of the Finance and Administration Committee:

We are pleased to provide our 2020 Preliminary Budget, supported in principle by our Board of Directors, for a 30-day review period by Resolution #131/19:

RESOLUTION #131/19

**MOVED BY: ANGUS ROSS
SECONDED BY: RON HOOPER**

RESOLVED THAT, the 2020 Draft Budget with a programs and projects overview be circulated to the member municipalities.

CARRIED

The document outlines the conservation programs and projects proposed for delivery in 2020 in accordance with the Strategic Plan, and associated funding requirements.

The scope of operating programs has been maintained at the previous years' service levels. The Operating Levy and General Benefiting Levy are 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 \$656,880, which meets the Region's guideline of 2.5% and includes a CVA adjustment to levy of \$4,319.

We have proposed Special Projects for the Region of Durham totalling \$145,145 for your consideration. This request also meets the Region's guidelines.

We have submitted a Special Request for funding for Watershed Planning as the final year of a two-year project at a cost of \$30,000 in 2020. The purpose of this project is to ensure that Durham Region has the most up to date

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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

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.

Additionally, we have submitted Special Requests for your support for the Website Design project of \$7,080 and Information Management project of \$5,310, for a total of \$12,390. 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.

Our Board of Directors will hold a weighted vote on the 2020 Preliminary Operating Budget and associated municipal levies on February 27, 2020. 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 Melanie Dolamore, Corporate Services Assistant, mdolamore@kawarthaconservation.com or extension 216.

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



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Member of



Conservation ONTARIO
Natural Champions

DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2020-2024)

Kawartha Region Conservation Authority

OPERATIONS BUDGET	2019 Actual		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast		2024 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	604,193	622,011	2,786,477	641,880	2,786,477	657,928	2,831,253	674,376	2,878,295	691,236	2,926,515	
Assessment Growth (Base)	7,552	7,775	22,388	8,024	22,948	8,224	23,521	8,430	24,110	8,640	24,432	
Economic Adjustment (Base)	7,552	7,775	22,388	8,024	22,948	8,224	23,521	8,430	24,110	8,640	24,432	
Adjustment of CVA Apportionment	2,714	4,319	-	-	-	-	-	-	-	-	-	
Board approved												
SUB-TOTAL	622,011	641,880	2,831,253	657,928	2,832,373	674,376	2,878,295	691,236	2,926,515	708,516	2,975,379	
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	
Guideline Compliant Funding Request	637,011	656,880	2,846,253	672,928	2,847,373	689,376	2,893,295	706,236	2,941,515	723,516	2,990,379	

**KAWARTHA REGION CONSERVATION AUTHORITY
SPECIAL PROJECTS**

SPECIAL BENEFITING PROJECTS		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		
PROTECTION	Watershed Planning/Sub Watershed Planning Watershed Planning Implementation	135,900	138,000	198,900	146,000	206,000	148,000	208,000	150,000	210,000		
	Sub-total	135,900	138,000	198,900	146,000	206,000	148,000	208,000	150,000	210,000		
	Aquatic Resource Management Plans	-	-	-	-	-	-	-	-	-		
	Sub-total	-	-	-	-	-	-	-	-	-		
	Groundwater Management	-	-	-	-	-	-	-	-	-		
	Sub-total	-	-	-	-	-	-	-	-	-		
	Watershed Monitoring	-	-	-	-	-	-	-	-	-		
Sub-total	-	-	-	-	-	-	-	-	-			
Climate Change	-	-	-	-	-	-	-	-	-			
Sub-total	-	-	-	-	-	-	-	-	-			
Watershed Specific Projects/Studies Website design and implementation DECFCA trail strategy & security plan	7,100 -	- 7,145	- 7,200	- -	- -	- -	- -	- -	- -			
Sub-total	7,100	7,145	7,200	-	-	-	-	-	-			
PUBLIC USE	Conservation Area Management Plans	-	-	-	-	-	-	-	-			
Sub-total	-	-	-	-	-	-	-	-	-			
REGULATION	Flood Forecasting/Warning Stream Gauge Repair/Replacement	-	-	-	-	-	-	-	-			
	Sub-total	-	-	-	-	-	-	-	-			
Sub-total	143,000	145,145	206,100	146,000	206,000	148,000	208,000	150,000	210,000			
Guideline Compliant Capital Funding Request		143,000	145,145	206,100	146,000	206,000	148,000	208,000	150,000	210,000		
Additional Capital Funding Request												
	Watershed Planning Update- Water Resources	40,000	30,000	30,000	-	-	-	-	-			
	One time project funding:											
	Website design and implementation	8,706	7,080	20,000	-	-	-	-	-			
	Information Management	10,124	5,310	15,000	5,300	15,000	5,300	15,000	5,300			
Sub-total	58,830	42,390	65,000	5,300	15,000	5,300	15,000	5,300	15,000			
Total Capital Funding Requests		201,830	187,535	271,100	151,300	221,000	153,300	223,000	155,300	225,000		

Kawartha Conservation

General Benefitting Projects

Website Redesign

This project is a continuation of the work started in 2019 and 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.

The project will be completed in the second quarter of 2020.

Digitization of Corporate Records

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.

KAWARTHA CONSERVATION 2020 General Benefiting Project Budget GENERAL BENEFITING PROJECTS

Draft

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Website design and update	\$ 5,000	\$ 45,000	\$ 20,000	\$ -	\$ -
Digitization of corporate records	15,000	15,000	15,000	15,000	15,000
	\$ 20,000	\$ 60,000	\$ 35,000	\$ 15,000	\$ 15,000

Apportionment share:

City Kawartha Lakes	59.9204	\$ 12,028	\$ 36,084	\$ 20,972	\$ 9,021	\$ 9,021
Region of Durham	35.3997	7,025	21,075	12,390	5,310	5,310
Municipality of Trent Lakes	4.3251	877	2,632	1,514	649	649
Cavan Monaghan	0.3549	70	209	124	53	53
	100.0000	\$ 20,000	\$ 60,000	\$ 35,000	\$ 15,000	\$ 15,000

Kawartha Conservation

Proposed Special Benefiting Project

Watershed Planning 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. 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.

- Work towards filling gaps in existing watershed management plans to ensure they conform with various provincial policy requirements.
- Ground-truth information that contributes to the identification of Ecologically Significant Groundwater Recharge Areas, specifically wetlands and cold-water streams.
- Continually update information related to the Water resources system (e.g. Key hydrological features and areas) and Natural heritage System (e.g. Significant wetlands, significant valley lands etc.)
- Provide information to planning staff to ensure conformity with provincial planning directives.

**KAWARTHA CONSERVATION
2020 Preliminary Special Project Budget
SPECIAL BENEFITING PROJECTS**

Draft

Region of Durham	Actual 2018	Budget 2019	Budget 2020
WATERSHED PLANNING			
Sources of Revenue			
Special project funding, Region of Durham	\$ -	\$ 40,000	\$ 30,000
Expenditures			
Direct labour	\$ -	\$ 17,800	\$ 6,200
In-house expertise	-	14,200	14,700
Supplies & professional fees	-	1,400	1,700
Travel and equipment	-	3,000	4,600
Project administration fee	-	3,600	2,800
	\$ -	\$ 40,000	\$ 30,000



2020 Business Plan

Ganaraska Region Conservation Authority

By Program	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
1 Operating Programs	469	469	481	13	494
2 Special Benefiting Programs					
Watershed Planning	30	30	30	-	30
Aquatic Resources/Fisheries	15	15	15	-	15
Groundwater Management	34	34	35	-	35
Watershed Monitoring	38	38	40	-	40
Natural Heritage Mapping	51	51	51	-	51
Natural Hazard Mapping	15	15	15	-	15
Watershed Specific Projects	49	49	49	-	49
Special Benefiting Programs					
Subtotal	232	232	235	-	235
3 Special One-Time Funding					
Ganaraska - Enterprise Data					
Management Platform	35	35	-	-	-
Special One-Time Funding					
Subtotal	35	35	-	-	-
4 Land Management Funding	37	37	37	-	37
Net Program Expenses	773	773	753	13	766



**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

January 9, 2020

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: 2020 Operating and Special Projects Budget

Please find the attached Ganaraska Region Conservation Authority (GRCA) 2020 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 CVA apportionment adjustment as provided by the province have been included in the submission. The Ganaraska Region Conservation Authority is not requesting any special funding.

Your consideration of our submission is appreciated. Should you have any questions or require further information, please do not hesitate to contact the undersigned.

Sincerely

A handwritten signature in blue ink, appearing to read "Linda J. Laliberte".

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

c.c. Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management
Dana Howes, Senior Economist

Ganaraska Region Conservation Authority

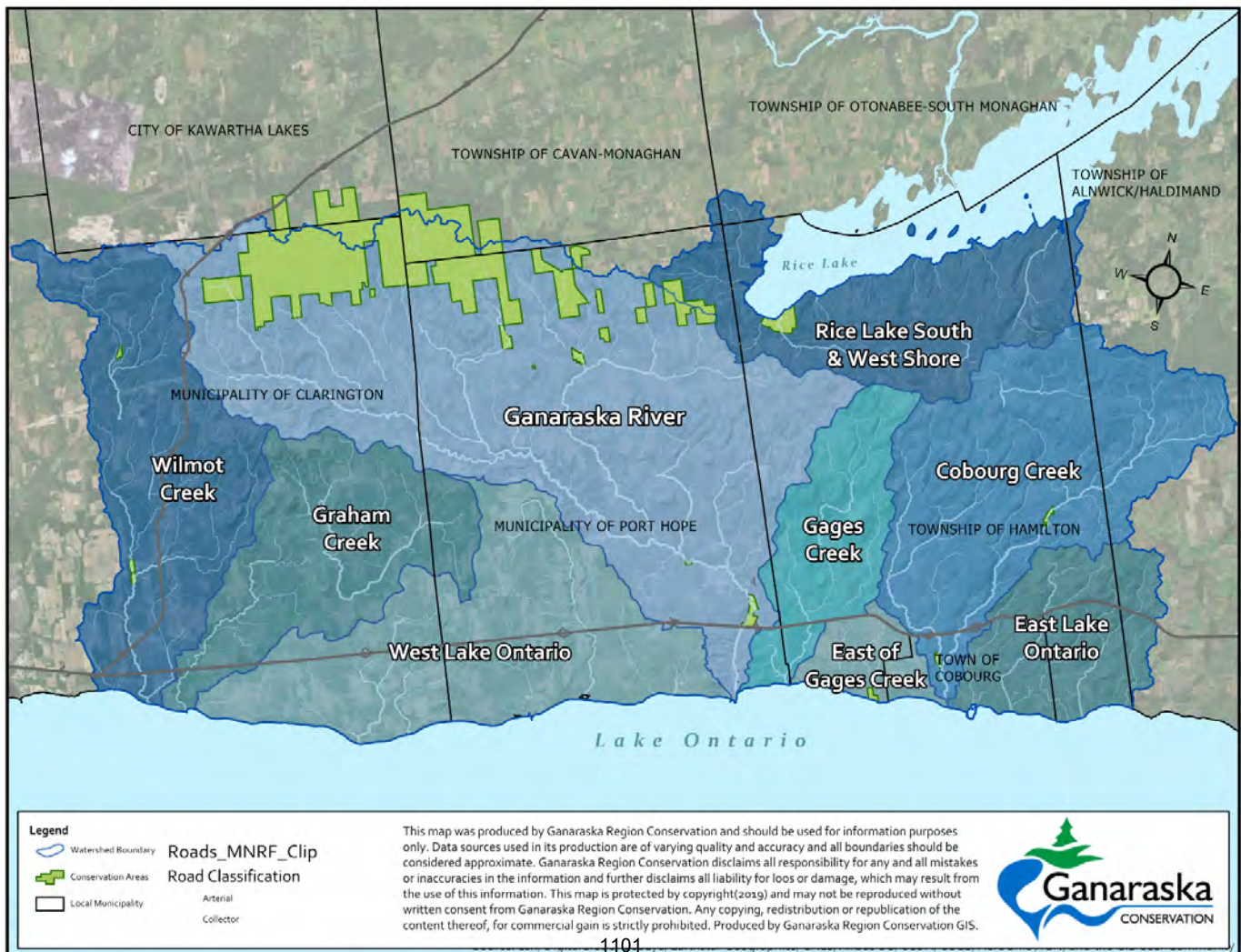
The Ganaraska Region Conservation Authority (GRCA) was formed in October 1946 under the Conservation Authorities Act and is one of the oldest conservation authorities in Ontario.

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 (2020-2024)**

OPERATIONS BUDGET	2019	2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast		2024 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	457,825	469,271	1,133,476	493,762	1,161,813	506,106	1,190,858	518,758	1,220,630	531,727	1,251,145
Assessment Grow (Base)	5,723	5,866	14,168	6,172	14,523	6,326	14,886	6,484	15,258	6,647	15,639
Economic Adjustment (5,723	5,866	14,168	6,172	14,523	6,326	14,886	6,484	15,258	6,647	15,639
CVA Adjustment prior year		12,759									
TOTAL	469,271	493,762	1,161,813	506,106	1,190,858	518,758	1,220,630	531,727	1,251,145	545,021	1,282,424

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

SPECIAL PROGRAMS/PROJECTS		Project or Ongoing	2019 Budget		2020 Budget		2021 Budget		2022 Budget		2023 Budget		2024 Budget		
			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	Project													
	Watershed Plan Update	Project							30,000	60,000	30,000	60,000	30,000	60,000	
	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	15,000	15,000	15,000	30,000	15,000	30,000	15,000	50,000	15,000	50,000	15,000	50,000	
	Fisheries Management Plan Update						20,000	20,000	20,000	20,000	25,000	25,000	25,000	25,000	
	Sub-total		15,000	15,000	15,000	30,000	35,000	50,000	35,000	70,000	40,000	75,000	40,000	75,000	
	Groundwater Management														
				34,423	34,423	35,398	70,796	35,000	70,000	40,000	80,000	45,000	90,000	50,000	100,000
	Sub-total			34,423	34,423	35,398	70,796	35,000	70,000	40,000	80,000	45,000	90,000	50,000	100,000
	Watershed Monitoring														
		Ongoing		37,500	37,500	40,000	80,000	40,000	89,000	43,000	95,000	45,000	100,000	48,000	110,000
Sub-total			37,500	37,500	40,000	80,000	40,000	89,000	43,000	95,000	45,000	100,000	48,000	110,000	
Natural Heritage Mapping															
Natural Heritage Strategy Phase II - Invasive Species	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															
Oak Ridges Moraine Coalition- Ecologist	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	
Oak Ridges Moraine Coalition	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	
Administration Building Capital Improvements										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														
	Ganaraska 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/Fld 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			231,655	231,655	235,130	423,296	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		-	-	-	-	-	-	-	-	-	-	-	-	
Lake Ontario Shoreline Mgmt Plan Update	Project		-	-	-	-	-	-	-	-	-	-	-	-	
Enterprise Data Management Platform	Project		35,376	35,376	-	-	-	-	-	-	-	-	-	-	
Sub-total			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	



2020 Business Plan

Toronto and Region Conservation Authority

By Program (\$,000's)	2019		2020		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Proposed Budget \$
1 Operating Programs	642	642	657	-	657
2 Special Benefiting Programs					
Administrative Office Building	42	42	42	-	42
Watershed Planning	107	107	111	-	111
Aquatic Resources/Fisheries	68	68	70	-	70
Watershed Monitoring	206	206	206	-	206
Natural Heritage Mapping	120	120	116	-	116
Flood Forecasting/Warning	55	55	58	-	58
Natural Hazard Mapping	31	31	38	-	38
Watershed Specific Projects	196	196	197	-	197
Special Benefiting Programs Subtotal	825	825	838	-	838
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	1,683	1,683	1,711	-	1,711

Chief Executive Officer



January 23, 2020

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 2020 – 2023 Budget Request

Toronto and Region Conservation Authority (TRCA) is pleased to provide the budget submission covering the period 2020 to 2023. The general levy request for 2020 and for subsequent years is 2.22%, impacted mostly by wage, employee benefit and similar inflationary pressures. TRCA's 2020 operating budget will amount to approximately \$48 million. Durham's 2020 share of TRCA's operating budget, as represented by the general levy, is \$596,000. This amount is included within the Region's operating allocation to TRCA of \$656,600.

TRCA was able to make reductions to meet the 1.5% envelope for Special Benefitting Programs for 2020 and will continue to work with Durham Region staff to offset costs in the interim. TRCA will work with the Region to create a 2020 budget that is financially sustainable, realistic and addresses additional core requirements needed to continue to deliver key services at a similar standard.

Excluding the Groundwater Management Project, TRCA's 2020 request for Special Benefitting Programs funding amounts to \$795,850, an increase of \$13,550 or 1.73% over 2019. While the annual funding from Durham Region helps TRCA to meet 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.

TRCA anticipates changes to regulations under the Conservation Authorities (CA) Act to occur later this year or early next year, impacting the 2021 fiscal year and all years thereafter. Changes to the CA Act regulations will require adjustments to Memorandums of Understanding (MOUs) or Service Level Agreements (SLAs) for all non-core services provided to TRCA's upper and lower tier municipal partners. TRCA activities are currently being assessed and staff are proactively preparing MOUs and SLAs with municipal staff taking into account potential budgetary impacts.

Staff and I would be pleased to discuss the above submission with you at your convenience. Please reach out to Michael Tolensky at 416-661-6600 extension 5965 or I if you have any questions. Thank you for your continued support.

Sincerely,

A handwritten signature in black ink, appearing to read 'John MacKenzie', with a long horizontal stroke extending to the right.

John MacKenzie, M.Sc.(PI) MCIP, RPP

2020-2023 TRCA Durham Region Budget Submission Executive Summary

With more than 60 years of experience, Toronto and Region Conservation Authority (TRCA) is one of 36 Conservation Authorities in Ontario, created to safeguard and enhance the health and well-being of watershed communities through the protection and restoration of the natural environment and the ecological services the environment provides.

TRCA has always had a unique and challenging role as the conservation authority charged with management of the natural and water resources of Canada's largest urban centre. Over TRCA's six decades of existence, the scope of environmental and sustainability challenges facing the Toronto region has expanded significantly. The problems of deforestation and soil erosion caused by agricultural expansion in the early twentieth century have been replaced by the impacts of extensive urban development on water quality, riverbank erosion, flood risk, ecosystem loss, degradation of greenspace and air quality, to name a few. Further, international sustainability crises such as climate change and the worldwide loss of biodiversity point to the need for communities in the Toronto region to live and act more sustainably in recognition of our global impact.

TRCA, in partnership with its partner municipalities is returning to a program model that better supports the traditional conservation authority mandate, and works to alleviate some of the most pressing challenges facing our Region including adapting to changes in provincial policy; addressing risks to people and property; advising on urban (re)development and continued economic growth in the GTA; and understanding, contributing and measuring collective impact to ensure our key priorities move forward. By strengthening our mandate, we are able to address the most critical issues and support new opportunities that may arise.

The story of TRCA has been one of continuous evolution and adaptation in response to changes in science, community demands and public policy, and TRCA's updated vision and mission statements reflect this 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 protect, conserve and restore natural resources and develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with our partners."

Core Values:

Integrity - We are honest, ethical, and professional.

Collaboration - We achieve shared goals through a solution-oriented approach.

Accountability - We are responsible for our actions, behaviour and results.

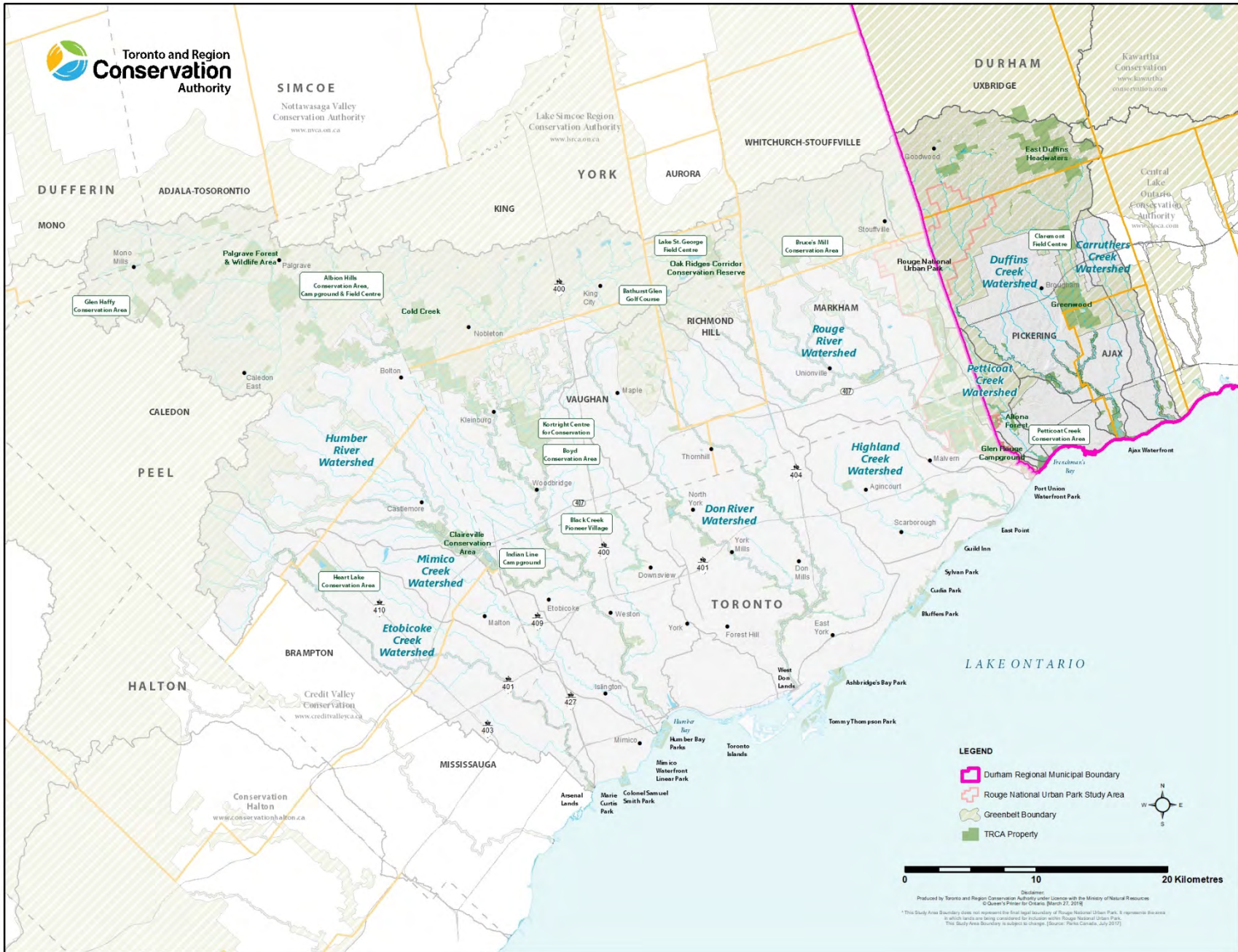
Respect - We are equitable, fair and respectful while recognizing individual contributions and diversity.

Excellence - We maintain a high standard of performance and customer service, consistently striving to improve and produce quality work.

Accompanying the new vision and mission is the five year update to the Strategic Plan (2013-2022) which repositions the existing strategic directions to be more outcome focused as it guides the business planning and program delivery of the organization to more effectively address risks to public health, safety and property in the jurisdiction for the foreseeable future.

2020-2023 TRCA Durham Region Budget Submission Executive Summary

The Strategic Plan also outlines the preliminary performance measurement framework which will help to define how TRCA will move forward in the tracking and reporting on progress using a consistent approach to performance measurement accompanied by the identification of performance indicators.



**Toronto and Region Conservation Authority
2020 Budget Submission
Region of Durham**

By Program	Approved Budget	Projected Budget				2020 over 2019	2020 over 2019
	2019	2020	2021	2022	2023	Change \$	Change %
General Benefiting Operating Levy	642,350	656,600	674,600	692,600	711,600	14,250	2.22%
Land Management Expenditures	41,000	41,000	41,000	41,000	41,000		
One Time - Emerald Ash Borer - Durham Region	200,000	-	-	-	-		
One Time - National Disaster Mitigation Program	400,000	-	-	-	-		
Special Benefiting Programs							
Duffins-Carruthers Watershed Plan Implementation	48,000	49,000	50,000	51,000	52,000		
Durham Stewardship Program	50,000	51,000	52,000	53,000	54,000		
Watershed Plan Development	-	-	45,000	46,000	46,000		
Watershed and Environmental Report Cards	-	-	29,000	36,000	36,000		
Climate Change - Research and Adaptation	9,000	11,000	11,000	11,000	11,000		
Watershed Planning	107,000	111,000	187,000	197,000	199,000	4,000	3.74%
Regional Watershed Monitoring Program	206,000	206,000	217,000	217,000	226,000		
Regional Watershed Monitoring	206,000	206,000	217,000	217,000	226,000	-	0.00%
Terrestrial Natural Heritage Implementation Program	40,000	36,000	37,000	37,000	38,000		
Terrestrial Ecosystem Science Program	19,000	19,000	36,000	36,000	36,000		
Terrestrial Natural Heritage Field Inventory Program	61,000	61,000	64,000	64,000	64,000		
Natural Heritage Mapping	120,000	116,000	137,000	137,000	138,000	(4,000)	-3.33%
Flood Gauging (Flood Maintenance)	35,000	36,000	36,000	36,000	36,000		
Flood Control Infrastructure Maintenance	20,000	22,000	22,000	22,000	22,000		
Floodworks & Flood Warning System	55,000	58,000	58,000	58,000	58,000	3,000	5.45%
TRCA Flood Line Mapping Program	30,300	38,000	38,000	38,000	40,000		
Flood Vulnerable Areas Map Updates	30,300	38,000	38,000	38,000	40,000	7,700	25.41%
Aquatic Ecosystem Science Program	33,000	34,000	34,000	35,000	35,000		
Duffins-Carruthers Fish Management Plan Implementation	35,000	36,000	37,000	37,000	38,000		
Aquatic Resources/Fisheries	68,000	70,000	71,000	72,000	73,000	2,000	2.94%
Durham Watershed Trails Program	65,000	66,000	67,000	68,000	69,000		
Durham Waterfront Trails Program	30,000	30,000	32,000	32,000	32,000		
Managing Hazard Trees Program	42,000	43,000	44,000	45,000	46,000		
Watershed Specific - Trails and Hazard Trees	137,000	139,000	143,000	145,000	147,000	2,000	1.46%
Frenchman's Bay Management Plan Program	10,000	10,000	12,000	12,000	14,000		
Duffins Marsh Restoration Program	35,000	33,850	37,000	37,000	38,000		
Bioregional Seed Crop Program	14,000	14,000	14,000	14,000	14,000		
Watershed Specific - Durham Waterfront	59,000	57,850	63,000	63,000	66,000	(1,150)	-1.95%
Sub-Total	782,300	795,850	914,000	927,000	947,000	13,550	1.73%
YPDT Groundwater Management	175,000	175,000	175,000	175,000	175,000		
Total net Program Costs	2,240,650	1,668,450	1,804,600	1,835,600	1,874,600	(572,200)	-25.54%
Special Funding Requests							
Special - TRCA Headquarters Facility	42,371	42,371	42,300	42,300	42,300		
Unfunded Priorities							
Emerald Ash Borer	-	360,000	360,000	-	-		
Land Acquisition	-	187,500	-	-	-		
Total net Program Costs (including Unfunded Priorities)	2,283,021	2,258,321	2,206,900	1,877,900	1,916,900		



2020 Business Plan

Lake Simcoe Region Conservation Authority

By Program (\$,000's)	2019		2020		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Proposed Budget \$
1 Operating Programs	257	257	263	(8)	255
2 Special Benefiting Programs					
Watershed Planning	63	63	63	-	63
Watershed Monitoring	43	43	42	-	42
Natural Heritage Mapping	7	7	6	-	6
Conservation Area Management Plans	28	28	28	-	28
Flood Forecasting/Warning	8	8	8	-	8
Natural Hazard Mapping	18	18	18	-	18
Watershed Specific Projects	307	307	317	(7)	310
Special Benefiting Programs Subtotal	474	474	482	(7)	475
4 Land Management Funding	22	22	22	-	22
Net Program Expenses	753	753	767	(15)	752



January 13, 2020

Nancy Taylor, Commissioner of Finance/Treasurer
The Regional Municipality of Durham
P.O. Box 623, 605 Rossland Road East
Whitby, ON L1N 6A3

Subject: Capital & Operations Budget 2020-2024 Lake Simcoe Region Conservation Authority

Dear Ms. Taylor;

We are attaching the revised 2020 budget submission document which is within the total the Durham Region guidelines. The schedules for the five-year period for the Lake Simcoe Region Conservation Authority (LSRCA) include:

- Schedule 1 – Operations budget – includes 2020 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*

The Authority works with nine (9) municipalities throughout the watershed to fund the general levy operating budget. It is challenging to establish a budget that meets the requirements of the Authority's Board of Directors guidelines and accommodates all nine municipal funding partners' guidelines.

The guidelines for increase to LSRCA levies approved by the Board of Directors in June 2019 are 2.83% on LSRCA operating budget, 2.34% on the special benefitting and 2.83% special operating. However, our 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 \$6,405 before the CVA adjustment (\$7,726) for final amount of \$254,862 after CVA. The special benefitting increase is \$7,117 before CVA adjustment (\$6,650) for a total of \$474,950 after CVA. The total request before CVA was for \$744,188 and \$729,812 after CVA (excluding the land management funding).

Staff at LSRCA appreciates the time and guidance provided by the Durham Region staff each year as we move through the budget process.

Yours truly,

A handwritten signature in black ink, appearing to read 'Mike Walters', written over a light blue horizontal line.

Mike Walters
Chief Administrative Officer

Attach.

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.

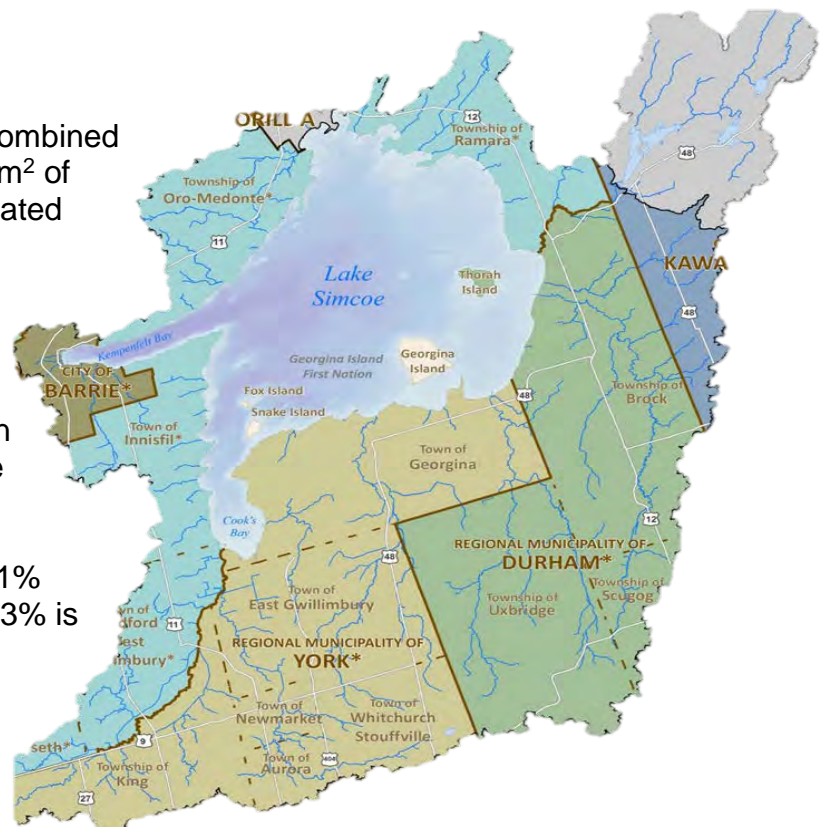
Our Vision for the watershed is a thriving environment that inspires and sustains us for generations to come. This outcome will be achieved through our mission to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.

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).

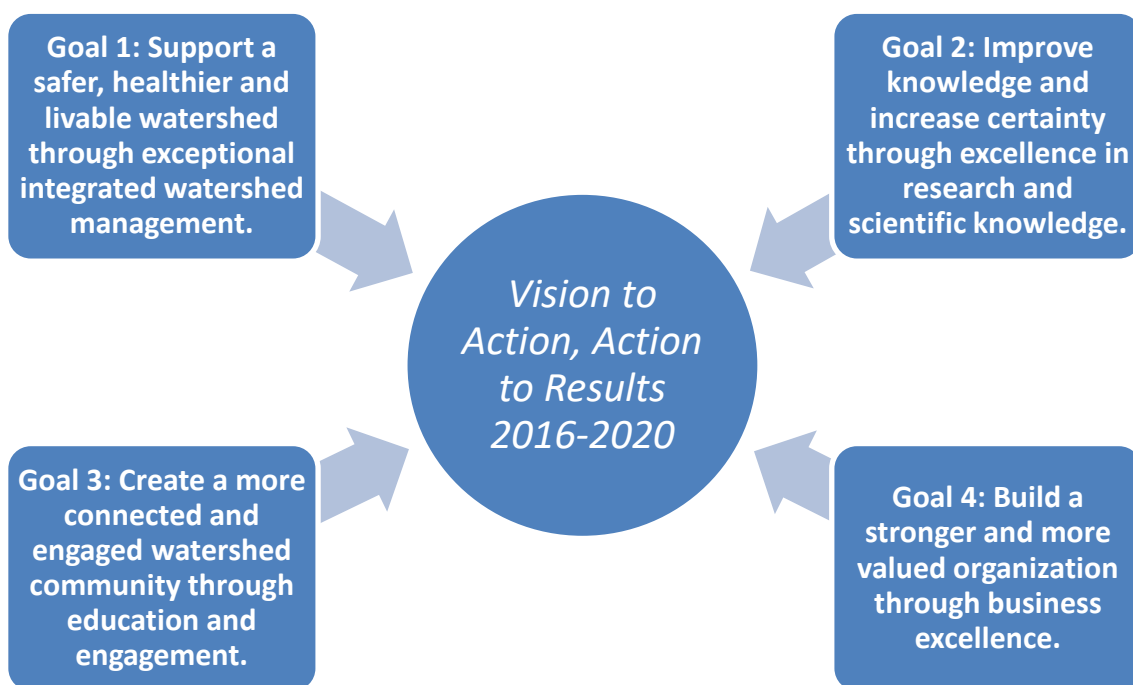


3.0 *Vision to Action, Action to Results 2016-2020*

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 2016-2020*. 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 by the end of this year all will be completed.

Vision to Action, Action to Results contains four key goals:



In 2020 LSRCA will be developing our next Strategic Plan for 2021-2025. This will involve the engagement of all our municipal partners in the development of activities that will continue LSRCA's focus on conserving and restoring the Lake Simcoe Watershed.

For a complete review of the LSRCA programs and services please visit our website at www.lsrca.on.ca. The LSRCA 2019 Annual Report will be available at the end of January 2020 on-line and a final audited statement will be provided by the end of April.

**Lake Simcoe Region C.A.
2020 Preliminary Budget Review**

Schedule 1 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2020-2024)

OPERATIONS BUDGET	2019 Actual		2020 Request		2021 Forecast		2022 Forecast		2023 Forecast		2024 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	233,967	3,777,596	234,123	3,898,497	233,561	4,008,880	239,400	4,109,102	245,385	4,211,830	251,520	4,317,126
Other Programs												
Assessment Growth (CVA)	(7,380)		(7,192)									
Economic Adjustment (Base)	7,536	120,901	6,630	110,383	5,839	100,222	5,985	102,728	6,135	105,296	6,288	107,928
Budget Request per Guideline	234,123	3,898,497	233,561	4,008,880	239,400	4,109,102	245,385	4,211,830	251,520	4,317,126	257,808	4,425,054

Schedule 3 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Operating Levy (2020-2024)

Special Operating Levy	2019 Actual		2020 Request		2021 Forecast		2022 Forecast		2023 Forecast		2024 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.												
Wages & Benefits	15,405	15,405	15,695	215,525	15,566	218,758	15,955	224,227	16,354	229,833	16,763	235,578
Ed Centre - Operations	6,037	6,037	6,139	67,963	6,054	68,983	6,205	70,707	6,360	72,475	6,519	74,287
Strategic Initiative	214	214			213	2,835	218	2,906	224	2,978	229	3,053
Economic Adjustment (Base)	404	404										
CVA			(534)									
Budget Request per Guideline	22,060	22,060	21,300	283,488	21,833	290,576	22,378	297,840	22,938	305,286	23,511	312,918

**Lake Simcoe Region C.A.
2020 Preliminary Budget Review**

Schedule 2 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Benefitting Levy (2020-2024)

Special Benefitting Levy	2019 Actual		2020 Request		2021 Forecast		2022 Forecast		2023 Forecast		2024 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.												
Special Benefitting Levy	471,136	3,864,702	474,483	3,928,508	474,950	3,987,286	486,823	4,086,718	498,922	4,188,636	511,396	4,293,102
Economic Adjustment (Base)	5,298		7,117		7,124		7,231		7,484		7,671	
Asset Management					4,749	39,285	4,868	40,266	4,990	41,270	5,115	42,299
Assessment Growth(CVA)	(1,951)		(6,650)				-		-		-	
Budget Request per Guideline	474,483	3,864,702	474,950	3,928,508	486,823	4,026,571	498,922	4,126,984	511,396	4,229,906	524,182	4,335,401

Schedule 4 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR One-Time Requests (2020-2024)

One-Time Requests	2019 Actual		2020 Request		2021 Forecast		2022 Forecast		2023 Forecast		2024 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.												
Infrastructure Maintenance for Scanlon Creek Operations Centre												
Scanlon Creek Operations Centre Renovation Project												
Budget Request per Guideline	-	-	-	-	-	-	-	-	-	-	-	-

LAKE SIMCOE REGION CONSERVATION AUTHORITY - Schedule 5

SPECIAL BENEFITTING LEVY		2019 Actual	2020 Proposed Budget		2021 Forecast		2022 Forecast		2023 Forecast		2024 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	24,748	24,492	273,774	24,860	277,881	25,481	284,828	26,118	291,948	26,771	299,247
	Climate Change	21,609	21,616	191,178	21,940	194,046	22,489	198,897	23,051	203,869	23,627	208,966
	Watershed Subwatershed Planning	62,782	62,613	413,107	63,552	419,304	65,141	429,787	66,769	440,531	68,439	451,544
	Total Watershed Studies and Strategies	109,139	108,721	878,059	110,352	891,230	113,111	913,511	115,938	936,349	118,837	959,757
WATER RISK MANAGEMENT	Flood Management and Warning											
	Natural Hazard Mapping	18,590	18,507	108,744	18,784	110,375	19,254	113,134	19,735	115,963	20,229	118,862
	Forecasting and Warning	7,775	7,505	184,016	7,618	186,776	7,808	191,446	8,003	196,232	8,203	201,137
	Water Management/Restoration											
	Assistance Program	51,598	51,316	306,507	52,086	311,105	53,388	318,882	54,723	326,854	56,091	335,026
	Water Science and Monitoring											
	Groundwater	6,430	6,325	108,249	6,420	109,873	6,580	112,620	6,745	115,436	6,913	118,321
	Riverflow	7,880	7,754	132,720	7,871	134,711	8,067	138,079	8,269	141,531	8,476	145,069
Stormwater Performance	2,375	2,355	40,331	2,391	40,936	2,451	41,959	2,512	43,008	2,575	44,083	
Total Water Risk Management	94,648	93,763	880,567	95,169	893,776	97,548	916,120	99,987	939,023	102,487	962,499	
ECOLOGICAL MANAGEMENT	Restoration and Regeneration											
	Assistance Program	130,274	129,284	818,770	131,223	831,051	134,504	851,828	137,866	873,123	141,313	894,952
	Ecosystem Science and Monitoring											
	Lake	9,324	9,187	157,239	9,324	159,598	9,558	163,588	9,797	167,677	10,041	171,869
	Tributary Biologic	10,988	10,854	185,776	11,016	188,562	11,292	193,276	11,574	198,108	11,863	203,061
	Tributary Water Quality	5,900	5,818	99,586	5,905	101,079	6,052	103,606	6,204	106,196	6,359	108,851
	Natural Heritage Mapping	6,862	5,760	113,574	5,846	115,278	5,992	118,160	6,142	121,114	6,296	124,141
Total Ecological Management	163,348	160,901	1,374,944	163,315	1,395,569	167,398	1,430,458	171,583	1,466,219	175,872	1,502,875	
GREENSPACE SERVICES	Management											
	Maintenance and Development	70,343	70,729	293,818	71,790	298,225	73,585	305,680	75,424	313,322	77,310	321,156
	Total Greenspace Services	70,343	70,729	293,818	71,790	298,225	73,585	305,680	75,424	313,322	77,310	321,156
CORPORATE	Governance											
	Lake Simcoe Protection Plan	15,522	15,337	262,519	15,567	266,457	15,956	273,118	16,355	279,946	16,764	286,945
	Conservation Authorities Moraine Coalition	-	4,070	10,000	4,131	10,000	4,235	10,000	4,340	10,000	4,447	10,000
	Information Management											
	Program Information Management	15,763	15,708	193,853	15,943	196,761	16,342	201,680	16,750	206,722	17,169	211,890
	Strategic Initiatives	-	-	-	-	-	-	-	-	-	-	-
	Facility Management											
Asset Management - Vehicles and Equipment Maintenance	5,718	5,721	34,747	5,807	35,268	5,952	36,150	6,101	37,054	6,254	37,980	
Total Corporate	37,004	40,836	501,119	41,448	508,486	42,485	520,948	43,547	533,722	44,634	546,815	
TOTAL CAPITAL	474,483	474,950	3,928,508	482,074	3,987,286	494,127	4,086,718	506,479	4,188,636	519,139	4,293,102	
Asset Management	-	-	-	4,749	39,285	4,868	40,266	4,990	41,270	5,115	42,299	
TOTAL CAPITAL INCLUDING STRATEGIC INITIATIVES AND ASSET MANAGEMENT	474,483	474,950	3,928,508	486,824	4,026,571	498,995	4,126,984	511,469	4,229,906	524,254	4,335,401	

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

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2020

BUSINESS PLAN AND BUDGET

DURHAM REGIONAL POLICE SERVICE



2020 Business Plan Budget

Durham Regional Police
Service

OUR VISION:

- To have the safest community for people to live, work and play.

OUR MISSION STATEMENT:

- As Leaders in Community Safety we work proudly with all members of our community while holding ourselves accountable to improved effectiveness in everything we do. We proactively address future challenges, while upholding our values.

OUR PHILOSOPHY:

- We are a problem solving organization which, in partnership with our community, addresses the root causes of crime, fear of crime and anti-social behaviour.

OUR VALUES:

- Every member of the Durham Regional Police Service is committed to providing quality service in partnership with our community. While learning from each other, we will achieve excellence through pride, respect, understanding and ethical behaviour.

GOALS:

Mandate:

- The Durham Regional Police Services Board (the Board) fulfills the municipality's legislated requirement to provide police services to ensure the safety and security of all citizens while safeguarding their Charter and Human Rights as required by the Province of Ontario as set out in the Police Services Act (PSA).

Measurement of Results:

- The Board's Ends policies require the Service to measure its results objectively and compare them to 8 communities in Ontario (Halton, Hamilton, Niagara, Ottawa, Peel, Toronto, Waterloo and York).
- All the measures are Region-wide and the Service responds to community needs by allocating and re-allocating staff and assets within the Region as needs change from time to time and place to place. Flexible deployment of staff and assets is essential to achieving effectiveness and efficiency.



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Durham Regional Police Service

- The Board has also directed that the Business Plans and Budgets of the Service clearly identify their impact on achievement of the Board Ends. This requires the Service to address objective performance outcome measures rather than only activity or effort measures (such as the number of calls for service).
- Board Guidance for the years 2011 through to 2018 was to maintain, and not to add to, staffing.
- The Service is an active participant in the Municipal Benchmarking Network Canada (MBN Canada), formerly known as OMBI.
- MBN Canada is an initiative undertaken by 16 Ontario municipalities to improve effectiveness and efficiency in the provision of services through information sharing and benchmarking of service levels and costs (Peel Region does not participate in MBN Canada).

The following chart shows that policing in Durham is provided at a cost which is competitive with comparable Police Services.

PLCE235 - Policing Net Operating Cost per Capita				
Publicly Reportable: Yes		Primary Measure: No		
Rank	Municipality	2018 Result	2017 Result	2016 Result
1	Halton	\$246	\$239	\$240
2	Durham	\$269	\$266	\$260
3	Hamilton	\$282	\$286	\$281
4	York	\$288	\$261	\$266
5	Waterloo	\$292	\$300	\$292
6	Niagara	\$317	\$319	\$316
7	Toronto	\$378	\$382	\$387
	Average	\$296	\$293	\$292



PSB Community Safety Monitoring Report (September 17, 2019)

Board Policy Statement:

The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

Reporting

The following measures will be considered in an assessment of community safety:

- Overall crime rate
- Violent crime rate
- Property crime rate
- Crime severity index
- Clearance rate
- Weighted clearance rate
- Response time to emergency calls
- Motor vehicle collision injury and fatality rates

The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.

An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.

The Chief shall report annually on outcomes resulting from this policy.

Interpretation of the Chief of Police:

The Board End of Community Safety is related to Section 1, principle 1 of the Police Services Act, 1990 "The need to ensure the safety and security of all persons and property in Ontario". It is also responsive to Section 4(2) items (1), (2) and (5) of the Police Services Act regarding adequate and effective police services involving: crime prevention, law enforcement and emergency response respectively.

It is my interpretation that community safety outcomes are to be assessed based on a comparison against previous years' statistics, and against our comparator services, and that the measures used in



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Durham Regional Police Service

this assessment will reflect the Durham Regional Police Service's ability to effectively respond to emergency calls for service, and resolve criminal incidents.

It is my further interpretation that the Durham Regional Police Service will rank in the top half of our comparators when assessed on those measures that are commensurate between police services using data published by the Canadian Centre for Justice Statistics (CCJS), Statistics Canada. For those measures that are not comparable between police services, including response times, traffic injuries and fatalities, and the public's sense of security, outcomes will be assessed based on comparison to previous years' statistics within Durham Region.

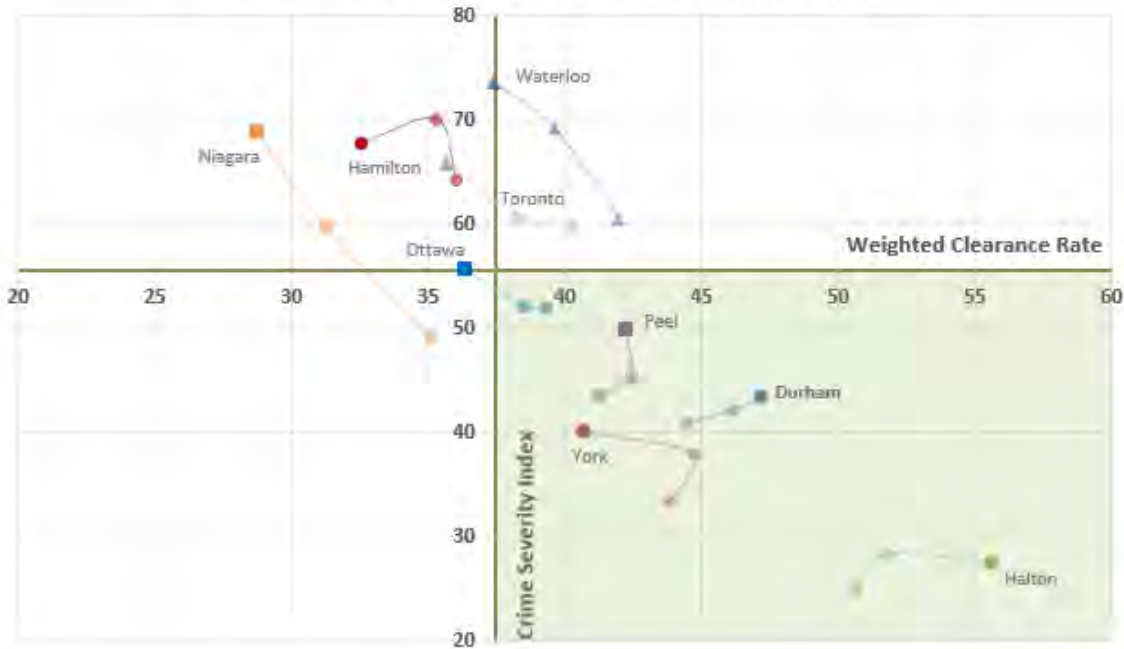
Data Support:

For all measures, excluding violent crime rates, Durham continues to be a leader in community safety by ranking in the top half of its comparators for measures where comparable data is available.

Board policy states that Durham Region shall be a leader in community safety among its comparator services. The performance quadrant in the bottom right of the chart below (shaded in green) denotes the leaders, those in the top 50% of the comparators, for both crime severity index and weighted clearance rate. The bolder shapes represent 2018 figures, while the faded shapes and lines indicate changes since 2016. As shown in the chart, the Durham Regional Police Service places within the top 50%.

Crime Severity Index & Weighted Clearance Rate by Service, 2016-2018

Performance Quadrant Highlighted in Green (bottom right)



- Halton Regional Police Service
- Peel Regional Police Service
- Toronto Police Service
- York Regional Police Service
- Ottawa Police Service
- Hamilton Police Service
- Durham Regional Police Service
- Niagara Regional Police Service
- Waterloo Regional Police Service



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Durham Regional Police Service

Overall Criminal Code (Excluding Traffic) Crime Rate:

The crime rate is the number of criminal incidents reported to, and substantiated by, police services per 100,000 population. The following table contains crime rate statistics for 2014 through 2018 for Durham and its eight comparator services.

Durham Regional Police maintained the fourth lowest rank for overall crime rate amongst comparator police services in 2018, placing it within the top 50%.

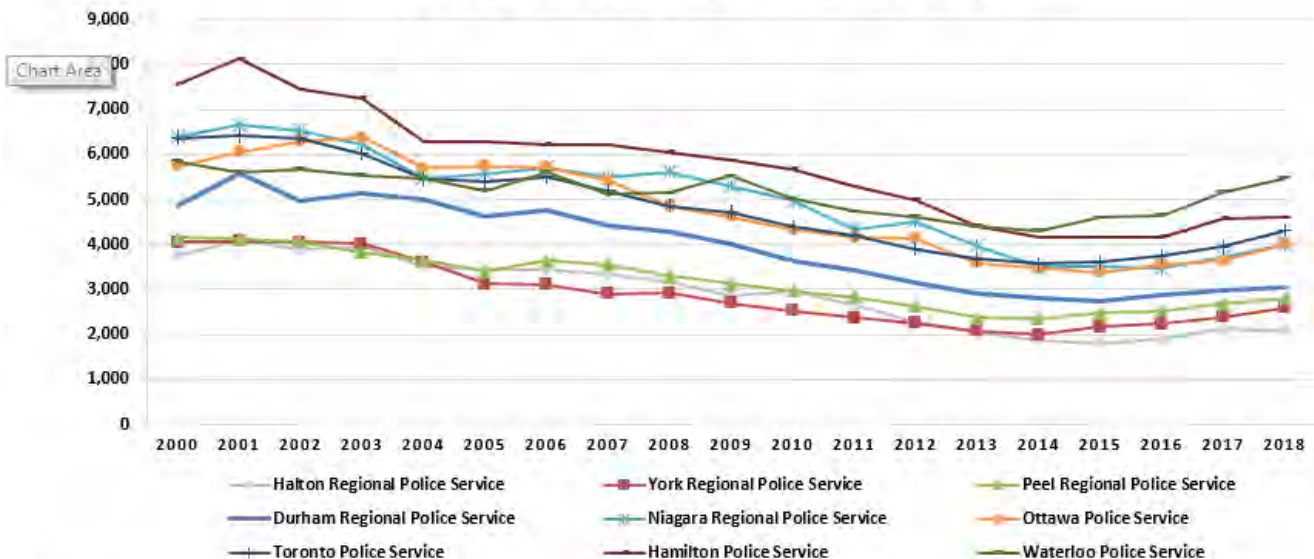
Total Criminal Code (Excluding Traffic) Rate per 100,000 Population

Police Service	2014		2015		2016		2017		2018		2014/15	2015/16	2016/17	2017/18
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	% Diff.	% Diff.	% Diff.	% Diff.
Halton Regional Police Service	1868	1	1801	1	1889	1	2128	1	2085	1	-3.5	4.9	12.7	-2.0
York Regional Police Service	1989	2	2160	2	2239	2	2395	2	2589	2	8.6	3.7	7.0	8.1
Peel Regional Police Service	2351	3	2467	3	2520	3	2681	3	2807	3	5.0	2.1	6.4	4.7
Durham Regional Police Service	2820	4	2742	4	2888	4	2987	4	3063	4	-2.8	5.3	3.4	2.5
Niagara Regional Police Service	3506	6	3499	6	3462	5	3724	6	3990	5	-0.2	-1.1	7.6	7.2
Ottawa Police Service	3471	5	3391	5	3558	6	3646	5	3998	6	-2.3	4.9	2.5	9.7
Toronto Police Service	3578	7	3603	7	3742	7	3942	7	4314	7	0.7	3.9	5.3	9.4
Hamilton Police Service	4160	8	4153	8	4165	8	4579	8	4598	8	-0.2	0.3	9.9	0.4
Waterloo Police Service	4307	9	4605	9	4654	9	5156	9	5473	9	6.9	1.1	10.8	6.2

Source: Statistics Canada. *Table 35-10-0180-01* Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2019-07-23)

Note: Rates are rounded to the nearest whole number.

CRIME RATE PER 100,000 (2000-2018)



Source: Statistics Canada. *Table 35-10-0180-01* Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2019-07-23)

There has been a general declining trend in overall crime rate among DRPS and its comparator police services over the past nineteen years. This trend began to reverse in 2015.



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Durham Regional Police Service

Violent Crime Rate:

The violent crime rate is the number of violent crimes reported to, and substantiated by, police services per 100,000 population.

Durham Regional Police rank fifth in violent crime rate among comparator police services in 2018.

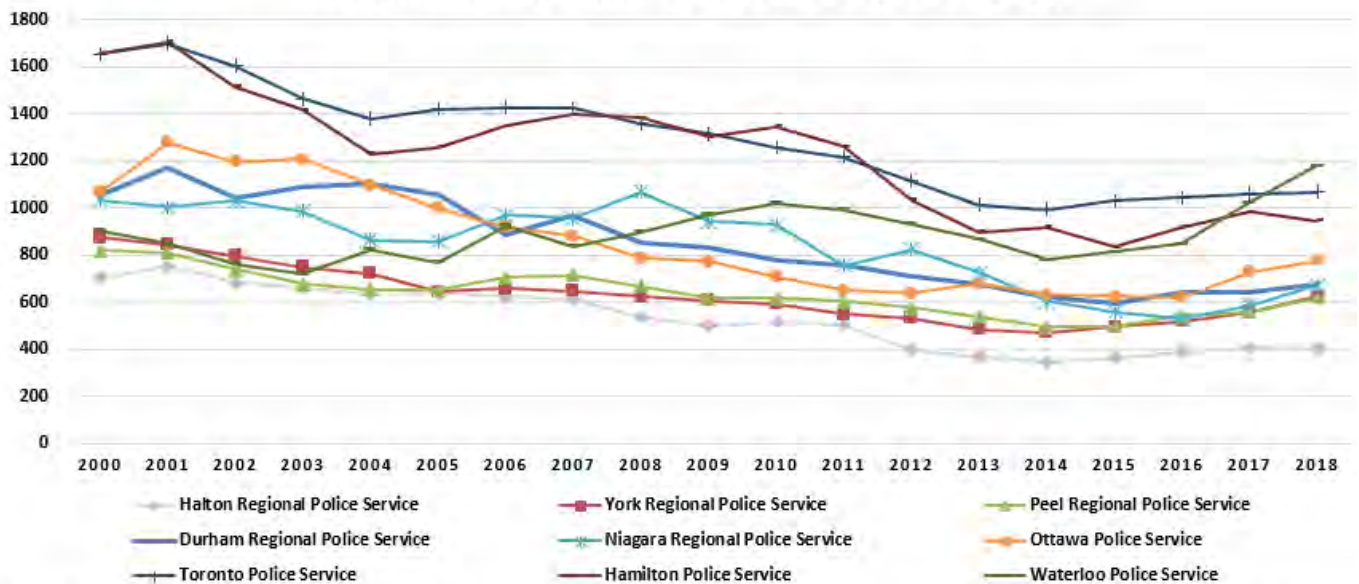
Violent Crime Rate per 100,000 Population

Police Service	2014		2015		2016		2017		2018		2014/15	2015/16	2016/17	2017/18
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	% Diff.	% Diff.	% Diff.	% Diff.
Halton Regional Police Service	346	1	362	1	388	1	405	1	404	1	4.7	7.4	4.3	-0.3
Peel Regional Police Service	492	3	496	3	540	4	557	2	620	2	0.8	8.7	3.2	11.4
York Regional Police Service	471	2	495	2	517	2	559	3	622	3	5.0	4.5	8.1	11.2
Niagara Regional Police Service	601	4	558	4	527	3	584	4	671	4	-7.2	-5.5	10.8	14.8
Durham Regional Police Service	618	5	595	5	639	6	641	5	678	5	-3.8	7.5	0.3	5.8
Ottawa Police Service	629	6	623	6	619	5	728	6	774	6	-1.0	-0.5	17.5	6.4
Hamilton Police Service	918	7	832	8	916	8	984	7	945	7	-9.4	10.2	7.4	-4.0
Toronto Police Service	991	8	1030	9	1043	9	1061	9	1068	8	3.9	1.3	1.7	0.7
Waterloo Police Service	779	9	813	7	846	7	1023	8	1179	9	4.3	4.1	21.0	15.2

Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2019-07-23)

Note: Rates are rounded to the nearest whole number

VIOLENT CRIME RATE PER 100,000 (2000-2018)



Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2019-07-23)



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Property Crime Rate:

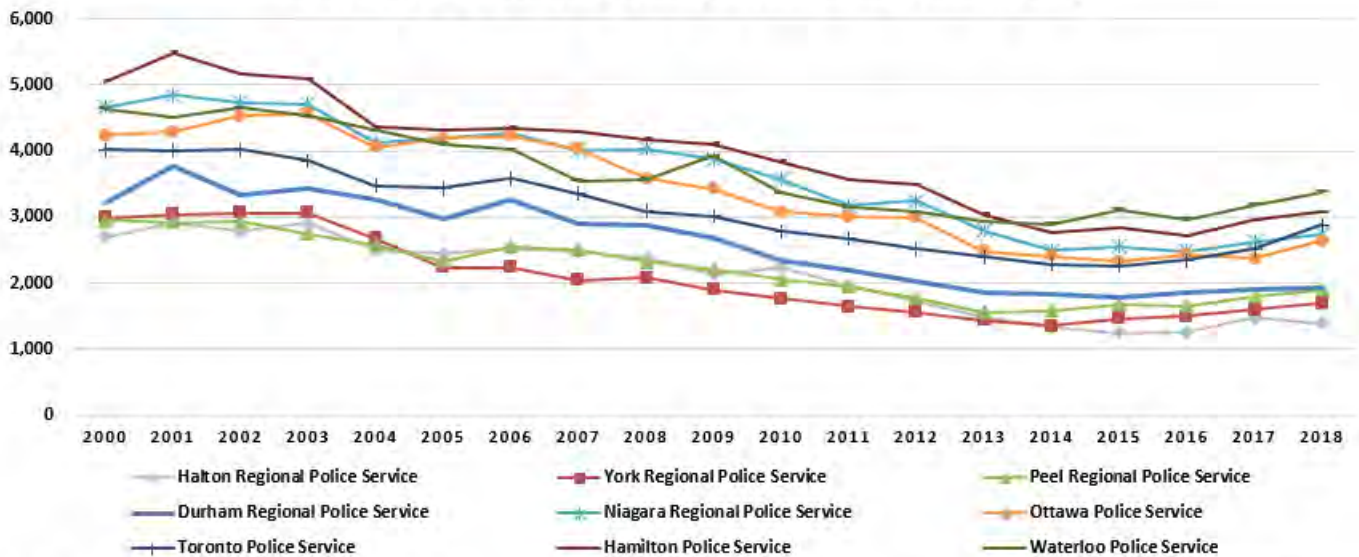
The rate of property crime reporting to the Durham Regional Police Service was relatively unchanged from 2017. The Service continues to rank fourth in property crime rate amongst comparator services, placing it in the top 50%.

Property Crime Rate per 100,000 Population

Police Service	2014		2015		2016		2017		2018		2014/15	2015/16	2016/17	2017/18
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	% Diff.	% Diff.	% Diff.	% Diff.
Halton Regional Police Service	1346	1	1241	1	1258	1	1478	1	1394	1	-7.8	1.4	17.5	-5.7
York Regional Police Service	1350	2	1467	2	1502	2	1592	2	1693	2	8.7	2.4	6.0	6.4
Peel Regional Police Service	1586	3	1681	3	1662	3	1803	3	1902	3	6.0	-1.1	8.5	5.4
Durham Regional Police Service	1841	4	1790	4	1860	4	1914	4	1921	4	-2.8	3.9	2.9	0.4
Ottawa Police Service	2404	5	2325	6	2431	6	2379	5	2637	5	-3.3	4.6	-2.5	11.3
Niagara Regional Police Service	2493	6	2560	7	2476	7	2625	7	2753	6	2.7	-3.3	6.1	4.9
Toronto Police Service	2290	7	2265	5	2353	5	2513	6	2881	7	-1.1	3.9	6.8	14.7
Hamilton Police Service	2759	8	2828	8	2717	8	2954	8	3079	8	2.5	-3.9	8.7	4.2
Waterloo Police Service	2897	9	3111	9	2962	9	3185	9	3385	9	7.4	-4.8	7.5	6.3

Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2019-07-23)
 Note: Rates have been rounded to the nearest whole number

PROPERTY CRIME RATE PER 100,000 (2000-2018)



Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2019-07-23)

Crime Severity Index:

The Crime Severity Index (CSI) is a measure of crime that reflects the relative seriousness of individual offences. It includes all Criminal Code violations, including traffic, as well as drug violations and all federal statutes reported to police. The seriousness, or weight, assigned to an incident is based on actual sentences handed down by the courts in all provinces and territories.



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Durham Regional Police Service

Using the CSI reduces the impact of high volume, less serious offences compared to traditional measures such as crime rate. To facilitate comparisons Statistics Canada standardizes the index to a national score of 100 using 2006 as the base year.

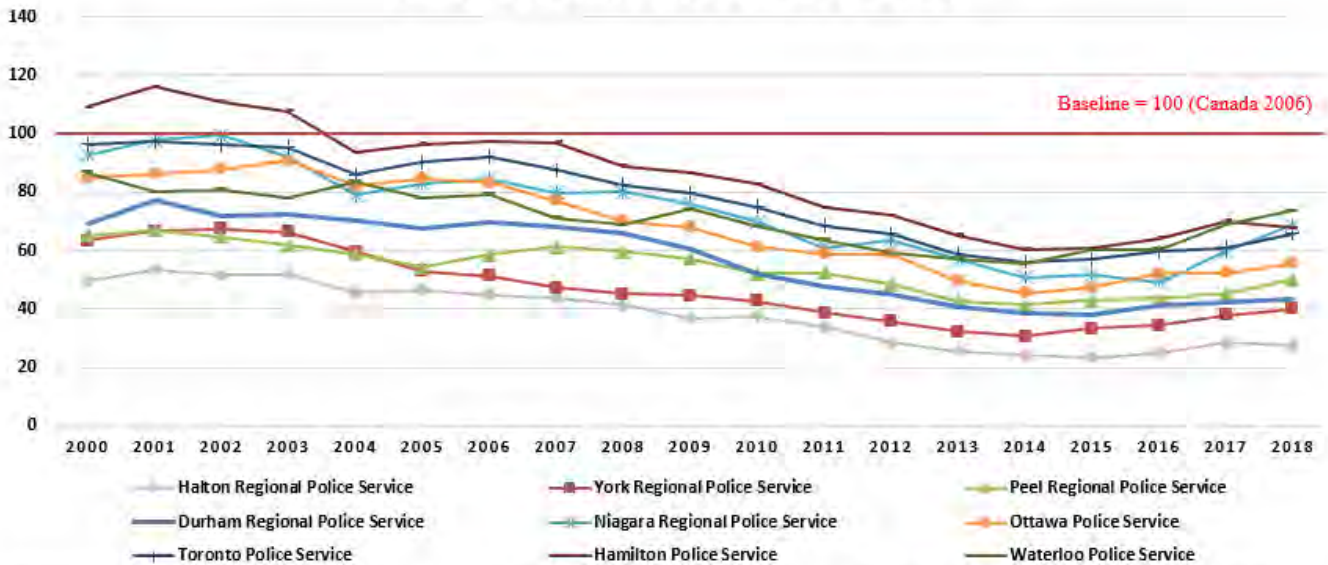
The following table contains Crime Severity Index figures for the five years between 2014 and 2018, with data from the eight-comparator police services. Durham Regional Police maintained the third lowest rank for crime severity amongst comparator police services in 2018, placing it within the top 50%.

Overall Crime Severity Index

Police Service	2014		2015		2016		2017		2018		2014/15	2015/16	2016/17	2017/18
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	% Diff.	% Diff.	% Diff.	% Diff.
Halton Regional Police Service	24.2	1	23.4	1	25.0	1	28.4	1	27.5	1	-3.3	6.5	13.9	-3.4
York Regional Police Service	30.7	2	33.4	2	34.3	2	38.0	2	40.0	2	8.8	2.7	10.9	5.3
Durham Regional Police Service	38.6	3	37.8	3	41.0	3	42.2	3	43.4	3	-2.1	8.6	2.8	2.9
Peel Regional Police Service	41.4	4	43.0	4	43.6	4	45.4	4	49.9	4	3.9	1.5	4.1	9.9
Ottawa Police Service	45.5	5	47.4	5	52.0	6	52.3	5	55.6	5	4.2	9.9	0.4	6.4
Toronto Police Service	56.3	8	56.9	7	60.0	7	60.9	7	65.9	6	1.1	4.7	2.3	8.2
Hamilton Police Service	60.6	9	60.8	9	64.3	9	70.1	9	67.8	7	0.5	5.7	9.0	-3.3
Niagara Regional Police Service	50.7	6	51.6	6	49.3	5	59.8	6	68.8	8	1.7	-4.4	21.2	15.2
Waterloo Police Service	55.5	7	60.3	8	60.5	8	69.2	8	73.5	9	8.6	0.3	14.4	6.3

Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2019-07-23)

CRIME SEVERITY INDEX (2000-2018)



Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2019-07-23)

Over the past nineteen years, the Durham Regional Police Service and its comparators (with the exception of Hamilton Police Service between 2000-2003) have remained below the baseline Crime Severity Index value of 100. In general, the CSI has declined over this time, although recent years have seen a slight increase. Durham Regional Police Service has maintained a third-place ranking in this measure since 2010.



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Durham Regional Police Service

Clearance Rate:

The clearance rate is defined as the number of incidents cleared, by charge or otherwise, during the year as a percentage of incidents reported to- and substantiated by- the police service in that year.

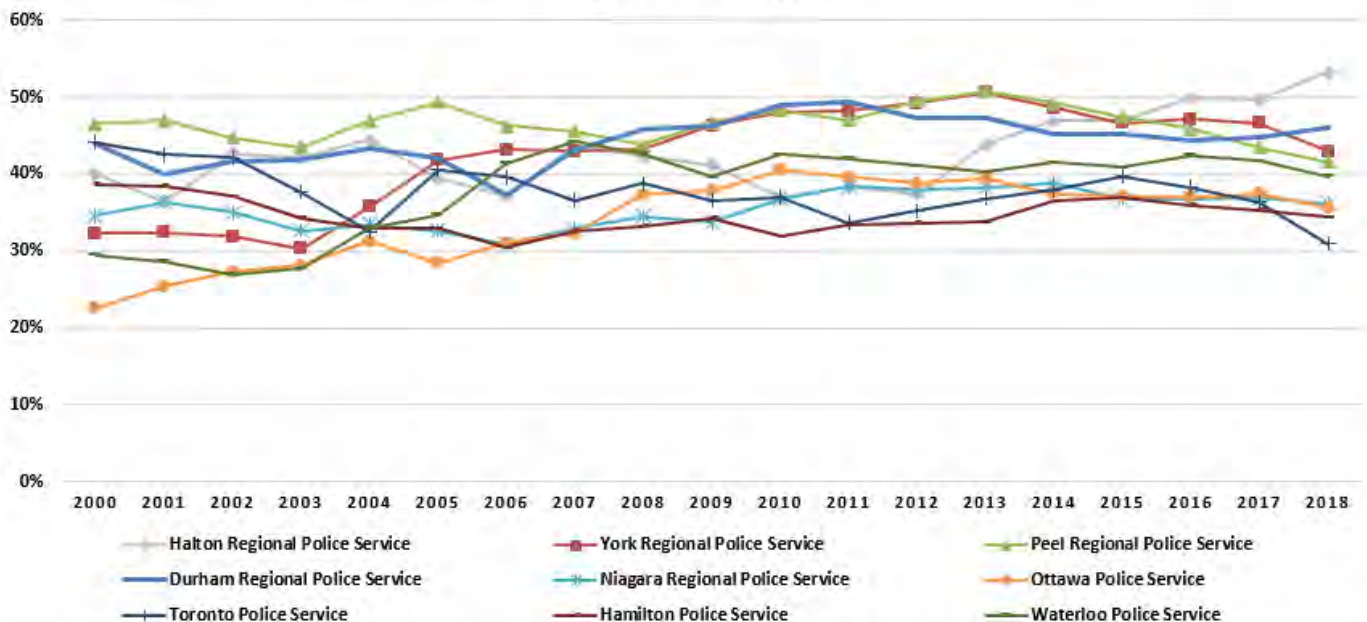
The following table contains clearance rate statistics for 2014 through 2018, with data from the eight comparator police services. In 2018, Durham Regional Police experienced a slight increase in clearance rate, moving to a rank of second amongst comparator services, and maintaining a position within the top 50%.

Total Criminal Code (Excluding Traffic) Clearance Rate

Police Service	2014		2015		2016		2017		2018		2014/15	2015/16	2016/17	2017/18
	Rate%	Rank	Rate%	Rank	Rate%	Rank	Rate%	Rank	Rate%	Rank	% Diff.	% Diff.	% Diff.	% Diff.
Halton Regional Police Service	47.0	3	46.9	2	49.9	1	49.7	1	53.2	1	-0.1	5.9	-0.5	6.7
Durham Regional Police Service	45.3	4	45.1	3	44.3	4	44.8	3	46	2	-0.3	-1.8	1.1	2.5
York Regional Police Service	48.6	2	46.6	4	47.1	2	46.6	2	43.0	3	-4.1	1.1	-1.2	-8.4
Peel Regional Police Service	49.2	1	47.4	1	45.9	3	43.5	4	41.6	4	-3.8	-3.4	-5.5	-4.5
Waterloo Police Service	41.5	5	40.8	5	42.4	5	41.7	5	39.7	5	-1.7	3.7	-1.6	-5.1
Niagara Regional Police Service	38.8	6	36.7	9	36.8	8	36.8	7	36.1	6	-5.8	0.4	0.1	-1.9
Ottawa Police Service	37.4	8	37.1	7	37.0	7	37.4	6	35.7	7	-0.7	-0.4	1.1	-4.9
Hamilton Police Service	36.5	9	36.9	8	35.9	9	35.3	9	34.3	8	1.1	-2.5	-1.8	-2.9
Toronto Police Service	38.0	7	39.7	6	38.3	6	36.4	8	30.9	9	4.4	-3.6	-5.3	-17.7

Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2019-07-23)

TOTAL CRIMINAL CODE (EXCLUDING TRAFFIC) CLEARANCE RATE (2000-2018)



Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2019-07-23)

In general, the clearance rates of Durham Regional Police Service and its comparators have increased slightly over the past eighteen years.



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Durham Regional Police Service

Weighted Clearance Rate:

The weighted clearance rate improves the comparability of clearance rates – the proportion of crimes solved by police – among police services, since it accounts for differences in the severity of crime. Similar to the concept behind the Crime Severity Index, the calculation of the weighted clearance rate places greater emphasis on the more serious crimes solved by police.

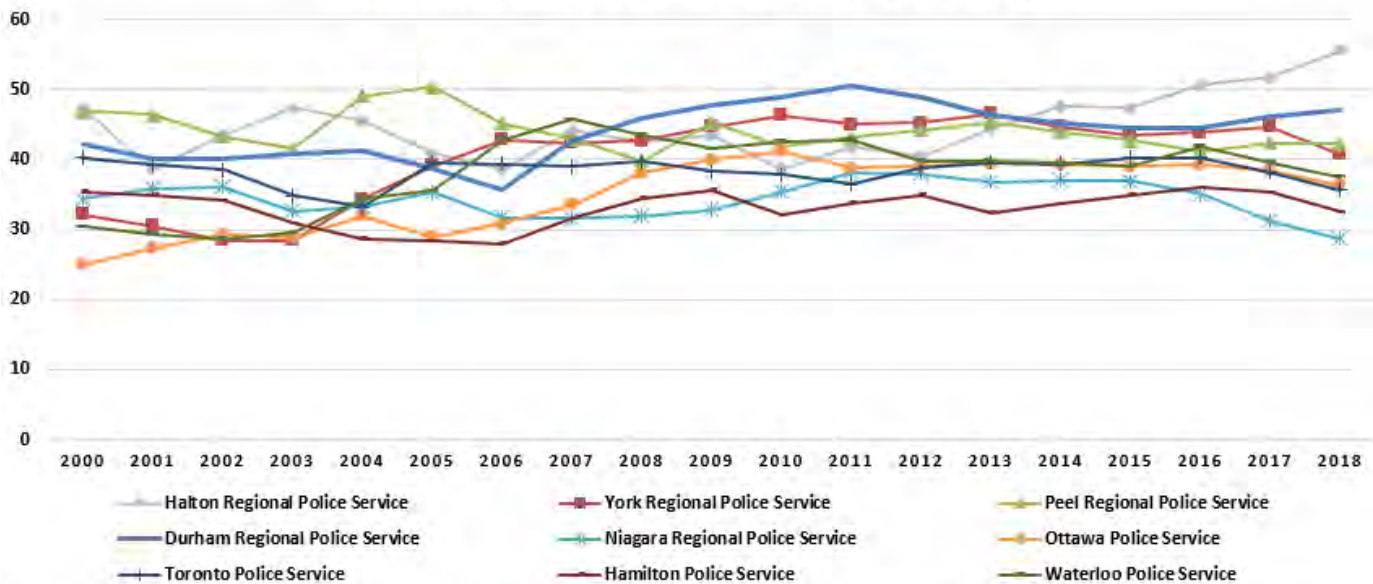
The following table contains weighted clearance rate statistics between 2014 and 2018 for Durham Regional Police Service and the eight comparator police services. Durham Regional Police maintains a rank of second amongst comparator police services for weighted clearance rates for the sixth consecutive year, placing the service within the top 50%.

Weighted Clearance Rates

Police Service	2014		2015		2016		2017		2018		2014/15	2015/16	2016/17	2017/18
	WRC	Rank	WRC	Rank	WRC	Rank	WRC	Rank	WRC	Rank	% Diff.	% Diff.	% Diff.	% Diff.
Halton Regional Police Service	47.61	1	47.33	1	50.63	1	51.78	1	55.60	1	-0.59	6.97	2.27	7.28
Durham Regional Police Service	45.25	2	44.41	2	44.44	2	46.11	2	47.20	2	-1.86	0.07	3.76	2.28
Peel Regional Police Service	43.95	4	42.72	4	41.20	5	42.38	4	42.21	3	-2.80	-3.56	2.86	-0.40
York Regional Police Service	44.65	3	43.55	3	43.83	3	44.66	3	40.70	4	-2.46	0.64	1.89	-8.87
Waterloo Police Service	39.48	5	38.98	7	41.96	4	39.60	5	37.46	5	-1.27	7.64	-5.62	-5.40
Ottawa Police Service	39.19	7	39.02	6	39.24	7	38.48	6	36.37	6	-0.43	0.56	-1.94	-5.48
Toronto Police Service	39.37	6	40.27	5	40.26	6	38.25	7	35.66	7	2.29	-0.02	-4.99	-6.77
Hamilton Police Service	33.66	9	34.94	9	36.05	8	35.31	8	32.53	8	3.80	3.18	-2.05	-7.87
Niagara Regional Police Service	37.03	8	36.91	8	35.04	9	31.23	9	28.75	9	-0.32	-5.07	-10.87	-7.94

Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2019-07-23)

WEIGHTED CLEARANCE RATE (2000-2018)



Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2019-07-23)



Response Time to Emergency Calls:

Response time is defined as the number of minutes it takes for a unit to arrive on scene from the time a call is received. Emergency calls are those calls that are citizen initiated, or would likely have been citizen initiated, and are dispatched as a priority one call through the regular dispatch queue. These exclude follow-up calls, duplicate calls, and calls that were cancelled by dispatch.

The following table shows various time thresholds (from eight to twelve minutes) and the percentage of emergency calls for service with a response time less than the threshold time by division for the past three years.

		Under 8 minutes	Under 9 minutes	Under 10 minutes	Under 11 minutes	Under 12 minutes
DRPS	2018	53%	61%	68%	74%	79%
	2017	55%	63%	69%	75%	80%
	2016	56%	64%	71%	76%	81%
North	2018	31%	38%	46%	53%	57%
	2017	33%	39%	45%	50%	56%
	2016	32%	40%	47%	52%	59%
East	2018	46%	55%	62%	69%	74%
	2017	44%	53%	61%	68%	74%
	2016	51%	58%	65%	71%	75%
Central East	2018	65%	72%	79%	83%	87%
	2017	67%	74%	81%	85%	88%
	2016	69%	77%	83%	87%	90%
Central West	2018	49%	57%	63%	69%	76%
	2017	53%	62%	69%	75%	80%
	2016	53%	62%	69%	74%	80%
West	2018	55%	62%	70%	75%	81%
	2017	56%	64%	71%	77%	81%
	2016	54%	62%	70%	77%	82%

Source: DRPS records management system

The median emergency response time in 2018 was less than eight minutes (7 min. 39 sec.). This value is 9 seconds longer than in 2017, and 24 seconds longer than in 2016.

Although the definitions of response time and an emergency call for service are similar amongst police services, they are open to variations in interpretation, and criteria may be applied differently between services. Unlike the reporting of criminal incidents to the Canadian Centre for Justice Statistics, there is no standard reporting mechanism for response times, or for calls for service in general. As a result, response time to emergency calls are not comparable amongst police services.

Motor Vehicle Collision Injuries and Fatalities

The following table summarizes the number of motor vehicle collisions with injury (a count of incidents) and the number of motor vehicle collision fatalities (a count of persons) over the last five years. The table also indicates the fatality rate per 100,000 population.

The number of motor vehicle collisions involving injury decreased by 24 incidents (1%) between 2017 and 2018. The number of fatalities resulting from motor vehicle collisions increased by one (5%) in the same period. The fatality rate is 3.4 per 100,000 population. This value has remained relatively consistent over the past five years. For comparison, the Canada-wide number of fatalities per 100,000 population was 5.0 in 2017, the most recent year for which there are published national statistics.



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Number of Motor Vehicle Collisions Causing Injury and Motor Vehicle Collision Fatalities

	2014	2015	2016	2017	2018	% Change 2017/18
Motor vehicle collisions causing injury	1657	1678	1734	1673	1649	-1%
Number of fatalities related to motor vehicle collisions	22	24	21	22	23	5%
Fatality Rate per 100,000 population	3.4	3.7	3.2	3.3	3.4	3.1%

Contributing Causes to Fatal Collision†

The table on the right outlines the factors that contribute to fatal collisions. Values in the columns do not add up to the number of fatal collisions as there may be multiple factors involved in a single incident.

Factor	2017	2018
Alcohol	5	5
Drugs	2	1
Distraction	0	0
Speed	6	6
Environment (Roads)	2	2
Weather	1	2
Driver Error	15	11

† multiple factors may be involved in each collision

Sense of Security

The Durham Regional Police Service conducts a public opinion survey to collect information on the sense of security felt by members of the community. The most recent survey of this type was conducted in the summer and fall of 2018.

Survey respondents rated their feelings of safety at night in a variety of contexts. More than two-thirds (68%) of respondents stated that they *Usually* or *Always* felt safe walking alone in their neighbourhood at night. This result is consistent with the survey conducted in 2015 (66%); however, measurement of this factor over the past four surveys indicates a steady rise in its value. The table below summarizes the responses to personal sense of security in different contexts over the past four surveys. The percentages reported in the table indicate the proportion of respondents that answered “*Usually*” or “*Always*” to the question “*Do you feel safe during the night for each of the following?*”



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<i>Usually or Always feel safe at night...</i>	2010	2012	2015	2018
While walking alone in your neighbourhood	61%	64%	66%	68%
In your residence	90%	92%	90%	90%
In your local mall or plaza	78%	85%	80%	79%
In your downtown area	50%	60%	58%	57%
While using public transit			65%	67%
While walking in parks	43%	47%	50%	60%

Eight per cent (8%) of respondents said that concern about crime *Usually or Always* prevents them from doing things that they would like to do. This represents an increase from that reported in 2015 (5%).

A large majority (89%) of respondents said that they feel safe on roads in the region. This result is similar to those obtained in previous surveys.

BASIC STAFFING PRINCIPLES:

- Flexible deployment is based on the needs of the community. The combination of specialists and generalist's changes over time and place as community needs change. For example, when a serious crime occurs, staff are brought from all policing areas across the Region to work on solving the crime.
- Front-line officers need an appropriate level of support to achieve their goals and this is a fact of life in policing as it is in any other service organization. Civilians work in both front-line policing functions (like call dispatching and front desk) as well as specialized functions supporting front-line service providers.
- Right skills for the job; The Service has both sworn and civilian members. The ratio of sworn to full-time civilian members is 2.9:1 which is similar to comparable police services in Ontario.
- As the Service grows, specialist civilian roles assume more functions allowing sworn members to focus on operational rather than support tasks.



2020 Business Plan Budget

Durham Regional Police
Service

Major Capital Projects (see detailed capital schedule at the end of this package):

The Service's most recent completed building project was Phase 1 of the Clarington Police Complex which was completed and opened in early 2016. These buildings replaced the East (Clarington) Division and the Forensic Investigation Facility.

The Next Generation Common Communications Platform (NGCCP) commenced operation in September 2014.

The 2020 Capital Forecast contains \$8.2 million for the relocation of the Police Education and Innovation Centre (PEIC) transitional space, as Durham College has requested that the Service vacate prior to the lease expiry in January 2022.. This transitional space will be a leased facility in a location yet to be selected, that will house the existing functions from the PEIC and some other general training. This leased facility will be required until the Operations Training Centre (OTC) Phase 2 will be built in 2029.

In 2021, the Capital Forecast contains \$80 million for the building of Phase 2 of the Clarington Police Complex, which includes the Regional Support Centre to contain Fleet, Quartermaster, Evidence and Property, Canine, and Tactical Support, and a new building to house the Centre for Investigative Excellence containing Serious and Organized Crime functions. In 2015, \$5.26 million was approved for the design, project management and land acquisition for Phase 2. The total project cost estimate is \$85 million.

In 2024, the Capital Forecast shows the design phase for the replacement of the West Division building which will be required due to the age of the current building and to support the growth in that area.

These capital projects will have a major impact on the operating budget due to the significant costs to service the debt that will finance the projects.

Details of the long term Capital Expenditures plan may be reviewed at the end of this budget document in the Section titled 2020 – 2029 Capital Forecast.



BOARD ENDS POLICIES EFFECTIVE JANUARY 1, 2011

1) Community Safety

Policy Statement

The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

Reporting

The following measures will be considered in an assessment of community safety:

- Overall crime rate
- Violent crime rate
- Property crime rate
- Crime severity index
- Clearance rate
- Weighted clearance rate
- Response time to emergency calls
- Motor vehicle collision injury and fatality rates

The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.

An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.

The Chief shall report annually on outcomes resulting from this policy.



2) Community Policing

Policy Statement

The mission, philosophy and values of the Durham Regional Police Service emphasize the importance of working in partnership with citizen's communities. Working in collaboration with community partner's fosters trust and confidence in the police.

It is the policy of the Durham Regional Police Services Board that police services in Durham Region shall be delivered in partnership with communities and citizens to proactively address and resolve community problems. These partnerships will focus on the root causes of crime, aim to reduce fear of crime, and maintain and enhance high levels of community safety.

Reporting

An assessment of community policing in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

3) Assistance to Victims of Crime

Policy Statement

The police are often the first point of contact within the criminal justice system for victims of crime, who have a wide range of needs based on their own unique circumstances. Having experienced the trauma of being victimized, all victims deserve special care and attention.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service will extend victims of crime an abundance of respect and understanding and appropriate levels of support and services.

Reporting

An assessment of assistance to victims of crime in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

4) Community Diversity

Policy Statement

An effective and responsive police service must reflect the composition of the communities it serves. The police service must further demonstrate respect and sensitivity to the pluralistic, multiracial and multicultural character of its communities in the delivery of its programs and services.



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Durham Regional Police Service

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall embrace diversity internally as an employer and externally through the services provided by the DRPS. The values of inclusiveness, tolerance, and respect will be promoted and maintained throughout the organization and the communities served by the DRPS.

Reporting

An assessment of the level of diversity embraced by the DRPS shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

5) Cost of Policing Services

Policy Statement

Policing is a critical public service, and an expensive one for the taxpayer. Financial resources must be treated with great respect and diligence, and the potential for efficiencies examined continually.

It is the policy of the Durham Regional Police Services Board that policing shall be provided at a competitive cost, relative to the following similar communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

Reporting

The following measures will be considered in an assessment of policing costs:

- Cost per police officer
- Cost per police member (officers and civilians)
- Cost per capita

The Chief shall report annually on this policy.



2020 Strategic Plan (Draft):

A Plan for Community Safety in Durham Region

This Strategic Plan reflects the input of thousands of residents of Durham Region on the topic of public safety and policing services. The Strategic Plan is a guiding document that outlines the priorities of the community and of the Durham Regional Police Service.

The Strategic Plan forms the basis for subsequent community safety plans that are developed for each of the five police divisions across the region. These community safety plans set out the initiatives and activities carried out by members across the Service in the course of their duties. In this way, the goals and objectives set forth in the Strategic Plan cascade down to the daily activities of individual members.

A strategic plan is not complete if it does not include a way to measure the progress made towards its stated goals. Each of the three broad goals within this plan is associated with measurable objectives. In the interest of accountability, the Chief of Police reports on our strategic plan progress semi-annually to the Police Services Board.

Mission, Vision and Values

Mission

As Leaders in Community Safety, we work proudly with all members of our community while holding ourselves accountable to improved effectiveness in everything we do. We proactively address future challenges while upholding our values.

Vision

To have the safest community for people to live, work and play.

Values

Every member of the Durham Regional Police Service is committed to providing quality service in partnership with our community. While learning from each other, we will achieve excellence through pride, respect, understanding and ethical behaviour

Governance

The Durham Regional Police Services Board is the civilian governing body of the Police Service. Its responsibilities include establishing objectives for policing in consultation with the Chief of Police, setting policies for the effective management of the Police Service, and hiring and monitoring the performance of the Chief of Police. The Board consists of seven members, three appointed by the Province of Ontario and four chosen by Regional Council.

As civilian members who represent the public's interests, the Police Services Board is committed to a high quality of community-based policing that is accountable, professional, and sustainable. The Board recognizes the challenges to law enforcement created by a changing environment, demographic shifts, emerging technologies and evolving crime trends and patterns. With the support of the citizens in Durham Region, the Police Services Board is confident of meeting future policing challenges in the years ahead.

The Durham Regional Police Services Board is a member of both the Ontario Association of Police Services Boards and the Canadian Association of Police Governance



Review of the 2017-2019 Business Plan

Deliver Community Safety Through Collaboration	Demonstrate Excellence in Core Service Delivery	Build Strength in Our Membership
<ul style="list-style-type: none"> • Strengthened partnerships with community agencies to support people in crisis • Improved response to mental health calls by partnering with health professionals • Collaborated with partners to develop and implement a strategy to respond to the opioid crisis • Increased our engagement with the community through foot patrol and community-based crime prevention initiatives 	<ul style="list-style-type: none"> • Maintained clearance rates that are among the highest in the GTA • Achieved high rates of satisfaction among citizens and businesses throughout the region • Successfully resolved 99.5% of all high-risk encounters through de-escalation techniques • Maintained a prompt response to emergency calls for service, while responding to a greater number of calls 	<ul style="list-style-type: none"> • Expanded the number of health and wellness programs offered to our members • Hired more than 80 new officers • Developed a new leadership competencies framework • Increased the diversity of our applicant pool

Context for Strategic Plan 2020

After a decade-long drop in crime trends in Canada and Durham Region, the last three years saw minor increases in both Crime Severity Index and total crime rate. Despite this increase, Durham Region remains within the top half of comparable-sized jurisdictions in various measures of crime. Citizen demand, as measured by the number of calls for service received, has steadily increased over the past five years. A large proportion of the calls received by the Service are not criminal in nature, nor do they require an emergency response. This has led to an increased need to form partnerships with agencies that can handle the underlying problems that led to a call for police response.

The population of Durham Region has continued to grow in the period from 2011 to 2016, albeit at a slightly lower rate than the preceding five-year period. Similar to Canada and Ontario as a whole, the population of Durham is getting slightly older on average. The diversity of Durham Region has changed



rapidly. Over one in four people in Durham Region identified as belonging to a visible minority on the 2016 Census. The rapid change in population demographics in the region poses a challenge to DRPS as it strives to remain representative of the community that it serves.

The Community Safety and Policing Act 2019 represents the first update to the province's Police Services Act in nearly thirty years. One significant change is the introduction of a community safety and well-being planning framework. This framework will improve the integration of regional services that support community safety and well-being. The ability to form effective partnerships will continue to be an important skill for police service members.

The prevalence of opioid drugs and related overdoses is a growing public health and safety concern in Canada and in Durham Region, largely due to the presence of Fentanyl. In 2017, Durham Region recorded 58 deaths attributed to opioid overdoses and nearly 400 hospitalizations directly related to the narcotic. First responders, including police, have seen an increase in calls for service as a result of this crisis.

Evolving technologies continue to have an impact on policing. As more and more people expand their online identities, new opportunities for crime and exploitation arise. The ability to acquire and manage digital evidence is increasingly important. Technologies also have the potential to change how police officers engage with the public. As body-worn cameras become more common in law enforcement, officers must adjust to higher levels of scrutiny, as well as a greater volume of evidence.

Developing the 2020 Strategic Plan

More than a year of research and consultation went into creating this strategic plan. Although our organization is constantly adapting to changing requirements, we begin a formal strategic planning process with the development of an environmental scan, a research report that looks at all of the factors that will impact policing in Durham Region over the next few years. The environmental scan includes an analysis of our region—its growth rate and demographics, the economic environment, infrastructure, and future development. It reviews current trends in crime and victimization. It also provides a look within our organization to reveal current and future changes in staffing, resources, and training.

From this starting point, the planning process continues with its most important component: consultation. The consultation phase includes a number of activities. We began our consultations by attending public events and spaces throughout Durham Region where we held informal, one-on-one conversations with more than two-hundred members of the public on the topic of community safety and policing. While face-to-face conversations provide a great deal of information, by their nature they are limited to a relatively small number of participants. To broaden our reach and to make sure that we heard from a wide variety of citizens we also conducted two public surveys. The first was a public opinion survey that asked a number of questions about satisfaction with police service, experiences with criminal victimization, and perceptions of safety. The survey also offered respondents the option of providing input into future policing priorities. We received more than 4,500 responses to this survey. The second survey gathered feedback from businesses across Durham about their satisfaction with police service, experiences of crime at their place of business, and their level of participation in crime prevention.

Following consultations with the public, we turned to our community partners from agencies that provide support to vulnerable youth, victims of domestic violence, persons with addiction and mental illness, and



vulnerable seniors. We also met with representatives from each of the school boards operating in the region, and with members that represent racialized and indigenous communities.

We attended each of the eight municipal councils and met with the Mississaugas of Scugog Island First Nation council to solicit their input on behalf of their constituents.

To complete the consultation phase we turned our attention inward and spoke with members of our Service, met with the leadership of the Durham Regional Police Association, and held an internal employee survey in order to gather feedback on the strengths, challenges and opportunities facing the Service.

Consultations Summary

The most common concern among residents was traffic safety, specifically enforcement of speeding and aggressive driving, and distracted driving. Many expressed the need for more enforcement near schools and community safety zones. Another common theme heard throughout the consultations centred on police visibility. People expressed a desire for foot and bicycle patrols as a way to provide opportunities to engage with citizens and as a deterrent to criminal activity.

A number of municipal councillors and community groups stressed the importance of ensuring that the diversity of the Durham Regional Police Service reflects the changing demographics of the region. There was also regular mention of the importance of developing partnerships in order to deal with problems in the community. The majority of municipal partners noted the very good level of communication that they enjoy with their local police division.

Many people mentioned the benefits of our specialized units such as the Mental Health Support Unit, Community Resource Officers, Domestic Violence Investigations Unit, and School Liaison Officers, and suggested increasing the number of officers in specialty units.

Strategic Goals

Goal - Deliver services and programs that inspire the trust and confidence of all communities

- Objective:** Improve reported levels of satisfaction across the communities we serve
- Objective:** Identify, prioritize and strengthen partnerships to support vulnerable and marginalized members of the community
- Objective:** Increase community participation in crime prevention by providing relevant and timely crime and safety information
- Objective:** Attract a skilled workforce that reflects the diversity of the community
- Objective:** Enhance police visibility to instill community confidence and reduce fear of crime



Goal - Provide efficient and effective evidence-based policing services

- Objective:** Improve road safety by focusing enforcement on driving behaviours that cause the greatest harm
- Objective:** Prevent, investigate and solve criminal activity using intelligence, partnerships, and data analysis
- Objective:** Prevent re-offending that causes the greatest harm
- Objective:** Maintain cost effective service through innovation and continuous improvement

Goal - Foster a positive organizational culture

- Objective:** Support the physical and mental health and well-being of our members
- Objective:** Ensure a respectful, bias-free and inclusive workplace
- Objective:** Identify and resolve the barriers to effective internal communication
- Objective:** Improve the transparency and clarity of member evaluation and development processes

Supporting the Strategic Plan

Information Technology Plan

Every year our Information Technology Unit prepares an Information Technology Plan which identifies the current and future needs of the service in relation to the technological infrastructure which underlies so much of our operations. The plan identifies short- and long-term hardware and software replacement needs and timelines, as well as training requirements of staff to ensure that their skills remain current with changing technology.

The Information Technology Plan also provides a review of current trends in technology as they relate to policing. These trends include technologies such as Next Generation 911, mobile computing, digital evidence acquisition and management, business intelligence and cloud technology.

In addition to evaluating the existing information technology infrastructure, the Information Technology Plan addresses cyber security to ensure that sensitive information is safe and that personal information is not compromised.

Police Facilities Plan

The Durham Regional Police Service currently operates out of eighteen facilities totalling more than 440,000 square feet of space.

A three-year Facilities Plan, updated annually, coincides with our strategic planning cycle. This Facilities Plan addresses all aspects of the Ministry of the Solicitor General Policing Standards guidelines as they relate to police facilities. Long-term plans for facilities are outlined in a Capital Forecast that covers a ten-year period.



Measuring our Progress

The Durham Regional Police Service mission statement is clear that we will "hold ourselves accountable to improved effectiveness in everything we do". Measuring progress towards our strategic goals makes us accountable to the community. The following measurement framework includes a number of measurable indicators for each objective within the Strategic Plan. Indicators are reported on quarterly, annually, or triennially based on the availability of data and the rate at which an indicator can reasonably be expected to change. The Chief of Police reports semi-annually to the Police Services Board on the progress towards strategic plan goals. These reports are publicly available on the Durham Regional Police Service website.

Strategic Plan 2020 Measurement Framework

Goal - Deliver services and programs that inspire the trust and confidence of all communities

Objective – Improve reported levels of satisfaction across the communities we serve

#	Indicator	Reporting Frequency
1	% survey respondents satisfied with service	Annually
2	% racialized respondents satisfied with service	Annually
3	% low-income respondents satisfied with service	Annually
4	% victims satisfied with service	Annually

Objective – Identify, prioritize and strengthen partnerships to support vulnerable and marginalized members of the community

#	Indicator	Reporting Frequency
5	# cases brought to Durham Connect	Quarterly
6	% cases where overall risk reduced	Quarterly
7	% partner agencies agree well-integrated service	Annually
8	% reduction in calls after Durham Connect case	Triennially



Objective – Increase community participation in crime prevention by providing relevant and timely crime and safety information

#	Indicator	Reporting Frequency
9	Total crime reduction in neighbourhoods following crime prevention initiatives	Quarterly
10	# crime prevention media releases	Quarterly
11	% respondents that participate in crime prevention	Annually
12	Relative proportion of crime in Neighbourhood Watch neighbourhoods	Annually
13	% respondents satisfied with DRPS communication	Annually

Objective - Attract a skilled workforce that reflects the diversity of the community

#	Indicator	Reporting Frequency
14	% members from under-represented groups	Annually
15	% of applicants from under-represented groups	Annually
16	% of applicants hired from under-represented groups	Annually

Objective - Enhance police visibility to instill community confidence and reduce fear of crime

#	Indicator	Reporting Frequency
17	% agree “ <i>There are the right amount of police</i> ”	Annually
18	% who feel that DRPS officers are approachable	Annually
19	% feel safe walking alone in neighbourhood at night	Annually
20	% who feel confident in DRPS	Annually
21	Emergency response time	Annually
22	Foot Patrol Hours	Annually



Goal - Provide efficient and effective evidence-based policing services

#	Indicator	Reporting Frequency
23	% injury/fatal collisions caused by impairment	Quarterly
24	% injury/fatal collisions caused by aggressive driving	Quarterly
25	Pedestrian & cyclist injury rate per 1,000 population	Annually
26	# of injury collisions per 1,000 registered vehicles	Annually
27	# of fatal collisions per 1,000 registered vehicles	Annually
28	% who feel safe on roads	Triennially
29	Conviction Rate for Impaired Driving	Annually

Objective - Prevent, investigate and solve criminal activity using intelligence, partnerships, and data analysis

#	Indicator	Reporting Frequency
30	Weighted Clearance Rate	Annually
31	Weighted Violent Crime Clearance Rate	Annually
32	Weighted Property Crime Clearance Rate	Annually
33	% gun-crime incidents cleared by charge	Annually
34	% proactive arrests	Annually
35	Crime Severity Index	Annually
36	Violent Crime Rate	Annually
37	Property Crime Rate	Annually

Objective - Prevent re-offending that causes the greatest harm

#	Indicator	Reporting Frequency
38	% of violent offences committed by repeat offenders	Quarterly

Objective - Maintain cost effective service through innovation and continuous improvement

#	Indicator	Reporting Frequency
39	Cost of police services per capita	Annually



2020 Business Plan Budget

Durham Regional Police Service

Goal - Foster a positive organizational culture

#	Indicator	Reporting Frequency
40	# Health & Wellness program participants	Annually
41	% workplace stress negatively affects personal life	Annually
42	% use the support service that are provided	Annually
43	% members with a high level of job satisfaction	Annually
44	% members trained on <i>Road to Mental Readiness</i>	Annually

Objective – Ensure a respectful, bias-free and inclusive workplace

#	Indicator	Reporting Frequency
45	% experienced harassment	Annually
46	% experienced discrimination	Annually
47	% agree “ <i>Employees treat each other with respect</i> ”	Annually
48	% feel confident reporting workplace harr/disc.	Annually

Objective – Identify and resolve the barriers to effective internal communication

#	Indicator	Reporting Frequency
49	% agree information is effectively communicated	Triennially

Objective – Improve the transparency and clarity of member evaluation and development processes

#	Indicator	Reporting Frequency
50	% understand the expectations of their supervisor	Annually
51	% agree promotions select qualified candidates	Triennially
52	% understand the promotional process	Triennially
53	% agree that they receive adequate training	Triennially



Acknowledgements

This strategic plan represents the culmination of input from a range of sources. We would like to acknowledge the time and feedback provided by the members of our community who spoke with us throughout the consultation process or who took the time to respond to our public opinion survey. We would also like to thank the members of municipal, regional and First Nations councils who contributed their concerns and priorities. Thanks go to the members of our organization who provided much needed insight into the current challenges and opportunities that they see in their various roles. Finally, we would like to acknowledge all of the community partners who attended our consultation sessions.

Ajax Public Library
Alzheimer Society of Durham Region
Bawaajigewin Aboriginal Community Circle
Bethesda House
Boys and Girls Club of Durham
Brock Community Health Centre
Canadian Jamaican Club of Oshawa
Canadian Mental Health Association - Durham
Catholic Family Services of Durham
City of Oshawa
City of Pickering
Community Care Durham
Conseil Scolaire Catholique MonAvenir
Conseil Scolaire Viamonde
Cornerstone Community Association Durham
Durham Black Educators Network
Durham Catholic District School Board
Durham District School Board
Durham Family Court Clinic
Durham Mental Health Services
Durham Rape Crisis Centre
Durham Region Intimate-relationship Violence Empowerment Network (DRIVEN)
Durham Tamil Association
Enterphase Child & Family Services
Frontenac Youth Services
Herizon House
John Howard Society of Durham Region
Kawartha Pineridge District School Board
Kennedy House Youth Service
Kinark Child and Family Services
Lakeridge Health
Ministry of the Attorney General - Office of the Public Guardian and Trustee
Mississaugas of Scugog Island First Nation
Municipality of Clarington
Murray McKinnon Foundation
Nijkiwendidaa Anishnaabekwewag Services Circle
Ontario Shores Centre for Mental Health Sciences
Oshawa and Durham Region Metis Council
Oshawa Folk Arts Council
Oshawa Islamic Centre
Oshawa Senior Citizens Centre
Peterborough Victoria Northumberland and Clarington Catholic District School Board
SatyaSanatan Dharma Cultural Sabha
The Denise House
The Refuge Youth Outreach Centre
Town of Ajax
Town of Whitby
Township of Brock
Township of Scugog
Township of Uxbridge
Victim Services of Durham Region
Violence Prevention Coordinating Council of Durham
Women's Multicultural Resource and Counselling Centre of Durham
Y's Wish

PROGRAM SUMMARY



2020 Business Plan

Durham Regional Police Service

By Program (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Patrol Operations	68,155	70,339	73,035	-	73,035
2 Serious & Organized Crime	37,453	38,084	39,707	-	39,707
3 Patrol Support	14,591	14,824	14,713	-	14,713
4 Operational Support	14,712	15,376	15,713	-	15,713
5 NextGen Common Communication Platform	1,049	1,049	1,075	76	1,151
6 Administrative Support	25,672	23,833	24,324	75	24,399
7 Business Services	18,813	19,358	20,097	-	20,097
8 Executive Branch	7,625	6,051	6,214	-	6,214
9 Police Services Board	592	585	600	-	600
10 Headquarters Shared Cost	1,664	1,664	1,463	243	1,706
Net Operating Program Expenses	190,326	191,163	196,941	394	197,335
11 Contribution To The Helicopter Reserve	150	150	250	-	250
12 Debt Service	11,500	11,500	11,000	-	11,000
13 Tangible Capital Assets					
New	484	104	-	317	317
Replacement	4,212	3,756	4,323	-	4,323
Major Capital Projects	-	-	-	8,200	8,200
Contribution from Reserve / Reserve Fund	(60)	(60)	-	(8,200)	(8,200)
Tangible Capital Assets Subtotal	4,636	3,800	4,323	317	4,640
Net Program Expenses	206,612	206,613	212,514	711	213,225
Summary of Increase (Decrease)			\$5,901		\$6,612
			2.86%		3.20%



2020 Business Plan

Durham Regional Police Service

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	4,885	Economic Increases
Salaries & Benefits	1,748	Annualization - 32 Positions
Operating Expenses	97	Inflationary Increases
Tangible Capital Assets - New & Replacement	507	Increased requirements
Reserves	195	Decreased contribution from the Helicopter Reserve to fund operating expenses of the helicopter
Reserves	100	Increased contribution to the Helicopter Reserve
Debt Servicing Costs	(500)	Removal of debt payments for Clarington Police Complex Phase 2
Provincial Subsidy	(507)	Provincial funding
Recoveries from 911	(419)	Higher 911 staffing recoveries related to annualization of 2019 staff
Revenues / Recoveries	(205)	Higher revenue related to Criminal Background Check and Auction Proceeds
	5,901	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Durham Regional Police Service

Program Changes for 2020 Budget

\$000's

PERSONNEL STRENGTH

Authorized strength has been held steady since 2011, with a minor increase in 2015 and more recently a modest increase in 2019 (+ 26 positions). The 2020 budget includes additional growth in frontline and investigative staffing required to sustain the level of services required by the communities served.

Total 2020 Police Authorized Strength will remain flat at 904.

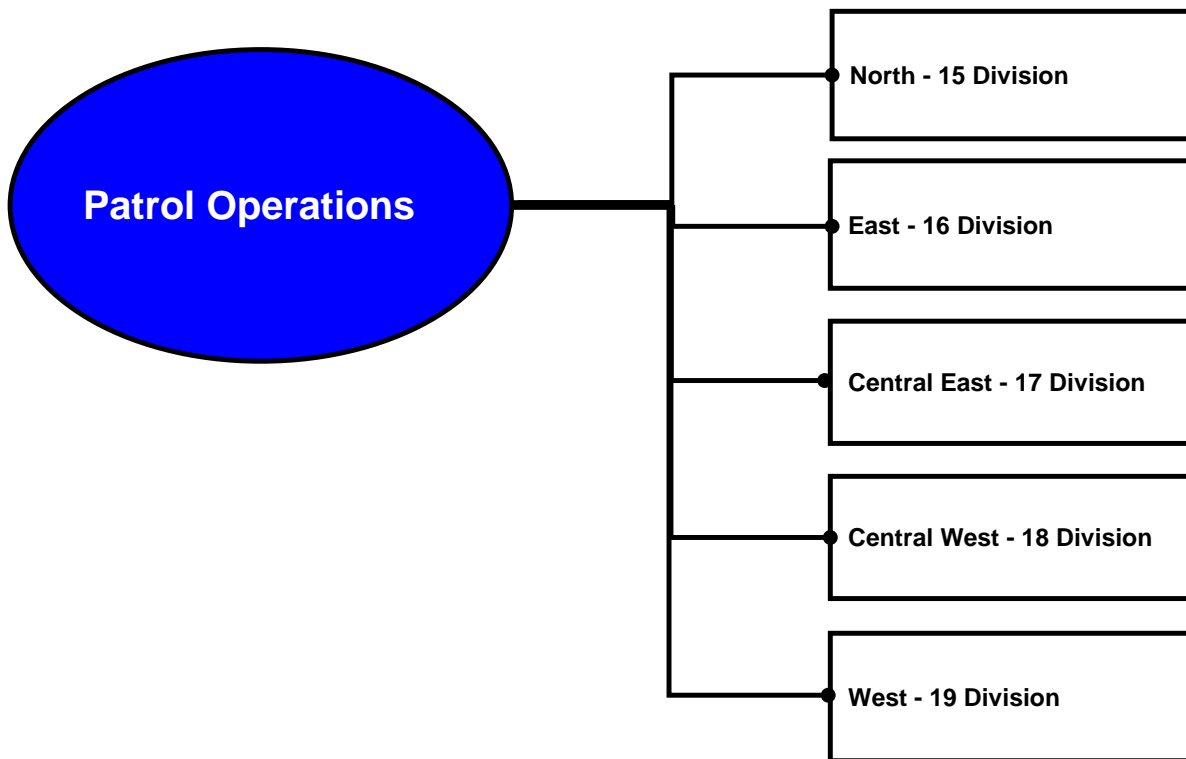
Total 2020 Civilian Full Time Equivalent (FTE's) will remain flat at 367.7 representing 307 full time members, plus the equivalent of 60.7 FTE's in part-time support.

Program 5 - Nextgen CCP	76
<ul style="list-style-type: none"> ◆ Nextgen CCP - Voice Recording System Upgrade Total Cost \$400k, offset by partner recoveries \$84k and recovery from the 911 Management Board \$240k 	76
Program 6 - Administrative Support	75
<ul style="list-style-type: none"> ◆ Information Technology - Funding to support a cloud based solution to securely store, share and manage unstructured data, contracted for in 2018. 	75
Program 10 - Headquarter Shared Costs	243
<ul style="list-style-type: none"> ◆ Overall 2.5% (\$42k) increase from 2019 approved budget, made up of a base budget reduction of \$201k and a program change of \$243k 	243
Program 13 - Tangible Capital Assets	317
<ul style="list-style-type: none"> ◆ Administrative Support: <ul style="list-style-type: none"> * One data storage device to support the E-Crimes server expansion project that began in 2018 and will require annual additions through 2021. 	317
Total Program Changes for 2020	711



2020 Program Detail

**Durham Regional Police
Service**



Purpose (Primary Board End or Outcome and Performance Measure):

- ◆ Patrol Operations consists of the five Police Divisions. Their responsibility is emergency response, crime prevention, and maintaining public order, with officers and staff dedicated to uniform patrol and preliminary local criminal investigations. The five Divisions are East (16-Clarington), Central East (17-Oshawa), Central West (18-Whitby), West (19-Ajax-Pickering), and North (15-North Durham) as well as smaller substation offices.
- ◆ Assistance to Victims - Please refer to pages 17, 18 and 19 for Board Ends and Performance Measures

Description of Program Activities (Means to Achieving Ends):

- ◆ Answer calls from citizens quickly and safely.
- ◆ Use intelligence and education to prevent crime and disorder. Maintain traffic enforcement activities.
- ◆ The illegal activities of gangs will remain a top priority. Division resources will focus on the illegal activities of street level gangs with a special emphasis on those involved in school related incidents. Intelligence-led policing will continue to be a key technique to target problems before they worsen.

**PROGRAM 1
PATROL OPERATIONS**



2020 Program Detail

**Durham Regional Police
Service**

Description of Program Resources

- ◆ Human Resources: 1 Superintendent (in Executive Budget), 5 Inspectors, 21 Staff Sergeants, 40 Sergeants, 466 Constables, 19 Civilians (Total Staff: 551)
- ◆ Fleet: 120 Marked Patrol (111 for patrol officers and 9 for supervisors), 1 Marked Other (Truck/Van), 16 Unmarked (8 Cars and 8 Trucks/Vans), 7 Pay Duty, 4 ATVs, 2 Snowmobiles, 7 Trailers (Total Vehicles: 157)
- ◆ Software: Versadex CAD/RMS system.

Performance Measurements

<u>End and Measurement</u>	<u>Rankings</u>			
	<u>2017</u>	<u>2018</u>	<u>Plan 2019</u>	<u>Plan 2020</u>
Community Safety-Crime Prevention (Crime Rate Per 100,000 residents)	2,987 4th	3,063 4th	Crime Rates in the Lowest 50% of Comparators	

**PROGRAM 1
PATROL OPERATIONS**



2020 Program Detail

**Durham Regional Police
Service**

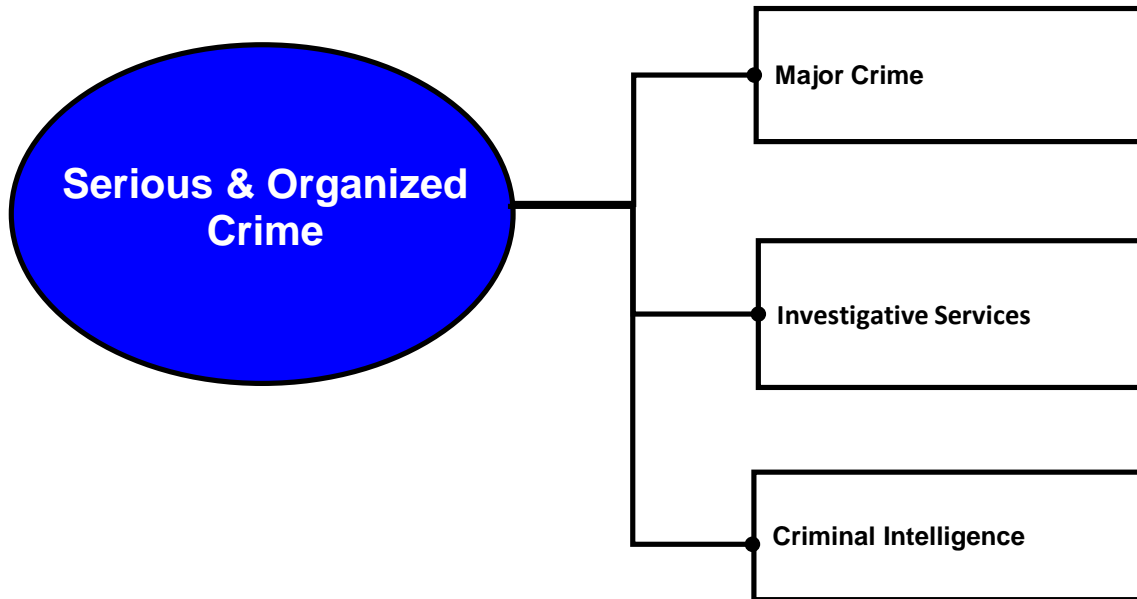
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	71,664	73,703	76,603	-	76,603
Personnel Related	113	158	78	-	78
Communications	33	33	34	-	34
Supplies	121	126	131	-	131
Equipment Maintenance & Repairs	1	1	-	-	-
Total Expenses	71,932	74,021	76,846	-	76,846
Revenues					
Prov. Subsidy	(3,180)	(3,085)	(3,211)	-	(3,211)
Great Blue Heron	(597)	(597)	(600)	-	(600)
Total Revenues	(3,777)	(3,682)	(3,811)	-	(3,811)
Net Program Expenses	68,155	70,339	73,035	-	73,035

**PROGRAM 2
SERIOUS & ORGANIZED CRIME**



2020 Program Detail

**Durham Regional Police
Service**



Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ Community Safety - Law Enforcement: Clearance rates achieved by Durham Regional Police shall be among the top half of similar communities in Ontario. (The clearance rate equals total reported crimes in which charges are laid or the crime is otherwise considered solved divided by total reported crimes).
- ◆ Community Safety Crime Prevention: The crime rate in Durham Region shall be amongst the lowest for similar communities in Ontario.

**PROGRAM 2
SERIOUS & ORGANIZED CRIME**



2020 Program Detail

**Durham Regional Police
Service**

Description of Program Activities (Means to Achieving Ends)

- ◆ **Serious & Organized Crime is comprised of three functional areas:** Major Crime, Investigative Services and Criminal Intelligence
- ◆ **Major Crime** is tasked with the investigation of: Homicides, Sexual Assaults, Domestic Violence and Child Abuse; E-Crimes including Computer Crime and Child Pornography; and crime scene investigation through the Forensic Identification Unit
- ◆ **Investigative Services Unit** was created in 2017 to directly oversee all divisional investigative units, previously managed through the five Police Divisions. This Unit is also tasked with the investigation of Robberies of financial institutions, armoured vehicles and robberies of a serial nature; Major Frauds and Counterfeit; and Human Trafficking
- ◆ **Criminal Intelligence** is comprised of the: Drug Enforcement Unit, Surveillance Unit, Technical Services Unit, Source Management Unit, Gang Enforcement, Joint Forces and a General Assignment component that addresses Organized Crime and Anti-Terrorist concerns on a local, provincial and national level.

Description of Program Resources

- ◆ **Human Resources:** 1 Superintendent (in Executive Budget), 3 Inspectors, 13 Detective Sergeants, 51 Detectives, 140 Detective Constables, 6 Constables and 29 Civilian. (Total Staff: 242)
- ◆ **Fleet:** 1 Marked Other (Van), 118 Unmarked (82 Cars and 36 Trucks/Vans), 1 Major Incident Command Unit, 2 Forensic Mobile Units (Total Vehicles: 122)

Performance Measurements

<u>End and Measurement</u>	<u>2017</u>	<u>2018</u>	<u>Plan 2019</u>	<u>Plan 2020</u>
Community Safety-Crime Prevention (Crime Rate Per 100,000 residents)	2,987 4th	3,063 4th	Crime Rates in the Lowest 50% of Comparators Clearance Rate in the Top 50% of Comparators	
Community Safety-Law Enforcement (Clearance Rate)	44.8% 3rd	46% 2nd		

**PROGRAM 2
SERIOUS & ORGANIZED CRIME**



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	37,020	37,317	38,939	-	38,939
Personnel Related	70	59	59	-	59
Communications	252	277	279	-	279
Supplies	427	360	378	-	378
Computer Maintenance & Operations	219	219	231	-	231
Equipment Maintenance & Repairs	72	72	71	-	71
Vehicle Operations	64	64	33	-	33
Professional Services	23	23	24	-	24
Gross Operating Expenses	38,147	38,391	40,014	-	40,014
Tangible Capital Assets					
New	124	100	-	-	-
Replacement	607	246	247	-	247
Contribution from Reserve / Reserve Fund	(60)	(60)	-	-	-
Total Tangible Capital Assets	671	286	247	-	247
Total Expenses	38,818	38,677	40,261	-	40,261
Revenues					
Prov. Subsidy - Other	(150)	(150)	(150)	-	(150)
Prov. Subsidy - One Time	(96)	-	-	-	-
Prov. Subsidy - Child Protection	(157)	(157)	(157)	-	(157)
Fees Charged to Other Services	(291)	-	-	-	-
Total Revenues	(694)	(307)	(307)	-	(307)
Net Program Expenses	38,124	38,370	39,954	-	39,954

* Tangible Capital Assets are stated separately on the Program Summary

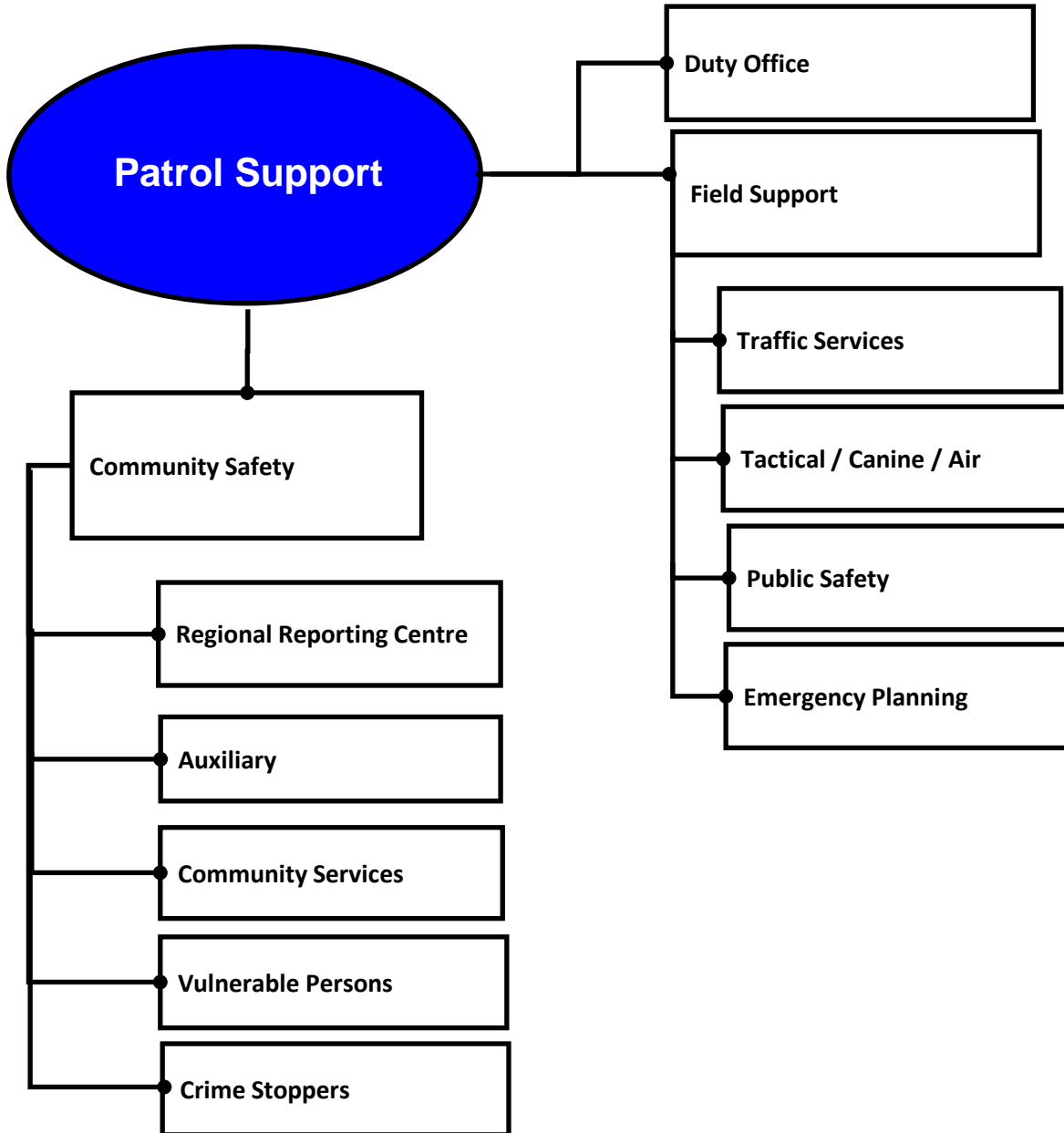
Net Program Expenses Per Above	39,954
Less: Tangible Capital Assets	(247)
Net Operating Program Expenses Per Program Summary	<u>39,707</u>

**PROGRAM 3
PATROL SUPPORT**



2020 Program Detail

**Durham Regional Police
Service**



Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ Community Safety - Please refer to pages 17, 18 and 19 for Board Ends and Performance Measures
- ◆ Public Safety Unit provides as needed, support on a call up basis for situations requiring larger scale control.

PROGRAM 3 PATROL SUPPORT



2020 Program Detail

Durham Regional Police Service

Description of Program Activities (Means to Achieving Ends)

- ◆ The Duty Inspectors provide leadership and supervision for front line policing operations 24 hours a day.

- ◆ Field Support was created in 2018 to align emergency response resources to enhance the Services capability to respond to the changing nature of harm in our community. It consists of the Traffic Services, Tactical Support, Canine, Air Support, Public Safety and Emergency planning functions. Their main activities include the following:
 - * Traffic Services provides education and enforcement as well as investigation and reconstruction of serious injury and fatal vehicle collisions.
 - * Tactical Support/Explosive Disposal Unit that responds to dangerous and armed persons, hostage incidents, and bomb calls
 - * Air Support which provides surveillance capability and support
 - * Canine which provides search and tracking support
 - * Emergency Planning for disaster response.

- ◆ Community Safety consists of the Regional Reporting Centre, Auxiliary, Community Services, Vulnerable Persons and Crimestoppers functions. Their main activities include the following:
 - * Regional Reporting Centre houses the Central Alternate Response Unit, which provides a timely appropriate response to non-urgent calls for service, as well as the Collision Reporting Centre.
 - * Auxiliary are highly trained uniform volunteers who enhance police service availability for public events. They contribute in excess of 15,000 hours per year to support police work.
 - * Community Service and Vulnerable persons provide support to victims of crime and includes the Durham Connect Situation Table and the Kid's Safety Village.
 - * Crimestoppers assist Law Enforcement by getting tips from the public to solve crimes.

Description of Program Resources

- ◆ Human Resources: 6 Inspector, 5 Staff Sergeants, 8 Sergeants, 34 Detective Constables, 28 Constables, 3 Civilian (Total Staff:84)

- ◆ Fleet: 8 Marked Patrol, 7 Marked Other, 24 Unmarked (9 Cars and 15 Trucks/Vans), 4 Motorcycles, 2 Boats, 7 Trailers, 1 Mobile RIDE Unit, 1 Helicopter (Total Vehicles: 54)

Performance Measurements

- ◆ These units provide support to Community Policing to aid them in Emergency Response.

**PROGRAM 3
PATROL SUPPORT**



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	13,279	13,354	13,226	-	13,226
Personnel Related	158	158	158	-	158
Communications	56	56	56	-	56
Supplies	770	770	790	-	790
Computer Maintenance & Operations	9	9	9	-	9
Buildings & Grounds Operations	2	2	2	-	2
Equipment Maintenance & Repairs	329	479	286	-	286
Contribution from Reserve / Reserve Fund	(285)	(435)	(239)	-	(239)
Vehicle Operations	104	104	120	-	120
Professional Services	347	347	325	-	325
Leased Facilities Expenses	8	8	8	-	8
Financial Expenses	91	91	91	-	91
Gross Operating Expenses	14,868	14,943	14,832	-	14,832
Tangible Capital Assets					
New	1	-	-	-	-
Replacement	56	57	57	-	57
Total Tangible Capital Assets	57	57	57	-	57
Total Expenses	14,925	15,000	14,889	-	14,889
Revenues					
Prov. Subsidy - Extra Judicial Measures	(277)	(119)	(119)	-	(119)
Total Revenues	(277)	(119)	(119)	-	(119)
Net Program Expenses	14,648	14,881	14,770	-	14,770

* Tangible Capital Assets are stated separately on the Program Summary

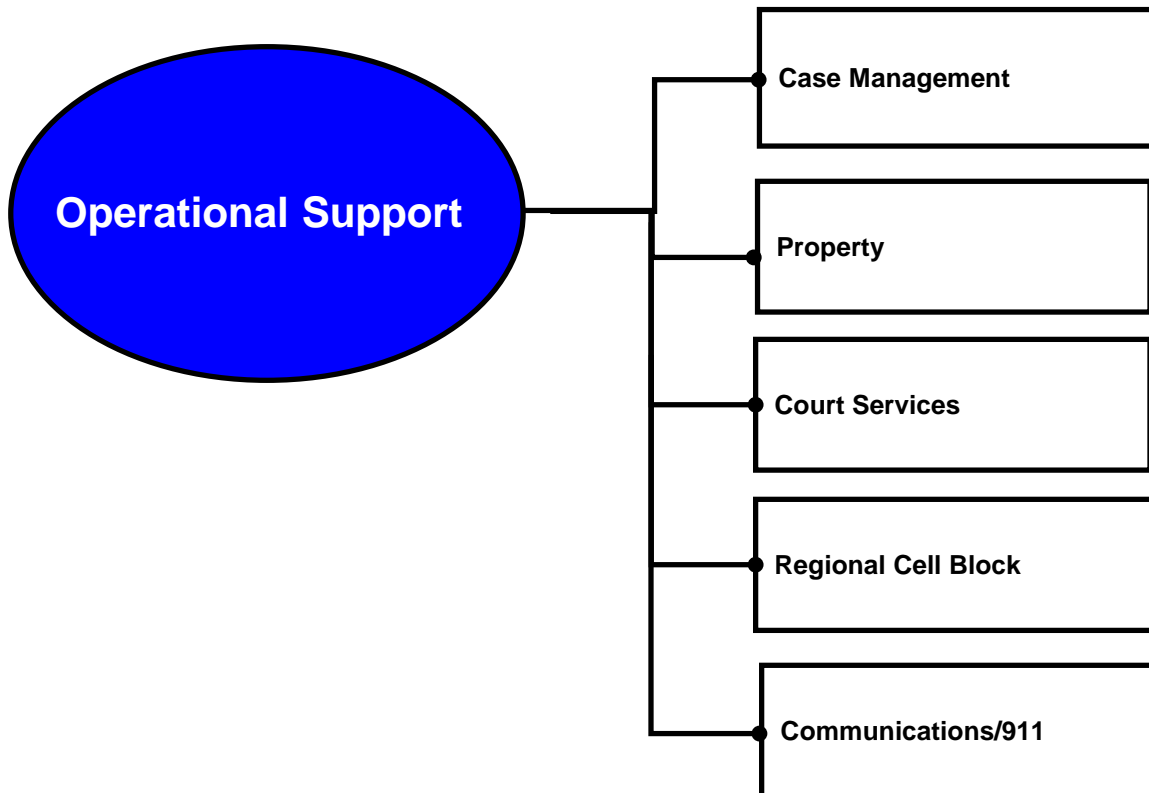
Net Program Expenses Per Above	14,770
Less: Tangible Capital Assets	(57)
Net Operating Program Expenses Per Program Summary	<u>14,713</u>

PROGRAM 4 OPERATIONAL SUPPORT



2020 Program Detail

Durham Regional Police Service



Purpose (Primary Board End or Outcome and Performance Measure):

- ◆ To provide support to the police service through centralized and specialized resources to achieve the Board Ends and to provide court security mandated under the Police Services Act.
- ◆ The Communications and 9-1-1 Emergency Call Answering Centre provides the vital link between the public seeking assistance and the Emergency Services that will respond. The non-police calls are routed to the appropriate agency, either Fire or Emergency Medical Services. The Police calls form the majority of calls, and as pertinent information is collected from the caller, calls are routed to the appropriate response group, whether direct police dispatch or the Central Alternate Response Unit.

Description of Program Activities (Means to Achieving Ends):

- ◆ Case Management provides quality control over crown briefs.
- ◆ Evidence/Property Unit to account for and maintain continuity of seized/found property and evidence.
- ◆ Court Services including court security and prisoner transport.
- ◆ Communications/9-1-1 Unit provides the initial point of contact for emergency calls from the public and dispatches officers to respond. The unit operates at all times on a 24/7 basis.

**PROGRAM 4
OPERATIONAL SUPPORT**



2020 Program Detail

**Durham Regional Police
Service**

Description of Program Resources

- ◆ Human Resources: 1 Superintendent (in Executive Budget), 2 Inspectors, 2 Staff Sergeants, 11 Sergeants, 18 Constables, 1 Civilian Managers, 144 Civilians. (Total Staff: 178)
- ◆ Fleet: 4 Marked Patrol, 3 Marked Other (2 Paddy Wagons and 1 non pursuit), 7 Unmarked (3 Cars and 4 Trucks/Vans) (Total Vehicles: 14)

Performance Measurements

- ◆ Operational Support provides support to the police service and has joint responsibility for achievement of the Board Ends.
- ◆ The Police Communications Unit answers all Regional 9-1-1 calls and routes them to Police, Fire or Ambulance.
- ◆ The following costs are incurred in the Police Communications budget and then recovered from (charged to) 9-1-1 budget.

Personnel Expenditures \$ 3,962 28 Communicators and 3 Supervisors

- ◆ This recovery is included on the Program Summary under Program 4.

**PROGRAM 4
OPERATIONAL SUPPORT**



2020 Program Detail

**Durham Regional Police
Service**

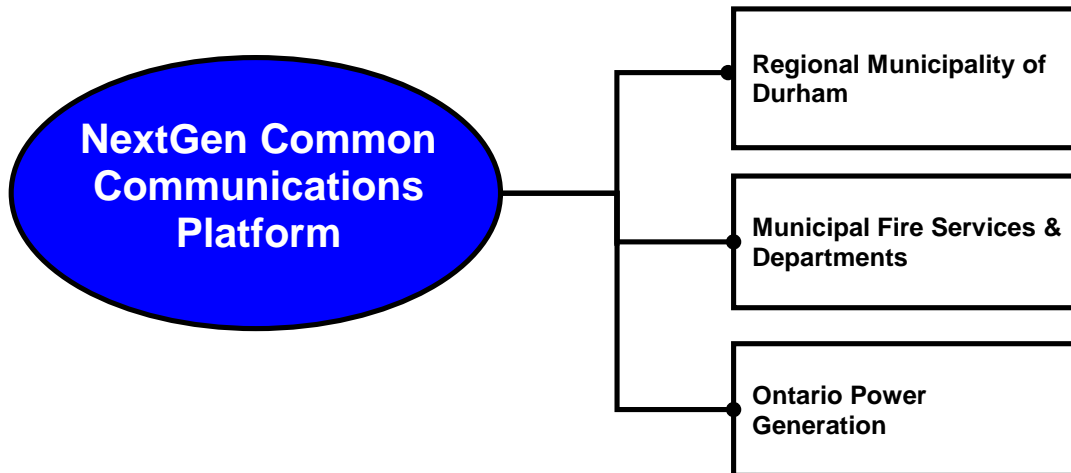
Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	22,228	22,550	23,637	-	23,637
Personnel Related	31	22	22	-	22
Communications	13	13	13	-	13
Supplies	100	108	108	-	108
Food	28	28	28	-	28
Equipment Maintenance & Repairs	24	24	24	-	24
Professional Services	10	10	10	-	10
Total Expenses	22,434	22,755	23,842	-	23,842
Revenues					
Prov. Subsidy - Court Security	(4,157)	(3,775)	(4,157)	-	(4,157)
Fees - Disclosure & Prisoner Escort	(21)	(60)	(10)	-	(10)
Recovery from 9-1-1 Emergency Services	(3,544)	(3,544)	(3,962)	-	(3,962)
Total Revenues	(7,722)	(7,379)	(8,129)	-	(8,129)
Net Program Expenses	14,712	15,376	15,713	-	15,713

PROGRAM 5 NEXTGEN COMMON COMMUNICATIONS PLATFORM



2020 Program Detail

**Durham Regional Police
Service**



Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ To ensure and enhance safety within the communities of the Region of Durham through partnerships with public safety agencies.
- ◆ The citizens of Durham Region have a safe community in which to live and work at a cost that is competitive with similar communities in Ontario.
- ◆ The single, unified, regional radio communications system supports mission critical communications for the Durham Region Police Service (DRPS), the Region's eight (8) municipal fire service agencies, as well as the Region's and Municipalities local government departments, with the potential to add on other agencies involved in the community. The communications system replaced several existing disparate systems, and provides enhanced two-way land mobile radio communications capabilities to all users and seamless communications interoperability.

Description of Program Activities (Means to Achieving Ends)

- ◆ Design, purchase, installation and implementation of a unified Interoperable Communications Radio System. This includes tower sites (owned, leased and shared), Dispatch Centers (Police and Fire), and user equipment.
- ◆ 2 year warranty period ended in August 2016 at which time the 13 year extended maintenance period with the vendor began which includes software and hardware refreshes, guaranteed monitoring, repair and maintenance of the System.
- ◆ Involves a partnership between the Region of Durham, the DRPS, and the eight municipalities that is governed by a Memorandum of Understanding and is under the oversight of the Regional Communication Interoperability Steering Committee made up of representatives of the partners.
- ◆ Day to day management of the System is the responsibility of the DRPS and the Radio System Technicians (RST) hired for the purpose.

PROGRAM 5 NEXTGEN COMMON COMMUNICATIONS PLATFORM



2020 Program Detail

Durham Regional Police Service

Special Budget Considerations

- ◆ The NextGen Radio Communications budget is reviewed by the steering committee and then approved by the Police Services Board and Region in accordance with the MOU.
- ◆ As per the MOU, each partner agency is responsible to pay their percentage share of the operations and maintenance portion of the budget on a quarterly basis. The percentage share is equal to the percentage of the total user equipment that the agency has approved for use on the System. DRPS is responsible for approximately 47.8% of the shared costs plus the Police specific costs.

Description of Program Resources

Partners:

City of Pickering	Scugog Fire
Pickering Fire	Brock Fire
Ajax Fire	Uxbridge Fire
Town of Whitby	Durham College/UoIT
Whitby Fire	Pickering Auxiliary Rescue Association
City of Oshawa Works	Region of Durham Works
City of Oshawa Municipal Law Enforcement	Region of Durham Health
Oshawa Fire	Region of Durham Social Services
Municipality of Clarington	Region of Durham DEMO
Clarington Fire	Region of Durham Paramedic Services
Ontario Power Generation	Region of Durham Transit

Human Resources:

- 2 Radio System Technician (RST) (Contracted to the DRPS)
- 8 Regional Communication Interoperability Steering Committee (part time function)

Fleet:

- 2 marked DRPS fleet vehicles available to the RST's.
- ◆ 3,405 units of user equipment
- ◆ 2 System Cores (Redundant and Geographically separated for enhanced reliability and availability)
- ◆ 4 Dispatch Centers (2 Police, 2 Fire)
- ◆ 13 Leased Tower Sites
- ◆ 1 Partner Owned Tower Site (with a land lease)
- ◆ 14 Partner owned Tower Sites
- ◆ 8 of the sites are shared with the Region's Water SCADA network

Performance Measurements

Performance Outcomes:

Availability and Reliability

- ◆ Radio System Availability of 99.9%

Coverage

- ◆ Radio System coverage for 97% of Southern Durham and 95% of Northern Durham with a confidence level of 99% at DAQ 3.4 (Digital Audio Quality).

Interoperability

- ◆ Seamless Interoperability capability between partner agencies.

PROGRAM 5
NEXTGEN COMMON COMMUNICATIONS PLATFORM



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Related	15	15	15	-	15
Communications	31	31	30	-	30
Supplies	14	14	14	-	14
Utilities	89	89	93	-	93
Computer Maintenance & Operations	704	704	777	-	777
Buildings & Grounds Operations	17	17	24	-	24
Equipment Maintenance & Repairs	239	239	257	-	257
Vehicle Operations	9	9	15	-	15
Professional Services	309	309	309	-	309
Leased Facilities Expenses	372	372	380	-	380
Financial Expenses	16	16	17	-	17
Gross Operating Expenses	1,815	1,815	1,931	-	1,931
Tangible Capital Assets					
New	-	-	-	160	160
Replacement	175	175	158	-	158
Total Tangible Capital Assets	175	175	158	160	318
Total Expenses	1,990	1,990	2,089	160	2,249
Revenues					
Rents	(11)	(11)	(11)	-	(11)
Revenue from NextGen Partners	(930)	(930)	(1,003)	(84)	(1,087)
Total Revenues	(941)	(941)	(1,014)	(84)	(1,098)
Net Program Expenses	1,049	1,049	1,075	76	1,151

PROGRAM 5
NEXTGEN COMMON COMMUNICATIONS PLATFORM



2020 Program Detail

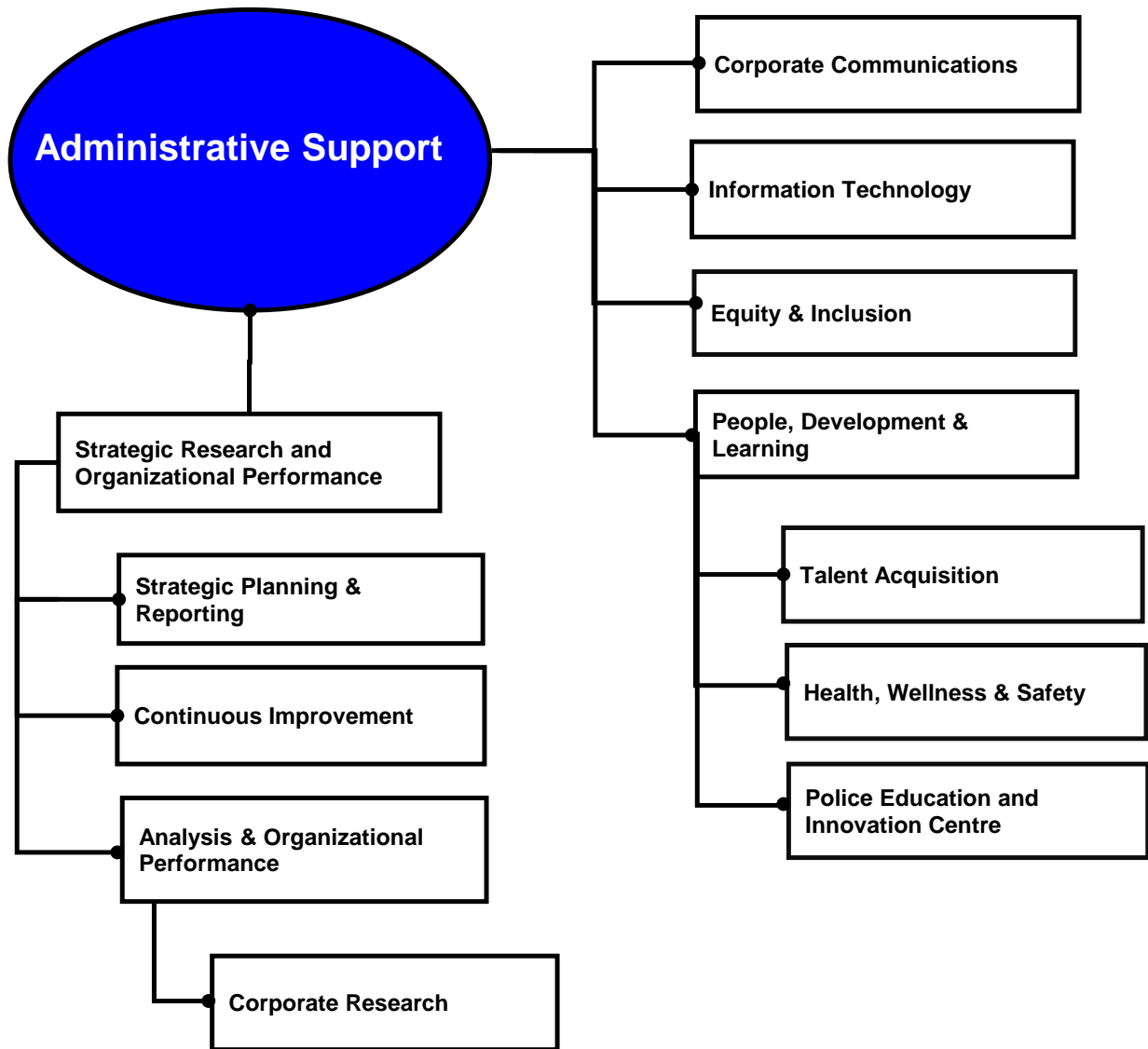
**Durham Regional Police
Service**

Detailed Revenue: Partner Share:	2019		2020		
	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
Ajax Fire	(53.1)	(53.1)	(57.0)	(2.3)	(59.3)
Town of Whitby	(94.6)	(94.6)	(96.9)	(8.7)	(105.7)
Whitby Fire	(45.4)	(45.4)	(46.5)	(4.2)	(50.7)
City of Oshawa Works	(123.9)	(123.9)	(127.0)	(11.4)	(138.4)
City of Oshawa Mun Law Enforcement	(19.4)	(19.4)	(19.8)	(1.8)	(21.6)
Oshawa Fire	(60.9)	(60.9)	(67.5)	(6.1)	(73.5)
Municipality of Clarington	(57.0)	(57.0)	(58.4)	(5.3)	(63.6)
Clarington Fire	(69.7)	(69.7)	(73.1)	(6.6)	(79.7)
City of Pickering	(45.4)	(45.4)	(47.1)	(4.2)	(51.3)
Pickering Fire	(50.4)	(50.4)	(56.7)	(5.1)	(61.8)
Scugog Fire	(40.4)	(40.4)	(43.7)	(3.9)	(47.6)
Brock Fire	(37.6)	(37.6)	(38.5)	(3.5)	(42.0)
Uxbridge Fire	(27.1)	(27.1)	(27.8)	(2.5)	(30.3)
Durham College/UOIT	(22.1)	(22.1)	(22.7)	(2.0)	(24.7)
Pickering Auxiliary Rescue Assoc	(2.2)	(2.2)	(2.3)	(0.2)	(2.5)
Ontario Power Generation	(99.8)	(99.8)	(142.1)	-	(142.1)
Durham Works	(64.2)	(64.2)	(65.8)	(5.9)	(71.7)
Durham Health	(5.0)	(5.0)	(5.1)	(0.5)	(5.6)
Durham Social Services	(5.5)	(5.5)	(5.7)	(0.5)	(6.2)
DEMO	(2.8)	(2.8)	(2.8)	(0.3)	(3.1)
Region of Durham Paramedic Services (RDPS)	(3.3)	(3.3)	(3.4)	(0.3)	(3.7)
Durham Region Transit	-	-	(2.3)	(0.2)	(2.5)
REVENUE & RECOVERY	(930)	(930)	(1,012)	(75)	(1,087)



2020 Program Detail

Durham Regional Police Service



Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ Provision of Human Resource management ensuring the Service complies with all employment legislation and maintains a suitable work environment that enforces our value statement and helps achieve our goals through teamwork.
- ◆ Ensure that strategies are implemented to develop a business plan consistent with the requirements of the Adequacy Standards Regulations.



2020 Program Detail

Durham Regional Police Service

Purpose (Primary Board End or Outcome and Performance Measure) (Continued)

- ◆ Analysis and Organizational Performance provides front line police with information on crime trends to focus on problem-solving.
- ◆ Police Education and Innovation Centre provides mandatory training, e-learning, as well as coordinating external training.
- ◆ Director of Corporate Communications provides independent advice to the Chief and the Board on public relations issues.
- ◆ Provision of current technology, related equipment and business processes that will decrease the administrative workload of front line officers thereby allowing them to provide ever improving police service to our communities.
- ◆ Equity & Inclusion to advance equity and inclusion to ensure a culturally sensitive response to our diverse communities and populations
- ◆ Continuous Improvement that creates a foundation focused on continual process improvements, leading to definitive performance measures, increased accountability, operational excellence and improved service delivery to our customers.

Description of Program Resources

- ◆ Human Resources: 1 Chief Administrative Officer (in Executive Budget), 1 Director, 5 Civilian Managers, 1 Inspector, 2 Staff Sergeants, 8 Sergeants, 17 Constables, 48 Civilians (Total Staff: 82)
- ◆ Fleet: 3 Marked Patrol, 1 Marked Other (Van), 16 Unmarked (8 Cars and 8 Trucks), 1 Trailer (Total Vehicles: 21)

**PROGRAM 6
ADMINISTRATIVE SUPPORT**



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	19,932	18,461	19,026	-	19,026
Personnel Related	1,130	1,106	1,103	-	1,103
Communications	1,168	1,243	1,152	-	1,152
Supplies	617	614	670	-	670
Computer Maintenance & Operations	1,732	1,757	1,746	75	1,821
Equipment Maintenance & Repairs	270	270	248	-	248
Vehicle Operations	4	4	4	-	4
Professional Services	1,168	688	685	-	685
Gross Operating Expenses	26,021	24,143	24,634	75	24,709
Tangible Capital Assets					
New	358	4	-	317	317
Replacement	1,196	1,326	1,770	-	1,770
Total Tangible Capital Assets	1,554	1,330	1,770	317	2,087
Total Expenses	27,575	25,473	26,404	392	26,796
Revenues					
Prov. Subsidy - Youth in Policing Initiative	(310)	(310)	(310)	-	(310)
Fees Charged to Other Services	(39)	-	-	-	-
Total Revenues	(349)	(310)	(310)	-	(310)
Net Program Expenses	27,226	25,163	26,094	392	26,486

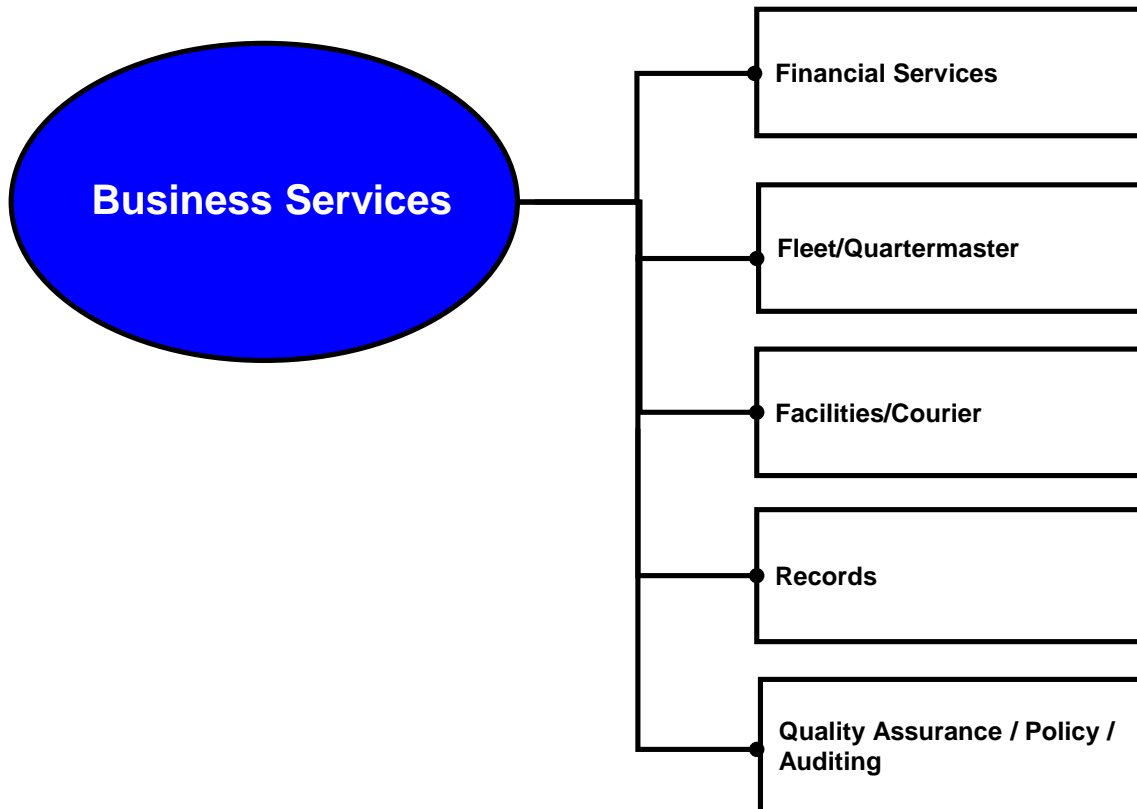
* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	26,486
Less: Tangible Capital Assets	(2,087)
Net Operating Program Expenses Per Program Summary	<u>24,399</u>



2020 Program Detail

**Durham Regional Police
Service**



Purpose (Primary Board End or Outcome and Performance Measure)

Cost of Policing

- ◆ The citizens of Durham Region have a safe community in which to live and work at a cost that is competitive with similar communities in Ontario.
- ◆ Our people ensure that front-line police have the resources they need to maintain community safety by providing management and decision-making in Fleet, Quartermaster, Facilities, Courier, Financial Services and Records.

Description of Program Activities (Means to Achieving Ends)

- ◆ Long term capital planning, annual budgeting, monthly financial reporting and spending control, payroll services, internal controls, cash receipts and disbursements, grant applications, Paid Duties, and False Alarm Management.
- ◆ Provision of a Records Management System and appropriate personnel to ensure the Service complies with investigative requirements as well as Federal and Provincial legislative standards.
- ◆ Provision of Police Record Checks to the citizens of the Region.
- ◆ Provision of Information Services to ensure the Service meets its obligations under Information/Privacy legislation and CPIC By-laws.

**PROGRAM 7
BUSINESS SERVICES**



2020 Program Detail

**Durham Regional Police
Service**

Description of Program Activities (Means to Achieving Ends) (Continued)

- ◆ Acquisition, management and disposal of vehicles including regular maintenance and fuel procurement.
- ◆ Acquisition and distribution of police uniforms, equipment and supplies.
- ◆ Building planning, acquisition and maintenance.
- ◆ Internal mail delivery and supplies delivery.
- ◆ Provision of Quality Assurance, including the internal audit function, independently of the operational units providing direct service to citizens.

Description of Program Resources

- ◆ Human Resources: 1 Civilian Director (in Executive Budget), 4 Civilian Managers, 75 Civilians. (Total Staff: 79)
- ◆ Fleet: 5 Marked Patrol (available to lend to divisions), 1 Marked Other (Truck), 15 Unmarked (5 Cars and 10 Trucks/Vans), 2 Trailers (Total Vehicles: 23)
- ◆ Financial Information Management Systems Software provided by Region, Fleet Management software, Computer Aided Design software for Facilities, SentryFile for electronic file storage and Time & Labor system.

Performance Measurements

Performance Outcomes:

Cost of Policing

These functions are benchmarked against other police services in order to improve efficiency and effectiveness.

Budgeted Fleet Operating Costs

	2019	2020
Kilometres	8,800,581	8,995,248
Fuel \$/km	\$ 0.2037	\$ 0.1910
Mtce \$/km	\$ 0.1542	\$ 0.1598
Combined	\$ 0.3579	\$ 0.3508

Budgeted Facilities Operating Costs

	2019	2020
Rent \$/sq Ft	\$ 9.01	\$ 7.13
Janitorial \$/sq Ft	\$ 3.24	\$ 3.26
Maintenance \$/sq Ft	\$ 5.80	\$ 5.93
Utilities \$/sq Ft	\$ 4.65	\$ 4.89

Projected

	2017	2018	2019	2020
Cost of Policing (MBN Canada)				
NetCost per Capita	\$266 / 3rd	\$269 / 2nd	\$268	\$279

* Source MBN Canada Measure #PLCE235

Lowest 50% Lowest 50%

**PROGRAM 7
BUSINESS SERVICES**



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	10,099	9,966	10,396	-	10,396
Personnel Related	907	906	1,046	-	1,046
Communications	155	155	170	-	170
Supplies	118	143	156	-	156
Utilities	1,491	1,551	1,634	-	1,634
Computer Maintenance & Operations	70	70	80	-	80
Materials & Services	198	198	198	-	198
Buildings & Grounds Operations	2,357	2,382	2,434	-	2,434
Equipment Maintenance & Repairs	11	11	11	-	11
Vehicle Operations	3,559	3,826	3,906	-	3,906
Professional Services	165	165	161	-	161
Contracted Services	1,088	1,117	1,126	-	1,126
Leased Facilities Expenses	1,060	1,060	1,109	-	1,109
Financial Expenses	1,849	1,849	1,854	-	1,854
Major Repairs & Renovations	14	-	-	-	-
Operating Expenses Subtotal	23,141	23,399	24,281	-	24,281
Transfers to Related Entities					
Maple Grove Service Agreement Charge	5	5	5	-	5
Finance - Financial Application Services Charge	234	234	272	-	272
Transfers to Related Entities Subtotal	239	239	277	-	277
Gross Operating Expenses	23,380	23,638	24,558	-	24,558
Tangible Capital Assets					
New	-	-	-	8,200	8,200
Replacement	2,353	2,127	2,249	-	2,249
Contribution from Reserve / Reserve Fund	-	-	-	(8,200)	(8,200)
Total Tangible Capital Assets	2,353	2,127	2,249	-	2,249
Total Expenses	25,733	25,765	26,807	-	26,807

**PROGRAM 7
BUSINESS SERVICES**



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Pay Duty Wages	(1,189)	(915)	(900)	-	(900)
Pay Duty Admin Fees	(238)	(183)	(180)	-	(180)
Pay Duty Cruiser Fees	(352)	(352)	(327)	-	(327)
False Alarm Fees	(570)	(679)	(679)	-	(679)
Criminal Information Requests	(1,743)	(1,660)	(1,834)	-	(1,834)
Incident and Accident Requests	(67)	(61)	(79)	-	(79)
Other Revenues	(408)	(430)	(462)	-	(462)
Total Revenues	(4,567)	(4,280)	(4,461)	-	(4,461)
Net Program Expenses	21,166	21,485	22,346	-	22,346

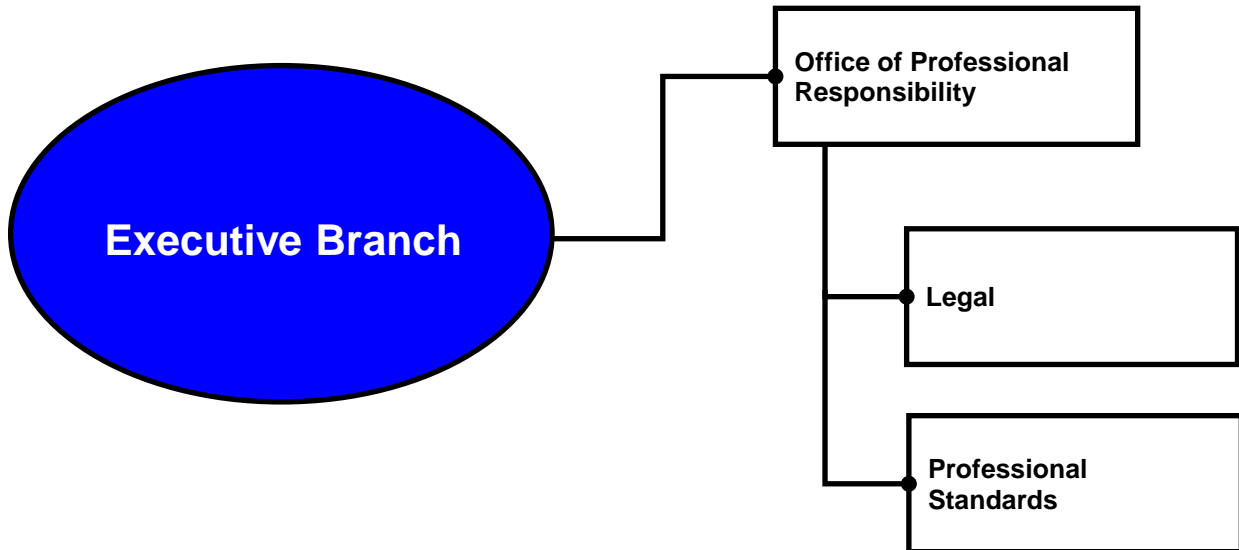
* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	22,346
Less: Tangible Capital Assets	<u>(2,249)</u>
Net Operating Program Expenses Per Program Summary	<u><u>20,097</u></u>



2020 Program Detail

**Durham Regional Police
Service**



Description of Program Activities (Means to Achieving Ends)

- ◆ Develop and implement creative strategies to improve the effective and efficient provision of service throughout the region. Document and disseminate those strategies for internal and external use. Measure actual versus planned outcomes, ensure the support functions for operational success are effective. Maintain a productive working relationship with Region staff.
- ◆ Regularly report to the Police Services Board for sharing of information on regular police service operations and status.
- ◆ Regularly meet with Senior Command officers and Unit Leaders to ensure that the operation of the Police Service is being conducted in accordance with the Police Services Act.
- ◆ Ensure that proper performance objectives are developed to consider factors such as, costs of operation, crime analysis and trends, calls for service analysis and trends, as well as social, demographic, and economic factors.
- ◆ Legal Services provides independent advice to the Chief and the Board.
- ◆ Improvement to the use of information technology and systems to share information with other agencies, organizations and community groups.
- ◆ Development of practices to reduce the administrative workload of front-line officers.
- ◆ Develop and maintain the Staffing and Facilities plans to ensure resources are available to meet the objectives of the Adequacy Standards Regulations.
- ◆ Professional Standards investigates public complaints and internal discipline matters.

PROGRAM 8 EXECUTIVE BRANCH



2020 Program Detail

Durham Regional Police Service

Description of Program Resources

- ◆ The Executive Branch consists of the Offices of the Chief and Deputy Chiefs of Police, Chief Administrative Officer, Offices of the Superintendents (Community Policing; Serious & Organized Crime; Patrol Operations; Operational Support), Business Services Director, Professional Standards and Legal Services Units
- ◆ Human Resources: Chief Constable, 2 Deputy Chiefs, 5 Superintendents, 1 CAO, 1 Civilian Director, 1 Civilian Manager, 1 Inspector, 2 Staff Sergeants, 6 Sergeants and 6 Civilians; (Total Staff: 26)
- ◆ Fleet: 4 Unmarked Trucks

Performance Measurements

- ◆ The Executive Branch is judged on the ability of the Police Service to meet the Board Ends within the financial resources available and subject to the requirements and objectives of the Police Services Act and the Adequacy Standards Regulations.

**PROGRAM 8
EXECUTIVE BRANCH**



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	4,760	4,760	4,908	-	4,908
Personnel Related	105	104	107	-	107
Communications	90	90	90	-	90
Supplies	83	85	85	-	85
Vehicle Operations	32	32	32	-	32
Professional Services	2,347	772	781	-	781
Operating Expenses Subtotal	7,417	5,843	6,003	-	6,003
Transfers to Related Entities					
Legal Administration Charge	228	228	231	-	231
Transfers to Related Entities Subtotal	228	228	231	-	231
Total Expenses	7,645	6,071	6,234	-	6,234
Revenues					
Fees Charged to Other Services	(20)	(20)	(20)	-	(20)
Total Revenues	(20)	(20)	(20)	-	(20)
Net Program Expenses	7,625	6,051	6,214	-	6,214



2020 Program Detail

**Durham Regional Police
Service**

Police Services Board

Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ The Board is the Civilian trustee of the public interest as it pertains to police services in the community.
- ◆ The Police Services Act legislates that there shall be a Police Services Board for every municipality that maintains a police service.
- ◆ The Board's mandate is legislated by Section 31 of the Police Services Act and can be encapsulated as being responsible for the provision of adequate and effective police services in the Municipality.

Description of Program Activities (Means to Achieving Ends)

The Board is the governing authority of the Durham Regional Police Service.

Among its legislated responsibilities are:

- ◆ Hiring the Chief of Police and Deputy Chiefs,
- ◆ Establishing, consultatively, objectives, priorities and business plans,
- ◆ Monitoring the Chief's performance as well as that of the Service, and as employer, establishing contracts with the two bargaining agencies regarding compensation and working conditions.

Description of Program Resources

- ◆ 7 appointed Board Members; 1 Executive Director, 1 Administrative Assistant

Performance Measurements

- ◆ 1. Consultative development of Business Plan objectives.
- ◆ 2. Policy framework that establishes expectations for organizational performance.
- ◆ 3. Effective monitoring of organizational performance.
- ◆ 4. Effective stewardship of human and financial resources.
- ◆ 5. The cost of governance and oversight regarding the Board's responsibility for Board and Police Service regulatory compliance in 2020 is estimated to be \$600,365.

**PROGRAM 9
POLICE SERVICES BOARD**



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	359	359	370	-	370
Personnel Related	48	48	52	-	52
Communications	2	2	2	-	2
Supplies	39	32	32	-	32
Professional Services	144	144	144	-	144
Net Program Expenses	592	585	600	-	600

**PROGRAM 10
HEADQUARTERS SHARED COST**



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Department's Share of Net Program Expenses	1,664	1,664	1,463	243	1,706

**PROGRAM 11
CONTRIBUTION TO THE HELICOPTER RESERVE**



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contribution to Helicopter Reserve	150	150	250	-	250
Net Program Expenses	150	150	250	-	250



2020 Program Detail

**Durham Regional Police
Service**

Debt Service

Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ To identify and quantify any and all Debt Servicing costs for the Police Service for the funding of Capital projects.

Description of Program Activities (Means to Achieving Ends)

- ◆ Maintaining and recording schedules of debt over the term of any debentures that exist for the funding of Police projects.

Statement of Criteria

Replacements:

- ◆ Adding new debt to budgets as approved through the Police Services Board and Regional Council with the assistance of the Regional Finance unit, which is responsible for all borrowing.
- ◆ Ensuring annual budgets are representative of the current debt repayment costs



2020 Program Detail

**Durham Regional Police
Service**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Debt Charges	11,500	11,500	11,000	-	11,000
Net Program Expenses	11,500	11,500	11,000	-	11,000

**PROGRAM 13
TANGIBLE CAPITAL ASSETS**



2020 Program Detail

**Durham Regional Police
Service**

Tangible Capital Assets

Purpose(Primary Board End or Outcome and Performance Measure)

Cost of Policing

- ◆ The purpose of the capital acquisition program is to provide adequate work space and equipment to allow members to carry out their assigned functions effectively and efficiently.

Description of Program Activities (Means to Achieving Ends)

- ◆ Apply objective asset replacement and acquisition criteria which optimize operational effectiveness and economic efficiency.

Statement of Criteria

Replacements

- ◆ Automobiles: Marked Patrol replaced at the earlier of 6 years of service or 160,000 to 200,000 KM driven; Unmarked replaced at the earlier of 7 years or 160,000 to 200,000 KM driven
- ◆ Trucks: Replaced at the earlier of 10 years of service or 300,000 KM driven.
- ◆ Computer Equipment: Desktop computers after 7 years of service. Patrol vehicle computers after 4 years of service. Large system servers after 4 to 5 years. Laptop computers - 7 year replacement cycle.
- ◆ Intelligence Equipment: Replaced after 6 years of service.
- ◆ Building Components: Replacement and repairs schedule based on engineer's condition surveys
- ◆ Furniture: When worn or inadequate.
- ◆ Operational Police Equipment: As needed based on wear and tear or technical obsolescence.
- ◆ Additions: Are approved based on business cases to support new staff or programs.

Detailed Cost of Program:

(\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Patrol Operations	-	-	-		52
Serious & Organized Crime	731	286	247	-	247
Patrol Support	58	56	56	-	56
Operational Support	-	-	-	-	-
Administrative Support	1,554	1,330	1,770	317	2,087
Business Services	2,353	2,127	2,249		2,249
Executive Branch	-	-	-	-	-
Gross Cost	4,696	3,800	4,323	317	4,692

**PROGRAM 13
TANGIBLE CAPITAL ASSETS - NEW**



2020 Program Detail

**Durham Regional Police
Service**

Description	Qty	Unit Cost	Total
		\$	\$

6-Administrative Support

1	Digital Evidence Storage (Server)	1	317,491	317,491
				317,491

Total TCA New Items Per Program Summary **317,491**

The NextGen TCA Is Funded from Partner Share Revenues

5-Next Gen (Included on Program Detail page)

2	Voice Recording System	1	160,000	160,000
				160,000

Total TCA New Item **\$ 477,491**

PROGRAM 13
TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

**Durham Regional Police
Service**

Description	Qty	Unit Cost	Total
		\$	\$
<u>2-Serious & Organized Crime</u>			
1 Forensic Laptop	2	4,590	9,180
2 Forensic Computer Monitor	3	816	2,448
3 Imaging device	1	4,080	4,080
4 Forensic Desktop	3	4,080	12,240
5 Video editing kit	1	6,936	6,936
6 Forensic camera	12	1,300	15,600
7 Mobile power generation kit	2	5,500	11,000
8 Covert Recording Kits	2	30,000	60,000
9 Audio interception module	3	11,000	33,000
10 Radios	3	7,000	21,000
11 Vehicle Tracking Kits	6	6,300	37,800
12 Portable Entry Machine	1	34,000	34,000
			247,284
<u>3-Patrol Support</u>			
13 Speed measuring device	16	3,525	56,400
			56,400
<u>6-Administrative Support</u>			
16 Conducted energy weapon	150	1,900	285,000
17 Pistol	50	675	33,750
18 Pistol sight	50	122	6,100
19 Shotgun	20	714	14,280
20 Rifle	5	1,734	8,670
21 Desktop Computers	150	1,122	168,300
22 Laptop Computers	15	1,836	27,540
23 Patrol Car Computers	30	5,100	153,000
24 Network Switches	7	4,386	30,702
25 CCTV Camera	30	1,573	47,190
26 Desktop Telephone	80	459	36,720
27 Modems (in Car) MDT	10	890	8,900
28 Private Branch Exchange (PBX)	2	153,800	307,600
29 Servers / SANS	19	31,158	592,000
30 Computer parts	1	50,000	50,000
			1,769,752

**PROGRAM 13
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

**Durham Regional Police
Service**

Description	Qty	Unit Cost \$	Total \$
<u>7-Business Services</u>			
31 Marked patrol	24	49,533	1,188,792
32 Unmarked vehicles	12	35,283	423,400
33 Fitness equipment replacement	1	25,500	25,500
34 Furniture for unplanned breakage and replacement	1	61,200	61,200
35 Chair replacement program	1	35,000	35,000
36 Building maintenance fund	1	515,250	515,250
			2,249,142
			\$4,322,578
Total TCA Replacement Items Per Program Summary			\$4,322,578

The NextGen TCA Is Funded from Partner Share Revenues

5-Next Gen (Included on Program Detail page)

14 Portable Radio Replacement (non shared)	2	5,500	11,000
15 UPS site and battery replacement	5	29,464	147,321
			158,321
			\$ 4,480,899
Total TCA Replacement Items			\$ 4,480,899



CAPITAL EXPENDITURES
(\$000's)

EXPENDITURES:	Budget	Forecast									TOTAL	
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2020-2029	
1 Clarington Police Complex Phase 2-Regional Support Centre and Centre for Investigative Excellence		\$80,000										\$80,000
2a Police Education and Innovation Centre Transition Space	\$8,200											\$8,200
2b Operations Training Centre - Phase 2									3,100	27,920		\$31,020
3 Central West Division Parking Garage										10,000		\$10,000
4 West Division					\$3,315	\$29,830						\$33,145
5 North Division Expansion								410	3,690			\$4,100
6 Central East Division						400			5,815	52,350		\$58,565
7 Facility Repairs and Renovations	\$515	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$14,015
TOTAL EXPENDITURES	\$8,715	\$81,500	\$1,500	\$1,500	\$4,815	\$31,730	\$1,500	\$1,910	\$14,106	\$91,770	\$239,046	
Property Taxes (Facility Re/Re and FFE)	\$515	\$10,000	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$22,515
Debentures	8,200	\$71,500	\$0	\$0	\$3,315	\$30,230	\$0	410	12,606	90,270		\$216,530
Dev't Charges												\$0
TOTAL FINANCING	\$8,715	\$81,500	\$1,500	\$1,500	\$4,815	\$31,730	\$1,500	\$1,910	\$14,106	\$91,770	\$239,046	



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. In July 2019 a preliminary Class D Cost estimate was received and the cost has been increased accordingly due to cost escalation since the last estimate was done in 2015.
	Regional Support Centre	To house Tactical Support Unit, Canine Unit, Evidence and Property, Fleet, Quartermaster, Courier and Facilities. 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?	Canine, Evidence and Property, Fleet and Quartermasters are located in 23,505 sf of leased space at 19 Courtice Court, Courtice. Tactical Support is located in the basement of Central East Division while Courier and Facilities are located in East Division.
	Why is the current facility inadequate?	Existing areas for all units are inadequate and poorly laid out. Long term leased facilities are less economic than owned facilities.
	Centre for Investigative Excellence	This building will provide a central location for the majority of the functions of the Serious & Organized Crime Branch plus other support units. The current space plan includes Homicide, Fraud, Sexual Assault, Warrant Liaison, Polygraph, Internet Child Exploitation, Lawful Access and Technical Services.
	Where is this function currently housed?	Serious and Organized Crime Branch units operate out of several of our facilities. ICE is currently within the Forensics Identification Facility. Lawful Access and Technical Services operate out of leased 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 Whitby site at Taunton Rd. and Anderson St. which now houses the Central West Division, the Operations Training Centre, the Regional EMS Headquarters and EMS warehouse.
2a and 2b	2a) PEIC Transition Space	The PEIC Transition Space will be located at a yet to be selected (or approved) leased facility. The PEIC Transition Space is a temporary location required between the time the lease at Durham College ends and the OTC Phase 2 opens. Like the OTC Phase 2 it is intended to contain the functions now housed at the PEIC at Durham College plus some other general training space.
	2b) 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 is intended to contain the functions now housed at the Police Education and Innovation Centre at Durham College plus other general training space.
	Where is this function currently housed?	Durham College in 13,004 sf of leased office, classroom and training space plus free access to about 6,000 sf of common areas of washrooms, hallways and other common areas for a usable space of about 19,000 sf.
	Why is the current facility inadequate?	The lease at the college expires January 20, 2022. However, the college has indicated they would like to terminate the lease in December 2019. 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 OTC Phase 2 by either the end of 2019 or 2021 a temporary interim leased and appropriately renovated location is expected to be needed. 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 permanent 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	Central West Parking Garage	If Intelligence does not move out of Central West Division and OTC Phase 2 is constructed a parking garage is expected to be required. A parking study will need to be completed to validate the capacity required to meet the needs of both the Division and OTC needs. Unheated and not enclosed.
4	West Division	The existing West Division is 27 years old and has yet to reach full capacity for staffing. The building has a useful life of 50 to 60 years. However, the growth in the 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 which provides a location option for this Division. At present this land is not serviced. The Service will review other site options as well in order to ensure the most effective operational response to community needs. If a site other than Seaton is chosen a land cost will need to be added to the forecast of approximately \$12,000,000 to \$15,000,000.



NEED/EXPLANATION OF PROJECT

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 60 years. Planning to find a suitable piece of land and to construct a replacement building should begin within the next 5 years. The service may also consider consolidating Central East and Central West Divisions into one location in order to ensure the most effective operational response to community needs.
7	Facility Repairs	<p>2020 Projects: Central East Div.: Chiller Repl., Access Control Repl, IT Server Room Cooling Units #1 and #2 Repl., and Car Wash Repl.; Central West Div.: Pavement Repl and BAS Repl.; RRC: Structural Repairs</p> <p>2021 Projects: Central East Div.: Public Entrance & Lobby Renovation. and Water Proofing Planters; Central West Div.: Access Control Repl and Roof Recoating; West Div.: Pavement Repl; Access Control at several sites and HVAC R-22 Repl at several sites.</p> <p>NOTE: Projects listed exceed funding requested. Projects completed will depend on available funding and determined priority.</p>
	Financing Sources	<p>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, 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.</p> <p>Development charges earned in future years may be allocated to the Clarington Complex. Debentures are typically approved and issued at or soon after the contract award stage.</p>

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2020 Business Plan

Durham Region Transit

Major Services and Activities

Value for customers	<p>Create value for transit customers</p> <ul style="list-style-type: none"> ◆ Make navigating the DRT network more obvious (information, wayfinding, DRT and PULSE brands) ◆ Disseminate information, and deliver ridership fare incentives ◆ Leverage PRESTO's convenience and functionalities (in support of transit use, mobility integration) ◆ Keep improving the bus stop environment (safety, accessibility, comfort, cleanliness) ◆ Communicate real-time service information to customers ◆ Refresh DRT's Service Strategy (focus on high-order transit, Regional growth, innovations like OnDemand)
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Effectiveness in delivery	<p>Enhance effectiveness at delivering transit services</p> <ul style="list-style-type: none"> ◆ 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
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Financial efficiencies	<p>Identify, pursue and achieve financial efficiencies</p> <ul style="list-style-type: none"> ◆ 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 ◆ 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
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2020 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
<ul style="list-style-type: none"> ◆ Provide quality transit alternatives for healthy lifestyles. 	

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

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

Strategic 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"> ◆ 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

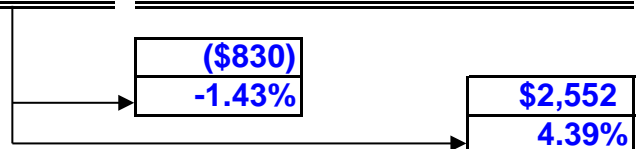


2020 Business Plan

Durham Region Transit

By Program	2019		2020		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Administration	13,316	13,011	13,499	733	14,232
2 Operations	43,060	42,876	43,725	785	44,510
3 Maintenance - Equipment	21,801	21,735	20,250	2,446	22,696
4 Specialized Service	6,538	6,786	6,679	65	6,744
5 Northern Service	1,418	1,675	1,758	312	2,070
6 Facilities Management	2,158	2,178	2,110	387	2,497
7 Debt Service	1,034	1,034	1,030	-	1,030
8 Headquarters Shared Cost	71	71	62	11	73
Operating Subtotal	89,396	89,366	89,113	4,739	93,852
9 Bus Rapid Transit	161	163	166	-	166
Tangible Capital Assets:					
10 New	1,224	1,223	-	1,144	1,144
11 Replacement	214	214	44	152	196
Tangible Capital Assets Subtotal	1,438	1,437	44	1,296	1,340
Total Program Expenses	90,995	90,966	89,323	6,035	95,358
Revenue Programs					
Fares	(21,660)	(21,755)	(21,920)	(553)	(22,473)
U-Pass	(6,613)	(6,390)	(6,390)	(388)	(6,778)
Provincial Gas Tax	(2,589)	(2,589)	(1,611)	(1,702)	(3,313)
Advertising	(1,280)	(1,280)	(1,280)	(10)	(1,290)
Other	(28)	(32)	(32)	-	(32)
ODSP Discount Pass	(350)	(350)	(350)	-	(350)
Recovery from Reserve / Reserve Fund	(420)	(420)	(420)	-	(420)
Total Revenue Programs	(32,940)	(32,816)	(32,003)	(2,653)	(34,656)
Net Program Expenses	58,055	58,150	57,320	3,382	60,702

Summary of Increase (Decrease)



PROGRAM SUMMARY



2020 Business Plan

Durham Region Transit

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	638	Economic adjustments
Salaries & Benefits	129	Annualization - 2 positions
Salaries & Benefits	(133)	Remove one-time item
Operating Expenses	(120)	Remove one-time items
Operating Expenses	677	Inflationary increases - contracted services, insurance, other
Operating Expenses	(14)	Utilities
Operating Expenses	(618)	Fuel
Operating Expenses	(9)	Headquarters shared cost
Various	(312)	Line-by-Line Review savings
Major Repairs - Vehicles	(978)	Remove one-time item
Minor Assets & Equipment/Major Repairs & Renovations	(50)	Remove one-time items
Operating Expenses	540	Annualization - 2019 route adjustments
Tangible Capital Assets - New/Replacement	(1,393)	Remove one-time items
Fare Revenue	(165)	Annualization - 2019 route adjustments
Provincial Gas Tax	978	One-time funding of Major Repairs removed
	(830)	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Durham Region Transit

(\$,000's)

Administration

<ul style="list-style-type: none"> ◆ New position: 1 Safety & Training Coordinator, effective July 1, 2020, to deliver safety oversight to all divisions within DRT, ensure a comprehensive records management program is in place as per legislatively required, and provide liaison with other key safety related working groups. (Annualized cost is \$112k) ◆ Restructuring Marketing & Communications group to align resources to meet increasing demands for timely customer communication, media relations, and marketing and outreach initiatives supporting existing and potential customers. ◆ Increase to Advertising (\$30k), and Printing and Reproduction (\$24k), to meet requirements for customer outreach and communications campaigns, such as fleet decal updates and radio advertising for DRT marketing initiatives. ◆ Hardware-Software Maintenance cost adjustments, including: increase to Trapeze maintenance related costs (\$7k), savings on PRESTO maintenance due to upcoming Metrolinx device refresh (-\$43k), and increase in other needs based on forecasted requirements (\$22k). ◆ Increase to Courier Service based on historical actuals and forecasted requirements related to coin transport and processing services. ◆ One-time Professional and Technical Services for development of a Multi-Year Strategic Plan (\$100k), Simcoe Street Rapid Transit Study (\$60k), Nova Articulated Bus Maintenance Training (\$55k), and Communications & Outreach Support costs (\$25k). On-going Professional and Technical Services for implementation of new surveying methods on the annual DRT customer survey (\$20k), as well as various on-going professional fees (\$11k). ◆ Increase in PRESTO transaction fees based on agreement with Metrolinx. ◆ Various adjustments based on historical actuals and forecasted requirements. 	<p>56</p> <p>53</p> <p>54</p> <p>(14)</p> <p>28</p> <p>271</p> <p>233</p> <p>52</p> <hr style="border: 0.5px solid black;"/> <p>733</p>
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Operations

<ul style="list-style-type: none"> ◆ New Positions: 7 Conventional Operators, effective July 1, 2020, as part of the service plan adjustments as detailed in Table 1 below. (Annualized cost is \$670k) ◆ Decrease to Part Time Staffing & Benefits (-\$72k), increase to Statutory Holiday Premiums (\$41k) and Overtime (\$85k) as part of the service plan adjustments as detailed in Table 1 below. ◆ One time increase to Part Time Staffing as a result of training costs related to Articulated Buses (\$123k), and increase to on-going Part Time Staffing to reflect historical actuals and forecasted requirements (\$238k). ◆ Increase to Workplace Safety and Insurance (WSI) Compensation Costs to reflect actuals. ◆ Decrease to Shift and Other Premiums (-\$21k), decrease in Overtime (-\$35k) as a result of continuous effort to maximizing usage of operators paid at straight time, and increase to Statutory Holiday Premiums (\$141k) to reflect historical actuals. ◆ Increase to Shift and Other Premiums (\$3k) and Overtime (\$5k) as a result of one time training costs related to Articulated Buses. 	<p>335</p> <p>54</p> <p>361</p> <p>135</p> <p>85</p> <p>8</p>
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EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Durham Region Transit

(\$,000's)

Operations (Continued)

♦ Decrease in Transit Bus Contract as a result of the service plan adjustments as detailed in Table 1 below.	(97)
♦ Decrease to GO Local Fare Agreement expenses to reflect end of agreement as of September 2020, detailed in Table 1 below.	(204)
♦ Increase to Route Maintenance for winter maintenance of lengthened bus pads following introduction of Articulated Buses on PULSE routes.	106
♦ Various adjustments based on historical actuals and forecasted requirements.	2
	785

Table 1

Summary of DRT 2020 Service Plan Adjustments (\$,000's)						
	<u>West</u>	<u>Central</u>	<u>East</u>	<u>North</u>	<u>Other</u>	<u>Total</u>
<u>Operations</u>						
Full time Operators Wages & Benefits			335			335
Part time Operators Wages & Benefits	(38)		(34)			(72)
Overtime & Premiums	(223)		349			126
Service Contracts		(97)		216		119
GO Local Fare Agreement					(204)	(204)
<u>Maintenance</u>						
Overtime & Premiums	2		42			44
Fuel	5	(42)	106	3		72
Auto Materials & Supplies & Leased Tires	9	(2)	174	93		274
Total Expenses	(245)	(141)	972	312	(204)	694
Farebox Revenue	(23)	(45)	(153)	(31)		(252)
Net Cost	(268)	(186)	819	281	(204)	442

Notes:

1. 2020 service plan adjustments include \$151k in one-time costs for the automated shuttle pilot in partnership with the Town of Whitby beginning in June 2020.

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Durham Region Transit

(\$,000's)

Maintenance - Equipment

<ul style="list-style-type: none"> ◆ New positions: 2 Mechanics, effective July 1, 2020, to meet service requirements. (Annualized cost is \$234k) ◆ New positions: 2 Service Persons, effective July 1, 2020, to meet service requirements. (Annualized cost is \$176k) ◆ One time Temporary staffing increase of 2 supervisors to support backfill of management staff engaged in special work assignment. ◆ One time increase to Overtime costs associated with Articulated Bus training (\$101k), offset by decrease to on-going Overtime based on historical actuals and forecasted requirements (-\$3k). ◆ Increase in Overtime (\$44k), Auto Materials & Supplies and Leased Tires (\$181k), and Vehicle Gas & Diesel (\$69k), as part of the service plan adjustments as detailed in Table 1 above. ◆ Increase to Leased Tires to reflect forecasted requirements. ◆ Various Personnel adjustments based on historical actuals and forecasted requirements. ◆ Minor Assets & Equipment replacements, including: rolling ladder (\$13k), Wabasto test bench (\$10k), transmission jack (\$10k), rear drive tool boxes (\$8k), big fire cabinets (\$5k), pro link heavy duty vehicle scanner (\$4k), and impact guns (\$2k). ◆ Increase in Major Vehicle Repairs. DRT fleet requires significant engine/transmission repairs/replacements due to vehicles approaching end of life and mid-life refurbishment to maintain a consistent high level of service. ◆ Various adjustments based on historical actuals and forecasted requirements. 	<p>117</p> <p>88</p> <p>253</p> <p>98</p> <p>294</p> <p>33</p> <p>12</p> <p>52</p> <p>1,490</p> <p>9</p> <hr style="border: 0.5px solid black;"/> <p>2,446</p>
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Specialized Service

<ul style="list-style-type: none"> ◆ One time increase for a Temporary Eligibility Coordinator to continue the eligibility review process that was started in 2019 to maximize the integrated transit delivery model based on assessment of passenger abilities (\$76k), and on-going increase to Part Time Staffing and Benefits (\$1k) based on historical actuals and forecasted requirements. ◆ Various adjustments based on historical actuals and forecasted requirements. 	<p>77</p> <p>(12)</p> <hr style="border: 0.5px solid black;"/> <p>65</p>
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Northern Service

<ul style="list-style-type: none"> ◆ Increase to DRT Contracted Taxis (\$362k), Vehicle Gas & Diesel (\$3k), Auto Materials & Supplies and Leased Tires (\$93k), and decrease to Transit Bus Contracts (-\$146k) as part of the service plan adjustments as detailed in Table 1 above. 	<p>312</p> <hr style="border: 0.5px solid black;"/> <p>312</p>
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EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Durham Region Transit

(\$,000's)

Facilities Management

♦ Increase to Building Site Salt & Snow Removal to reflect historical actuals.	143
♦ Increase to Building Maintenance for various repairs and maintenance at Westney and Raleigh facilities.	74
♦ Increase to Soil Sampling Analysis at Raleigh tank removal site for mandatory annual monitoring of soil contamination.	75
♦ Increase to Routine Hoist Inspection Maintenance & Repairs based on new vehicle hoist inspection contract and high speed door inspections.	55
♦ Increase to Major Repairs - Machinery & Equipment for rear scissor post replacement on Westney garage hoist.	30
♦ Adjustments to various accounts to reflect historical actuals and forecasted requirements.	10
	387

Headquarters Shared Cost

♦ Transit's share of costs related to the operation and maintenance of Regional Headquarters.	11
	11

Tangible Capital Assets

New:

♦ Refer to TCA New Schedule for further details.	111
♦ Major Capital - property tax financing - see TCA New Schedule.	1,033

Replacement

♦ Refer to TCA Replacement Schedule for further details.	152
	1,296

Total Expense Programs

6,035

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Durham Region Transit

(\$,000's)

Fares

♦ Annualization of 2019 fare increase, ridership growth and impacts of shifts in fare media used by customers.	(339)
♦ Proposed fare increase effective May 1, 2020.	(269)
♦ Impact of fare initiatives (e.g., Transit Assistance Program).	307
♦ 2020 service plan adjustments revenue impacts as detailed in Table 1.	(252)
	(553)

U-Pass

♦ Annualization of 2019 U-Pass rate increase.	(98)
♦ Enrolment increase at Durham College, Ontario Tech University, and Trent University.	(229)
♦ U-Pass rate increase to \$141.75 from \$139.00 effective September 1, 2020.	(61)
	(388)

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 (\$1,491k), articulated bus training staffing coverage (\$151k), and Simcoe Rapid Transit Study (\$60k).	(1,702)
	(1,702)

Advertising

♦ Increase to Advertising Revenue based on anticipated increase in advertising shelters.	(10)
	(10)

Total Revenue/Recovery Programs

(2,653)

Total Program Changes 3,382



2020 Program Detail

Durham Region Transit

Purpose:

- ◆ DRT Administration supports the Regional service delivery and provincial reporting requirements of the Commission, plans and schedules fixed routes and OnDemand services, provides clerical and technical support to the various internal groups at DRT and interfaces with other Region of Durham departments for corporate support services.

Description of Program Activities:

- ◆ Provide excellent customer service, maintain customer feedback tracking and passenger information platforms.
- ◆ Establish effective communication and customer service systems to ensure consistent practices amongst front-line personnel at multiple locations.
- ◆ Monitor performance and demand of all DRT services.
- ◆ Consider the future expansion requirements of the transit network structure to address land-use development and the growing travel needs of customers.
- ◆ Review and consider enhancing services in various areas of the Region, improve service to GO rail stations, and strengthen transit hubs for easier connections and operational effectiveness.
- ◆ Evaluate the effectiveness of expanded services from and to developing communities.
- ◆ Plan and promote the Region's requirements for a transit-first community in the Seaton area.
- ◆ Develop, update and monitor key performance indicators reflective of service consumption and quality in relation to service guidelines.
- ◆ Continue to deploy hard-surfaced stops and shelters.
- ◆ Continue to upgrade and expand on-street infrastructure including bus stops and wayfinding.
- ◆ Manage DRT agreements for advertising on transit shelters and on buses.
- ◆ Plan and manage the continued implementation of the PRESTO fare card system on DRT services.
- ◆ Manage the consistent administration and application of DRT point-of-sale cash control and record-keeping best practices.
- ◆ Monitor the use and billing of the DRT/GO Transit Local Fare agreement.
- ◆ Meet timelines, information requirements and guidelines established by Region Council for the annual DRT Business Plan and Budget.
- ◆ Monitor Provincial Gas Tax Funding eligibility requirements and comply with reporting requirements of the Ridership Growth Plan and Asset Management Plan.
- ◆ Administer the Employee Feedback and Development Program to align with Regional objective to promote employee engagement, succession planning, and employee development.
- ◆ Monitor and administer the DRT attendance management model and establish policies and promote best practices related to health and safety.



2020 Program Detail

Durham Region Transit

2020 Service Enhancements and Efficiencies:

- ◆ DRT service levels will be monitored to evaluate route performance and take action if required to address issues. Savings that are achieved through service efficiencies may be reallocated to enable modest but strategic DRT route adjustments and/or address routes operating over capacity, subject to the approval of the Transit Executive Committee.
- ◆ Develop proposed Annual Service Plan and Service Strategies that guide and outline DRT service planning priorities.

Description of Program Resources:

- ◆ 2020 Full Time Staff = 40 New Position: 1 Safety Coordinator, Safety & Training
2019 Full Time Staff = 39

**PROGRAM 1
ADMINISTRATION**



2020 Program Detail

Durham Region Transit

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	5,402	5,219	5,336	109	5,445
Personnel Related	159	220	220	10	230
Communications	359	355	365	54	419
Supplies	65	80	70	-	70
Computer Maintenance & Operations	1,149	1,003	1,005	(14)	991
Materials & Services	272	238	238	28	266
Equipment Maintenance & Repairs	192	155	155	15	170
Vehicle Operations	193	188	188	13	201
Professional Services	173	199	199	271	470
Contracted Services	726	724	724	233	957
Leased Facilities Expenses	25	25	39	-	39
Year End Adjustments	44	44	44	-	44
Insurance	1,752	1,752	2,082	-	2,082
Minor Assets & Equipment	10	14	-	14	14
Operating Expenses Subtotal	10,521	10,216	10,665	733	11,398
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Charges	2,795	2,795	2,834	-	2,834
Inter-Departmental Transfers & Recoveries Subtotal	2,795	2,795	2,834	-	2,834
Gross Operating Expenses	13,316	13,011	13,499	733	14,232



2020 Program Detail

Durham Region Transit

Purpose:

- ◆ DRT Operations manages and delivers fully accessible conventional transit fixed-route service.

Description of Program Activities:

- ◆ Manage the delivery of safe and reliable conventional transit services for DRT's fixed routes.
- ◆ Develop and implement policies, processes and procedures that comply with the Accessibility for Ontarians with Disabilities Act (AODA) legislative requirements specific to Conventional Services providers with respect to DRT services, facilities and accommodations.
- ◆ Manage the Transit Control Centre to maintain reliable service and communications and provide consistent and coordinated response to incidents affecting transit.
- ◆ Standardize procedures and practices to ensure consistency throughout all DRT Operations.
- ◆ Monitor employee compliance with DRT Standard Operating Procedures that ensure consistent operating and customer service practices.
- ◆ Administer the attendance management program and other corporate policies and procedures that promote best practices related to organizational and employee health, safety and the environment.
- ◆ Enhance Emergency and Security Preparedness procedures and processes to ensure effective transit response to DRT and Regional safety and security incidents.
- ◆ Manage the Risk Assessment Strategy and community safety programs for DRT in consultation with other Regional departments and outside agencies.
- ◆ Manage employee development programs to ensure work performance feedback for all staff to support personal and professional development.
- ◆ Maintain annual cyclical operator training to review and discuss operational policies and procedures, customer service excellence, defensive driving and human rights and accessibility.

Description of Program Resources:

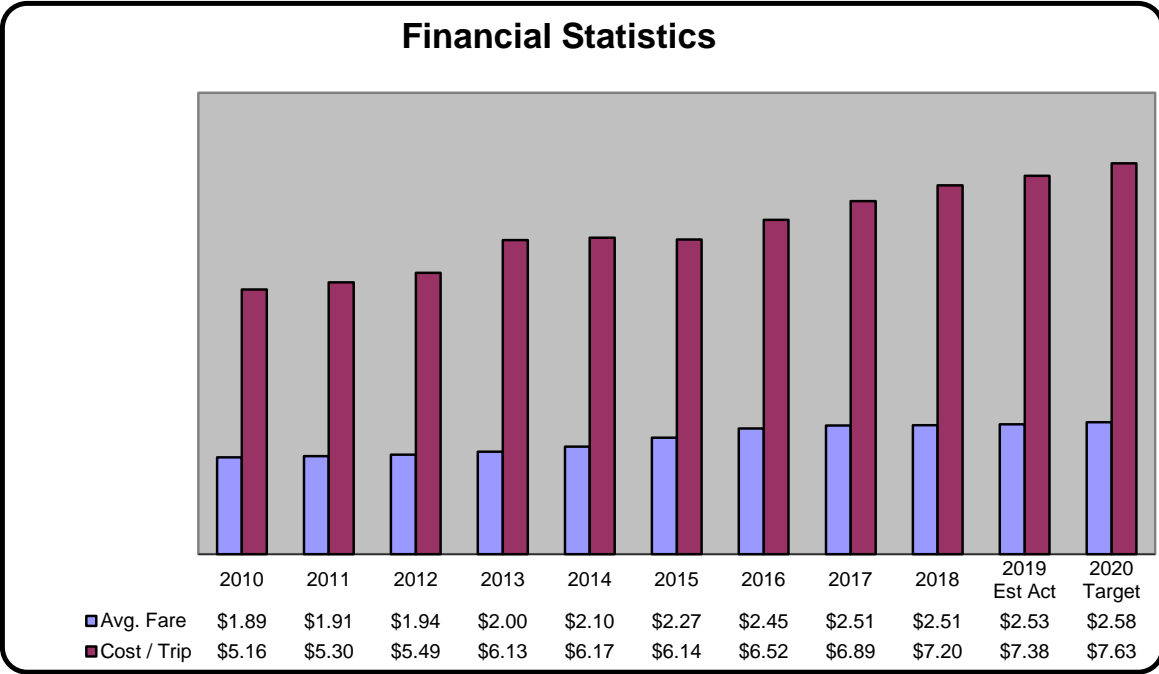
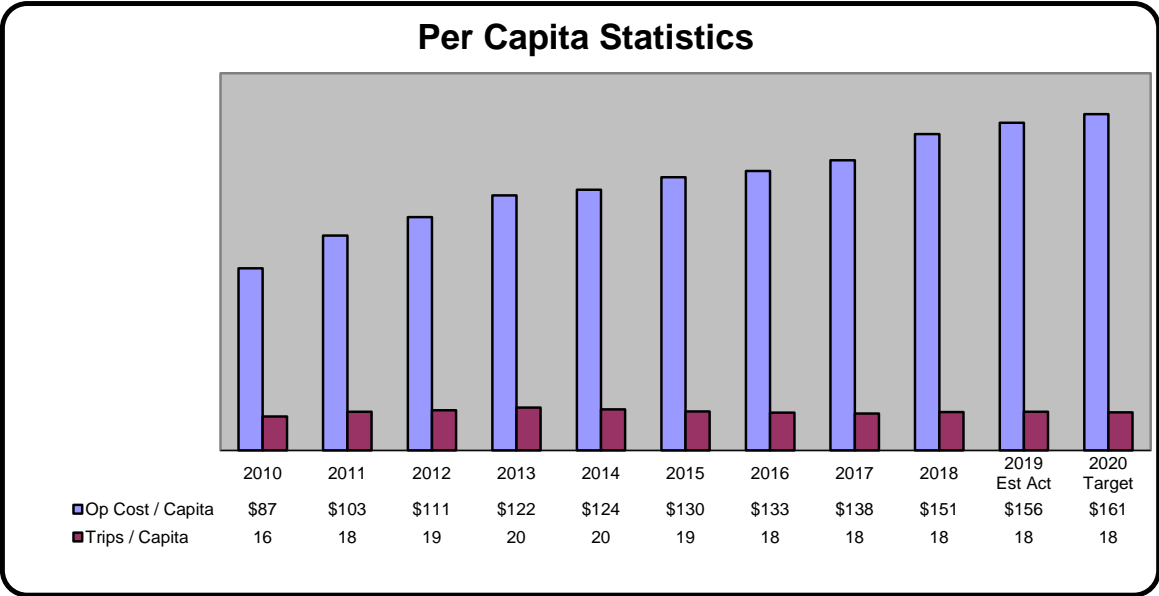
- ◆ 2020 Full Time Staff = 302 New positions: 7 Conventional Operators
2019 Full Time Staff = 295



2020 Program Detail

Durham Region Transit

Performance Measurements:



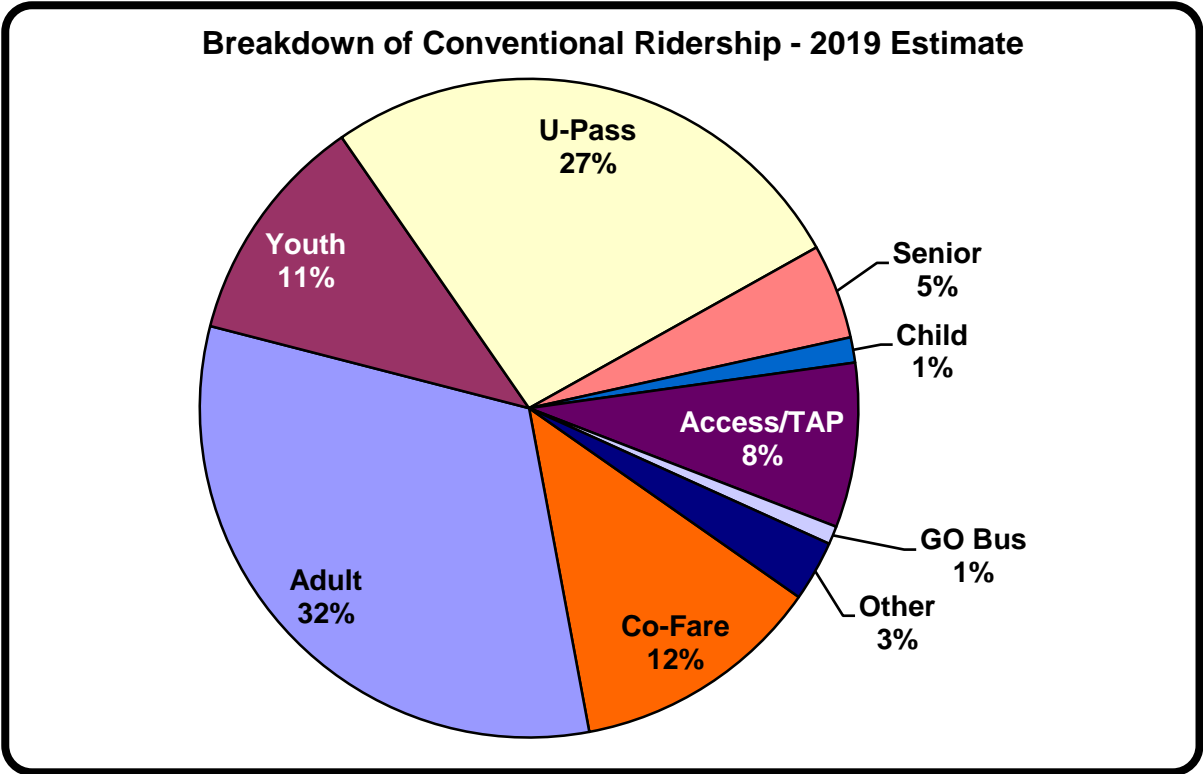
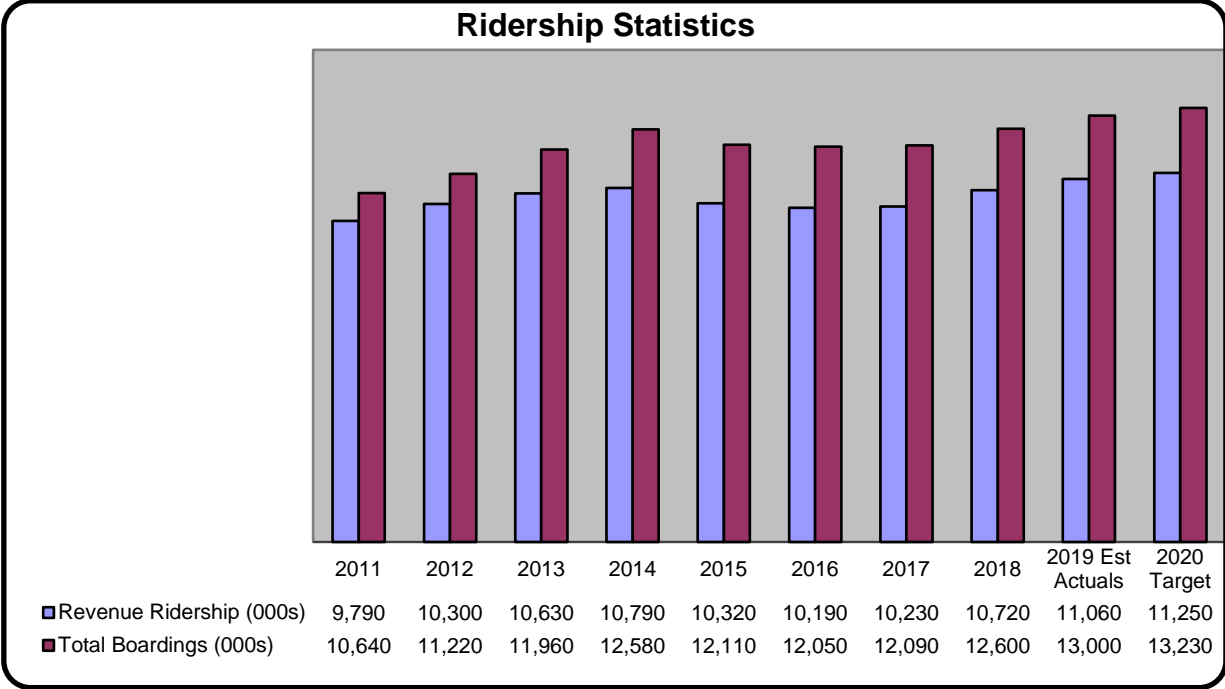
Note: Cost based on CUTA's definition for Total Operating Expense
 Definition of a Trip - Riding one way from origin to final destination, counts as one trip, even if multiple transfers are taken.



2020 Program Detail

**Durham Region
Transit**

Performance Measurements (Continued):

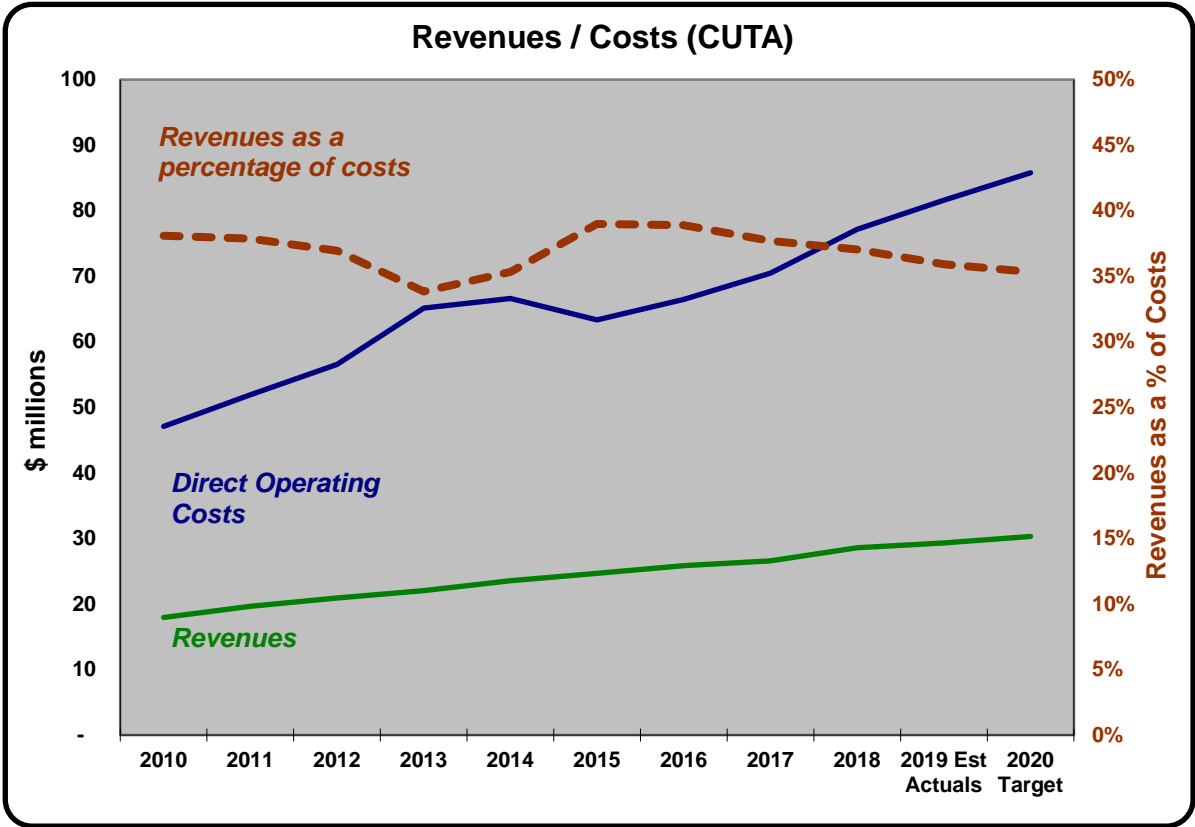




2020 Program Detail

Durham Region
Transit

Performance Measurements (Continued):



**PROGRAM 2
OPERATIONS**



2020 Program Detail

Durham Region Transit

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	33,021	32,819	33,466	978	34,444
Personnel Related	272	276	286	2	288
Communications	12	29	18	-	18
Equipment Maintenance & Repairs	4	7	7	-	7
Professional Services	11	20	-	-	-
Transit Bus Contracts	6,130	6,473	6,779	(97)	6,682
Route Maintenance Service	3,551	3,194	3,115	(98)	3,017
Leased Facilities Expenses	59	59	54	-	54
Total Expenses	43,060	42,876	43,725	785	44,510



2020 Program Detail

Durham Region Transit

Purpose:

- ◆ DRT Maintenance Department manages and maintains DRT's entire vehicle fleet, equipment, tools, buildings, grounds, infrastructure and contracts, so that DRT's capital assets remain in a state of good repair, provide safe and ready transportation for customers and employees, and are replaced and/or expanded as needed.

Description of Program Activities:

- ◆ Continue to harmonize and update preventative maintenance systems and operating procedures between two DRT locations in compliance with applicable legislation and industry best practice.
- ◆ Maintain the revenue and non-revenue fleets in a state of good repair, meeting or exceeding industry standards and manufacturers' requirements while minimizing vehicle downtime and capturing warranty claims on new equipment and parts.
- ◆ Review fleet vehicle major components (driveline), for scheduled repair or replacement to reduce emergency major repairs and ensure bus availability to meet service needs.
- ◆ Plan, initiate, manage and finalize capital projects related to fleet procurement, building or grounds construction and/or maintenance, and other projects as necessary for the business, partnering with other Region departments (i.e. Facilities) and working with stakeholders.
- ◆ Review and establish optimal cost efficient life cycle of revenue and non-revenue fleet vehicles.
- ◆ Arrange installation, perform routine maintenance, and support smart technology and other accessories on board DRT vehicles, including on-board camera system, mobile data terminals, PRESTO fare collection equipment and others.
- ◆ In partnership with Metrolinx Transit Procurement Initiative (TPI) team and other transit agencies, define specifications for the competitive procurement of DRT's fleet.
- ◆ Manage, administer and monitor contractor performance for the maintenance of: bus stops; shelters; garbage collection; ice and snow clearing
- ◆ Manage, monitor and provide feedback on contractor performance for the maintenance portion of the contracted services contract in central and north Durham.
- ◆ Active participation in relevant joint procurement projects sponsored by Metrolinx. When Metrolinx procurement is not available, create Request for Proposal (RFP) or tenders for vehicle and equipment replacement.
- ◆ Participate in industry programs for technical and performance advances in equipment, procedures and in staff development.
- ◆ Manage, optimize, and harmonize DRT parts inventory to reduce costs where possible through procedures and guidelines that ensure competitive bidding and cost effective purchasing practices and inventory control processes in accordance with the Region's Purchasing By-Law.
- ◆ Monitor and administer the DRT attendance management model, establish policies and promote best practices related to health, safety and respect in the workplace.
- ◆ Manage employee development programs to ensure work performance feedback for all staff to support personal and professional development.
- ◆ Implement and monitor appropriate performance measures.
- ◆ Continue to advance fuel management and monitoring measures.
- ◆ Review, update, and create where necessary, Safe Operating Procedures (SOP's).



2020 Program Detail

Durham Region Transit

Description of Program Resources:

- ◆ 2020 Full Time Staff = 70 New positions: 2 Mechanics; 2 Service Persons
- 2019 Full Time Staff = 66



2020 Program Detail

Durham Region Transit

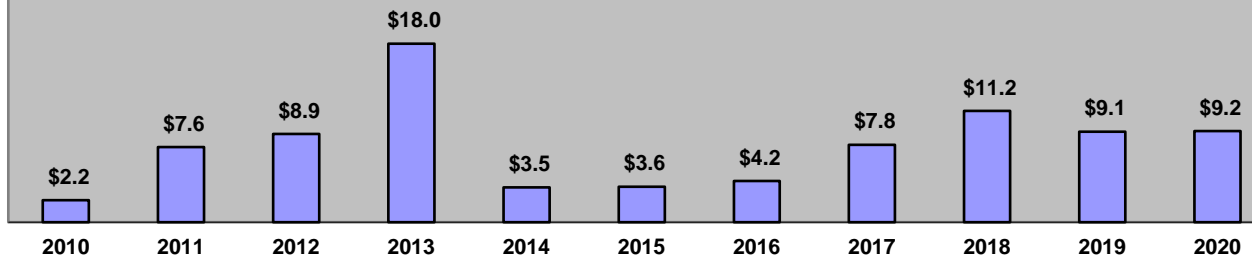
Performance Measurements:

Fleet Composition

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
40-ft	160	162	173	172	166	159	159	159	163	170	160
BRT				26	26	26	26	26	26	30	26
Artic											6
Electric											8
Hybrid											
30-ft	4	6	6	7	7	7	7	7	7	6	6
Mini	30	30	30	30	30	30	30	32	32	32	32
Total Fleet	194	198	209	235	229	222	222	224	228	238	238

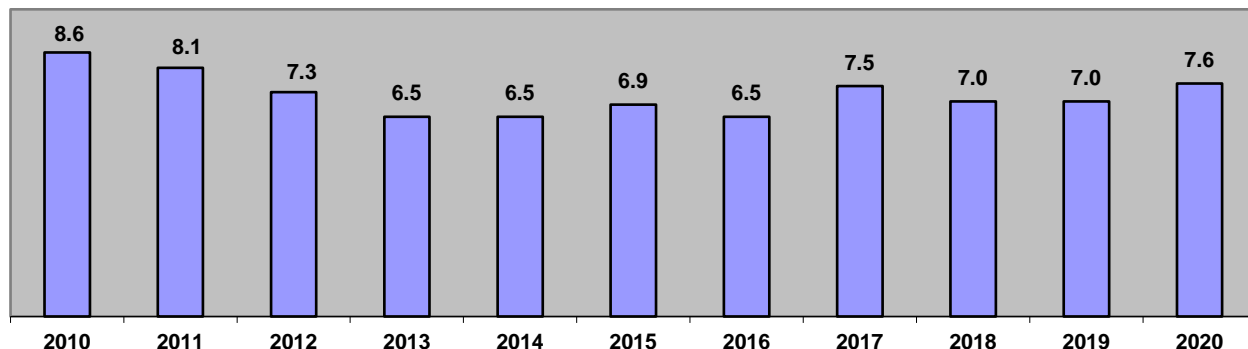
NOTE: 2020 total does not include the 8 growth BRT buses, 2 growth articulated buses, 11 replacement hybrid electric buses, 6 replacement BRT buses and 4 replacement On Demand vehicles that are subject to funding approval under the Investing in Canada Infrastructure Program.

Capital Investment (\$m) - All Buses (excluding refurbishments)



NOTE: 2020 total does not include the additional \$22.6 million in capital fleet investments in 8 growth BRT buses, 2 growth articulated buses, 11 replacement hybrid electric buses, 6 replacement BRT buses and 4 replacement On Demand vehicles that are subject to funding approval under the Investing in Canada Infrastructure Program.

Average Age - Conventional Bus

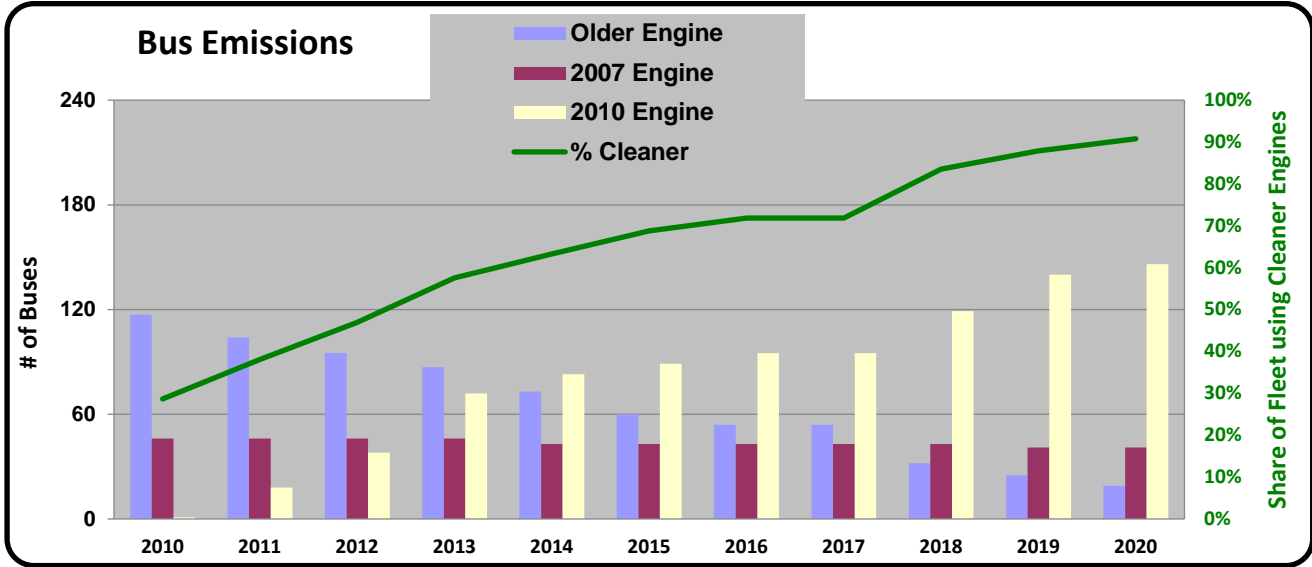




2020 Program Detail

Durham Region Transit

Performance Measurements (Continued):



**PROGRAM 3
MAINTENANCE - EQUIPMENT**



2020 Program Detail

Durham Region Transit

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	8,451	8,575	8,562	612	9,174
Personnel Related	157	163	163	-	163
Supplies	4,105	3,795	3,837	213	4,050
Equipment Maintenance & Repairs	84	100	89	6	95
Vehicle Operations	7,183	7,569	7,063	69	7,132
Professional Services	18	27	27	4	31
Minor Assets & Equipment	16	18	-	52	52
Major Repairs & Renovations	1,787	1,488	509	1,490	1,999
Gross Operating Expenses	21,801	21,735	20,250	2,446	22,696



2020 Program Detail

Durham Region Transit

Purpose:

- ◆ DRT Specialized Service provides demand-responsive, origin-to-destination transportation services to eligible persons with disabilities, and OnDemand services, using the full range of available public transportation services.

Description of Program Activities:

- ◆ Develop and implement policies, processes and procedures that comply with the Accessibility for Ontarians with Disabilities Act (AODA) requirements and industry best practices specific to Specialized Services providers.
- ◆ Administer cost-effective, fair and consistent policies including trip reservation processes, and automated trip scheduling processes.
- ◆ Investigate opportunities to coordinate dispatch resources to support conventional demand-responsive services within low-demand transit areas utilizing available vehicle capacity.
- ◆ Maintain trip booking hours that meet the requirement of the integrated accessibility standard (191/11) under the AODA.
- ◆ Deliver customer service excellence, ensure all staff demonstrate care and sensitivity in meeting the needs of customers.
- ◆ On-going delivery and community outreach to expand the DRT's travel training program which enables customers to safely and confidently utilize conventional services.
- ◆ Further enhance customer mobility and travel options through enhanced coordination between Specialized and Conventional Services to plan trips for Specialized customers utilizing the full fleet of DRT accessible vehicles.
- ◆ Utilization of the automated GPS based paperless scheduling system to optimize efficiency of Specialized Service and contracted accessible taxi scheduling and improve customer service delivery performance.
- ◆ Monitor employee compliance with DRT Standard Operating Procedures to ensure consistent practices and maximum safety.
- ◆ Monitor Key Performance Indicators including cost-per-trip of both dedicated (DRT bus/operator) and non-dedicated (taxi) service.
- ◆ Manage employee development programs to ensure work performance feedback for all staff to support personal and professional development.
- ◆ Maintain annual cyclical operator training to review and discuss operational policies and procedures, customer service excellence, defensive driving and human rights and accessibility.
- ◆ Continue to manage the Support Person Card and process that will ensure consistency with partner transit agencies in the Greater Toronto and Hamilton Area.
- ◆ Administer the attendance management program and other corporate policies and procedures that promote best practices related to organizational and employee health, safety and the environment.

Description of Program Resources:

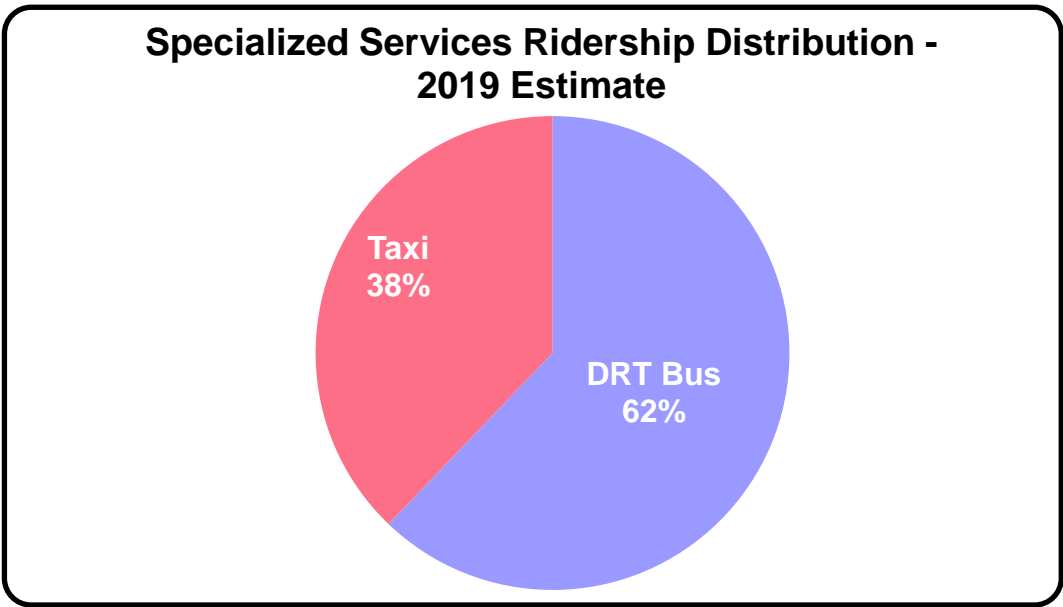
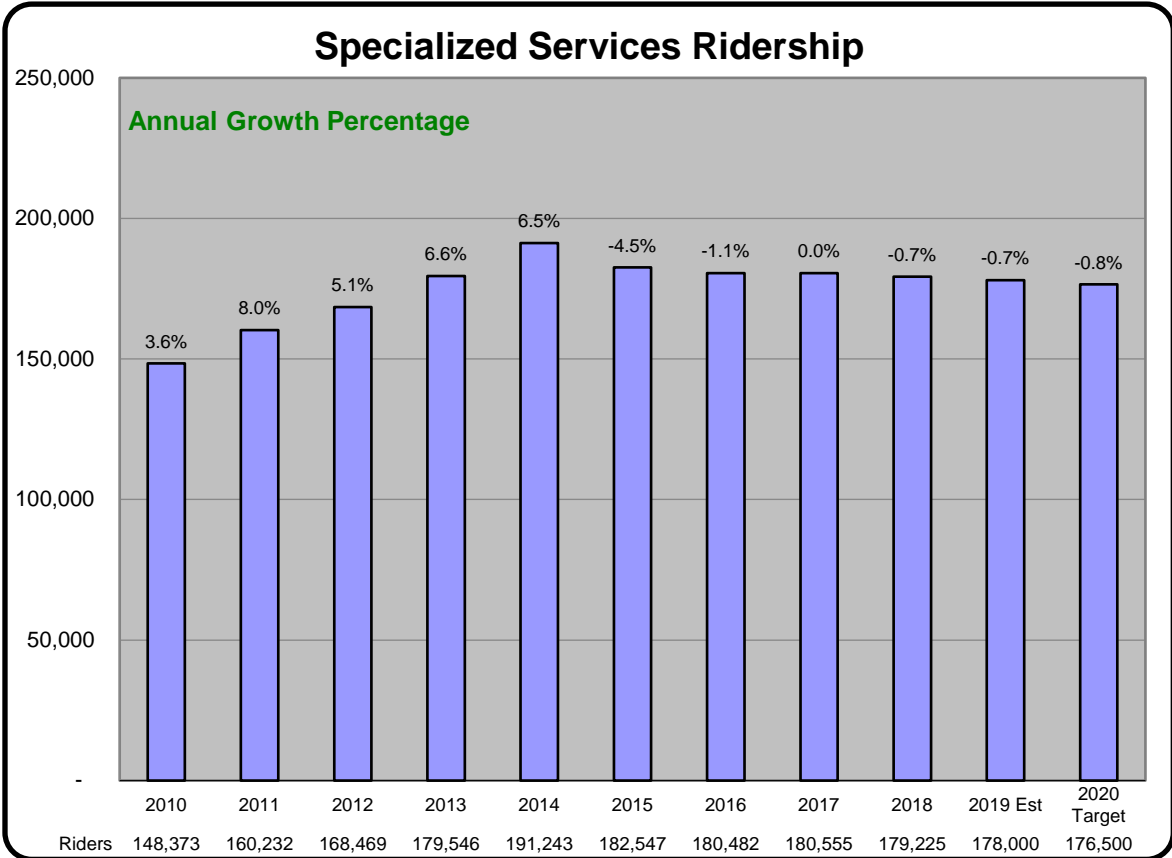
- ◆ 2020 Full Time Staff = 29
2019 Full Time Staff = 29



2020 Program Detail

Durham Region Transit

Performance Measurements:



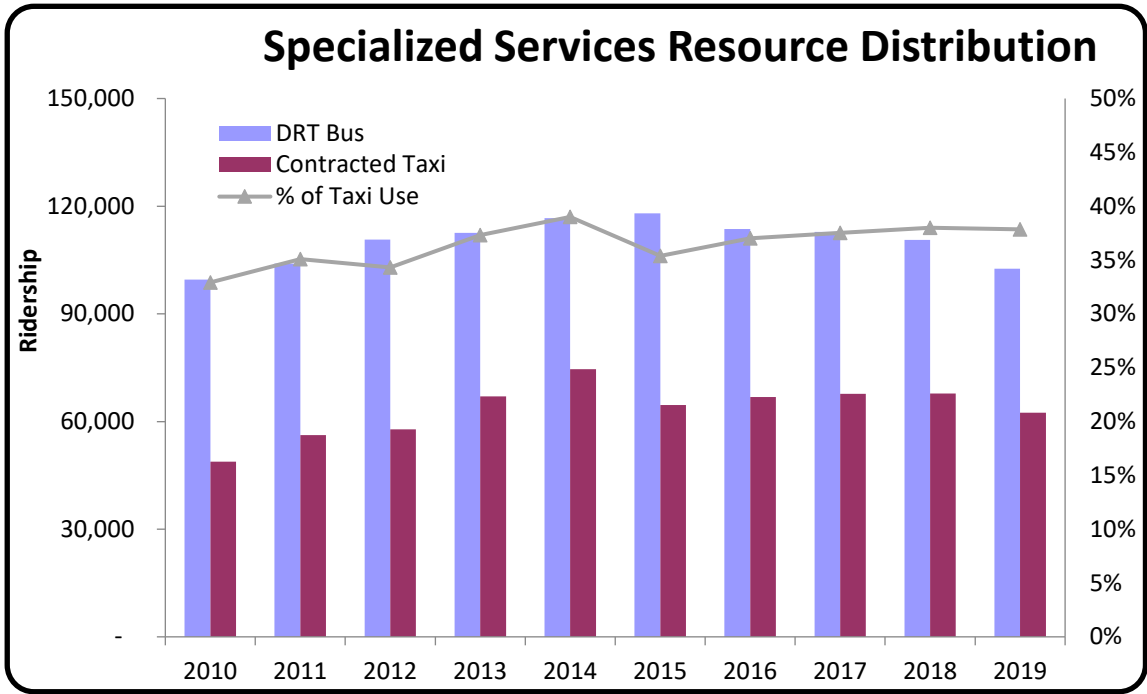
**PROGRAM 4
SPECIALIZED SERVICE**



2020 Program Detail

Durham Region Transit

Performance Measurements (Continued):



**PROGRAM 4
SPECIALIZED SERVICE**



2020 Program Detail

Durham Region Transit

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	4,568	4,556	4,575	65	4,640
Personnel Related	38	38	38	-	38
Communications	7	9	9	-	9
Supplies	156	206	206	-	206
Equipment Maintenance & Repairs	3	2	2	-	2
Vehicle Operations	169	349	323	-	323
Professional Services	31	107	7	-	7
Contracted Services (Taxi)	1,566	1,519	1,519	-	1,519
Gross Operating Expenses	6,538	6,786	6,679	65	6,744



2020 Program Detail

Durham Region Transit

Purpose:

- ◆ DRT Operations North manages and administers Conventional and OnDemand Services in the North Durham communities of Scugog, Uxbridge, and Brock Townships.

Description of Program Activities:

- ◆ Administer the requirements of the contracted Conventional services to serve the North Durham communities and deliver On-Demand Services using DRT resources and contracted taxis.
- ◆ Continue to develop fully accessible transit services in North Durham through ongoing and effective communication with key stakeholders.
- ◆ Implement and monitor the Rural-North Service Strategy to enhance public transit service and connections with communities in Uxbridge, Scugog and Brock, Ontario Tech University, Durham College and the rest of the DRT system.
- ◆ Develop transit hub locations in Brock, Scugog and Uxbridge to include hard surface stops and shelters that support the integrated service delivery model.
- ◆ Monitor contractor compliance with DRT Standard Operating Procedures to ensure consistent customer service practices.
- ◆ Employ cost-effective service delivery methods to optimize the use of Conventional resources.
- ◆ Monitor performance of contracted transit services provided in DRT northern service areas.

Description of Program Resources:

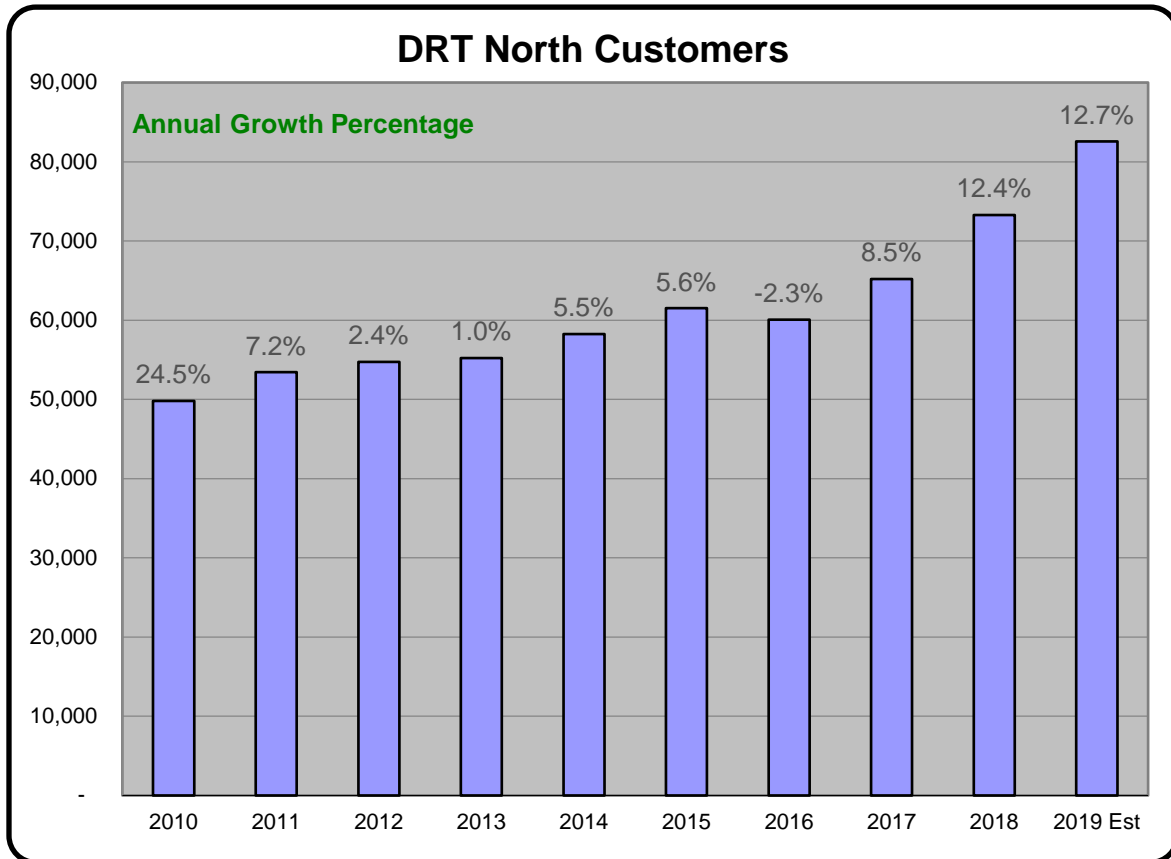
- ◆ 2020 Full Time Staff = 1
2019 Full Time Staff = 1



2020 Program Detail

Durham Region Transit

Performance Measurements:



**PROGRAM 5
NORTHERN SERVICE**



2020 Program Detail

Durham Region Transit

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	67	137	162	-	162
Supplies	89	173	194	93	287
Vehicle Operations	313	341	333	3	336
Transit Bus Contracts	917	969	1,010	(146)	864
Contracted Services (Taxi)	32	55	59	362	421
Total Expenses	1,418	1,675	1,758	312	2,070



2020 Program Detail

Durham Region Transit

Purpose:

- ◆ Region of Durham Works Department - Facilities Management Division, external contractors and Transit Maintenance personnel provide facility maintenance and cleaning support to DRT facilities.

Description of Program Activities:

- ◆ Communicate with Works Facilities Management division to ensure effective preventative maintenance programs for DRT facilities.
- ◆ Work with Works Facilities Management division to ensure DRT facilities remain in a state of good repair, in compliance with applicable legislation, and maintain safe conditions clear from ice and snow.
- ◆ Sub-contract services that support DRT requirements for mechanical, electrical, elevator and HVAC system maintenance.

Description of Program Resources:

- ◆ 2020 Full Time staff = 1
2019 Full Time staff = 1

**PROGRAM 6
FACILITIES MANAGEMENT**



2020 Program Detail

Durham Region Transit

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	71	100	101	-	101
Supplies	31	33	33	-	33
Utilities	712	735	721	-	721
Materials & Services	63	73	67	66	133
Buildings & Grounds Operations	538	436	415	228	643
Equipment Maintenance & Repairs	127	180	180	55	235
Contracted Services	92	91	100	-	100
Property Taxes	389	411	385	-	385
Major Repairs & Renovations	13	18	-	35	35
Operating Expenses Subtotal	2,036	2,077	2,002	384	2,386
Inter-Departmental Transfers & Recoveries					
Works Department Charge	122	101	108	3	111
Inter-Departmental Transfers & Recoveries Subtotal	122	101	108	3	111
Net Program Expenses	2,158	2,178	2,110	387	2,497

**PROGRAM 7
DEBT SERVICE**



2020 Program Detail

Durham Region Transit

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Debt Charges	1,034	1,034	1,030	-	1,030
Net Program Expenses	1,034	1,034	1,030	-	1,030

**PROGRAM 8
HEADQUARTERS SHARED COST**



2020 Program Detail

Durham Region Transit

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	1,207	1,216	1,196	60	1,256
Communications	630	650	650	-	650
Supplies	112	112	112	-	112
Utilities	1,098	1,098	1,149	-	1,149
Materials & Services	59	27	27	32	59
Buildings & Grounds Operations	1,177	1,235	1,164	(7)	1,157
Equipment Maintenance & Repairs	14	12	12	7	19
Professional Services	24	20	20	4	24
Contracted Services	809	802	811	76	887
Financial Expenses	182	182	182	-	182
Major Repairs & Renovations	145	209	-	95	95
Contribution to Reserves / Reserve Funds	637	637	-	-	-
Call Centre Operations	592	687	604	255	859
Front Counter Operations	373	374	388	10	398
Operating Expenses Subtotal	7,059	7,261	6,315	532	6,847
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	412	421	396	-	396
Inter-Departmental Transfers & Recoveries Subtotal	412	421	396	-	396
Gross Operating Expenses	7,471	7,682	6,711	532	7,243
Tangible Capital Assets					
New	60	60	-	345	345
Replacement	676	676	36	8,439	8,475
Federal Grant	-	-	-	(20)	(20)
Contribution From Reserves / Reserve Funds	(113)	(113)	-	(7,418)	(7,418)
Total Tangible Capital Assets	623	623	36	1,346	1,382
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594

**PROGRAM 8
HEADQUARTERS SHARED COST**



2020 Program Detail

Durham Region Transit

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenues					
Rents	(25)	(25)	(25)	-	(25)
Sundry Revenue	(4)	(4)	(4)	-	(4)
Total Revenues	(29)	(29)	(29)	-	(29)
Net Program Expenses	12,659	12,870	11,312	1,878	13,190
Department's Share of Net Program Expenses	71	71	62	11	73



2020 Program Detail

Durham Region Transit

Purpose:

- ◆ The Rapid Transit Office (RTO) is a temporary project management office that has been established to oversee the implementation of the various Highway 2 Bus Rapid Transit (BRT) project elements. In 2020, the RTO will continue to advance BRT expansions on Highway 2 and Simcoe Street, including projects identified under the Public Transit Infrastructure Fund (PTIF) program and the Investing in Canada Infrastructure Program (ICIP). As a joint initiative of DRT and the Region's Works Department, RTO will continue to work in consultation and coordination with other Regional Departments to advance the Region's BRT vision for Highway 2 and Simcoe Street.

Description of Program Activities:

- ◆ Advance PTIF funded BRT expansion projects on Highway 2, including BRT construction on Highway 2 between Westney Road and Harwood Avenue in the Town of Ajax.
- ◆ Advance ICIP funded BRT expansion projects on Highway 2 through the City of Pickering and Town of Ajax and initiate an Environmental Assessment (EA) for Rapid Transit (RT) on Simcoe Street in the City of Oshawa.
- ◆ Represent the Region's interests in the completion of the ongoing Transit Project Assessment Process (TPAP) for the Durham-Scarborough BRT study that is being undertaken jointly by Metrolinx (funding agency), the Region and the City of Toronto.
- ◆ Continue to liaise with consultants and contractors in completing the various BRT project elements.
- ◆ Continue to monitor and refine the budget and schedule for the various BRT project elements.
- ◆ Maintain liaison with and report to Metrolinx/Province through the Project Oversight Committee, in accordance with the Quick Win Contribution Agreement.
- ◆ Assist in pursuit of funding opportunities for expanding the BRT infrastructure on Regional roads, including concept developments.
- ◆ Assist DRT in reporting to Transit Executive Committee and Regional Council on critical project matters.

**PROGRAM 9
BUS RAPID TRANSIT**



2020 Program Detail

Durham Region Transit

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Personnel Expenses	157	157	160	-	160
Personnel Related	4	4	4	-	4
Communications	-	1	1	-	1
Supplies	-	1	1	-	1
Net Program Expenses	161	163	166	-	166

**PROGRAM 9
TANGIBLE CAPITAL ASSETS - NEW**



2020 Program Detail

Durham Region Transit

Description	Qty	Unit Cost	Total
		\$	\$
<u>Administration</u>			
1 Communications Monitors	3	975	2,925
2 Desktop Computers	13	800	10,400
3 Monitors	21	250	5,250
4 Laptops for Operations Supervisor Vehicles	4	1,700	6,800
5 Workstations for Operator Terminals	4	2,000	8,000
6 Cabinets	3	1,000	3,000
7 Chair	1	600	600
8 Sit/Stand Desks	2	2,143	4,286
9 Utility Carts	1	1,600	1,600
10 Cisco Wireless IP Phone	1	1,300	1,300
11 Projector	1	1,400	1,400
12 Workstation for Safety Coordinator	1	5,000	5,000
13 Chair for Safety Coordinator	1	300	300
			50,861
<u>Maintenance - Equipment</u>			
14 Pressure washer (upgrade)	1	10,000	10,000
15 Fuel/fluids Handle	1	50,000	50,000
			60,000
Total of Above Items			110,861
Capital Program - see separate schedule			1,032,760
			1,143,621

**PROGRAM 10
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



2020 Program Detail

Durham Region Transit

Description	Qty	Unit Cost	Total
		\$	\$
<u>Administration</u>			
1 Desktop Computers	21	800	16,800
2 Lightweight Laptops	4	2,500	10,000
3 Power Laptops	4	3,500	14,000
4 Tablet	1	2,755	2,755
5 Chairs	4	300	1,200
6 Chairs	3	315	945
			<u>45,700</u>
<u>Maintenance - Equipment</u>			
7 Pressure Washers	2	10,000	20,000
8 Wheel Lifts	2	65,121	130,242
			<u>150,242</u>
			<u><u>195,942</u></u>



2020 Capital Budget and 2021 to 2029 Forecast

Durham Region Transit

CAPITAL FORECAST (\$000's)												
EXPENSES	PROPOSED		FORECAST									
	2020	2021	2022	2023	2024	2025-2029	TOTAL					
	#	\$	#	\$	#	\$	#	\$	#	\$		
GROWTH RELATED CAPITAL												
Growth Vehicles:												
BRT Buses (60 ft Articulated)	-	-	3	3,171	-	-	-	-	15	15,855	18	19,026
Conventional Bus Expansion BRT	-	-	-	-	3	2,048	3	2,048	10	6,825	19	12,968
Conventional Bus Expansion	-	-	3	1,893	4	2,524	5	3,155	6	3,786	27	17,037
Specialized Mini Bus Expansion	-	-	1	198	1	198	1	198	1	198	5	991
Non Revenue Service Vehicle	1	40	-	-	-	-	-	-	-	-	1	40
sub-total	1	40	7	5,262	8	4,770	9	5,401	10	6,032	57	40,708
Growth Vehicle Outfitting												
Additional PRESTO for Growth Buses	-	-	6	84	7	98	8	112	9	126	52	728
Additional Fareboxes/Radios For Growth Buses	-	-	6	114	7	133	8	152	9	171	52	988
Additional ITS/Annunciators for Growth Buses (BRT, 40 ft)	-	-	-	-	3	78	3	78	3	78	10	261
Additional ITS/Annunciators for Growth Buses (Conventional)	-	-	3	49	4	66	5	82	6	98	27	443
Additional INIT for BRT (Articulated) Growth Buses	-	-	3	105	-	-	-	-	-	-	15	527
Additional PRESTO for Specialized Buses	-	-	1	3	1	3	1	3	1	3	5	15
Trapeze for Specialized Buses	-	-	1	6	1	6	1	6	1	6	5	30
Gravity Farebox for Specialized Bus	-	-	1	7	1	7	1	7	1	7	5	36
sub-total	-	-	21	369	24	391	27	440	30	490	171	3,028
Growth Facilities												
New Indoor Bus Storage/Service Facility	-	3,750	-	250	-	-	-	80,000	-	-	-	37,300
New Facility in Seaton Phase 1	-	-	-	-	-	-	-	-	-	-	-	25,000
Maintenance Garage: Crossbeams for Articulated Buses	-	-	-	-	-	-	-	-	-	-	-	-
sub-total	-	3,750	-	250	-	-	-	80,000	-	-	-	62,300
Passenger Amenities:												
Bus Stop Infrastructure	-	-	-	1,620	-	5,660	-	5,360	-	360	-	2,050
sub-total	-	-	-	1,620	-	5,660	-	5,360	-	360	-	2,050
SYSTEM IMPROVEMENT												
Transit technology/innovations	-	200	-	-	-	-	-	-	-	-	-	200
Trapeze Software Upgrade	-	-	-	45	-	-	-	-	-	-	-	45
Radio Transition (New Arrangement NextGen)	-	-	-	2,000	-	-	-	-	-	-	-	2,000
Trapeze Drivermate Tablets (Specialized Vehicles)	-	-	-	-	-	-	-	-	125	-	-	125
Smart Technology	-	46	-	315	-	250	-	250	-	250	-	1,250
Harmony Terminal Upgrade	-	60	-	200	-	8,250	-	-	-	-	-	8,510
Bus Stop Infrastructure	-	-	-	-	-	-	-	934	-	4,086	-	1,550
EV Depot Chargers	4	900	-	-	-	-	-	-	-	-	-	4
sub-total	4	1,206	-	2,560	-	8,500	-	1,184	-	4,461	-	2,800
REPLACEMENT / REHABILITATION CAPITAL												
Vehicle Replacement and Refurbishment												
Replacement buses (Conventional, 40 ft Buses)	-	-	6	3,786	11	6,941	16	10,096	16	10,096	64	40,384
Replacement buses (BRT, 40 ft Buses)	-	-	-	-	3	2,048	-	-	-	-	16	10,920
Electric Buses	8	9,200	-	-	-	-	-	-	-	-	-	8
Mini Bus Replacement	-	-	-	-	-	-	-	-	4	581	4	581
Specialized Mini Bus Replacement	-	-	-	-	-	-	-	4	793	16	3,172	20
Refurbishing of 40ft Buses (Power Train)	-	-	-	1,000	-	1,000	-	1,000	-	1,000	-	5,000
Refurbishing of Articulated Buses (Accordion)	-	-	-	-	-	-	-	-	-	6	1,350	6
Non Revenue Service Vehicle Replacement	3	80	1	55	4	240	5	440	2	80	11	615
sub-total	11	9,280	7	4,841	18	10,229	21	11,536	22	11,969	117	62,022
Replacement Vehicle Outfitting												
PRESTO/INIT MACD- Decommn/install (Conventional)	-	-	6	78	11	143	16	208	16	208	64	831
PRESTO/INIT MACD- Decommn/install (BRT, 40ft)	-	-	-	-	3	69	-	-	-	-	16	366
Bus Re-Purposing (BRT to reg conv)	6	480	-	-	-	-	-	-	-	-	-	6
Spare INIT equipment	-	20	-	-	-	-	-	-	-	-	-	20
INIT Decommn/install for Mini Bus	-	-	-	-	-	-	-	-	-	4	30	4
sub-total	6	500	6	78	14	211	16	208	16	208	84	1,226
FACILITIES REHABILITATION:												
Additional Outdoor Lighting Installation (Raleigh)	-	73	-	-	-	-	-	-	-	-	-	73
Security Power Gates (Raleigh)	-	-	-	200	-	-	-	-	-	-	-	200
Electric Vehicle (EV) Chargers at Customer Parking Lots	-	75	-	-	-	-	-	-	-	-	-	75
Replacement of Bus Wash - Westney	-	-	-	750	-	-	-	-	-	-	-	750
Digital Video Recorder (DVR) Upgrades	-	-	-	-	-	-	11	-	-	-	-	11
Maintenance Shop Equipment	-	-	-	12	-	-	-	-	25	-	-	37
sub-total	-	148	-	962	-	-	11	-	25	-	-	1,146
TOTAL EXPENSES	14,942	15,942	29,761	29,761	104,140	23,544	174,135	362,465				
FINANCING												
REGULAR CAPITAL PROGRAM												
Property taxes	1,033	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	5,920	17,609	
Development Charges-Residential	1,787	3,520	5,077	42,792	3,229	38,984	17,515	36,279	17,515	38,984	134,372	
Development Charges-Non Residential	803	1,581	2,281	19,225	1,451	1,451	1,451	1,451	1,451	1,451	60,370	
Ontario Gas Tax Revenue ¹	-	5,339	5,888	6,239	7,256	7,256	7,256	7,256	7,256	7,256	97,280	
Debentures	1,200	-	-	-	25,600	-	-	-	-	27,936	82,672	
Other ²	10,120	-	-	-	-	-	-	-	-	9,000	28,120	
Additional Financing Required	-	4,318	15,330	9,101	10,425	38,501	116,176	116,176	116,176	116,176	116,176	
TOTAL FINANCING	14,942	15,942	29,761	104,140	23,544	174,135	536,599	536,599	536,599	536,599	536,599	

Capital expenditures and financing are subject to annual council approvals.

1) The Region's 2019-20 Provincial Gas Tax allocation amount is currently unknown. Confirmation of the amount is expected in January 2020. Provincial Gas Tax funding is proposed to be utilized for financing ICIP projects and DRT operating costs in 2020.

2) Other Funding includes \$10.1 million in one-time Federal Gas Tax Funding in 2020, \$20,000 in anticipated electric vehicle charging infrastructure grant funding in 2020, and \$9 million in developer contributions for the Seaton Facility in 2025.

3) Columns and rows may not add due to rounding.

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DURHAM REGIONAL LOCAL HOUSING CORPORATION

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2020 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

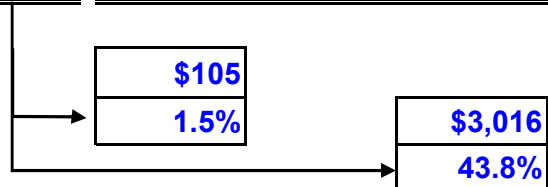


2020 Business Plan

Durham Regional Local Housing Corporation

BY PROGRAM (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Public Housing	6,712	4,198	4,301	1,411	5,712
2 Affordable Housing	6	6	8	-	8
Operating Subtotal	6,718	4,204	4,309	1,411	5,720
Tangible Capital Assets:					
3 Replacement	2,720	2,720	2,675	6,900	9,575
3 AHP Capital Reserve Funding	(45)	(45)	-	-	-
3 Federal Gas Tax	-	-	-	(5,400)	(5,400)
Tangible Capital Assets Subtotal	2,675	2,675	2,675	1,500	4,175
Total Program Expenses	9,393	6,879	6,984	2,911	9,895

Summary of Increase



Summary of Budget Changes

	\$	Comments
Purchased Services from Durham Region	12	Economic increases
Operating Expenses	156	Inflationary increases
Rental Revenue	(63)	Rent increases
	105	

EXPLANATION OF PROGRAM CHANGES



2020 Program Changes

Durham Regional Local Housing Corporation

(\$,000's)

Public Housing

- ◆ Adjustment to Property Maintenance (\$163,000) and Grounds Maintenance (\$628,000) to partially address systemic deficit 791

Major Repairs & Renovations

- ◆ Increase in Major Repairs & Renovations - Replacement (Refer to Schedule) 620

Tangible Capital Assets

- ◆ Increase in Tangible Capital Assets - Replacement (Refer to Schedule) 6,900
- ◆ Federal Gas Tax Funding (5,400)

Total Program Changes 2,911

PROGRAM 1 PUBLIC HOUSING



2020 Program Detail

Durham Regional Local Housing Corporation

Purpose:

- ◆ To provide effective property management services for the Durham Regional Local Housing Corporation (DRLHC) public housing stock.

Description of Program Activities:

- ◆ Property Management Services include preventative and restorative property maintenance, capital planning and asset management.
- ◆ Rent Geared-to-Income (RGI) program delivery includes tenant selection and placement, income verification, rent calculation and collection.
- ◆ DRLHC properties provide a total of 1,292 units, of which 1,275 social housing units are part of the Region's RGI Service Level Standard, 17 units are Affordable Housing and 3 units are used by Community Care Durham. These units are located as follows:

<u>AREA</u> <u>MUNICIPALITY</u>	<u>ADDRESS</u>	<u>TENANT</u> <u>CATEGORY</u>	<u>SOCIAL</u> <u>HOUSING</u> <u>UNITS</u>	<u>TOTAL</u> <u>UNITS</u>	
Ajax	655 Harwood Avenue South	Senior	129	129	*
Brock	103 Cameron Street West	Senior	26	26	
	342 Main Street	Senior	32	32	
Clarington	2 Nelson Street East	Senior	21	21	
	4 Nelson Street East	Senior	14	14	
Oshawa	Christine/Normandy/Nevis	Family	42	42	
	Lomond Street	Family	18	18	
	439 Dean Avenue	Senior	51	51	
	155 King Street East	Senior	165	165	*
	Cedar/Carlton/Wasaga	Family	34	34	
	Linden/Poplar	Family	32	32	
	Malaga Road	Family	65	65	
	460 Normandy	Senior	30	30	
Pickering	Birchcliffe/Lakeview/Ritson	Family	173	185	**
	385 Beatrice Street East	Senior	50	50	
	1910 Faylee Crescent	Senior	36	36	
Scugog	1330 Foxglove Avenue	Senior	36	36	
	327 Kellet Street	Senior	30	30	
Uxbridge	385 Rosa Street	Senior	38	38	
	20 Perry Street	Senior	51	56	**
Whitby	850 Green Street South	Senior	81	81	
	409 Centre Street South	Senior	16	16	
	315 Colborne Street West	Senior	105	105	*
			1,275	1,292	

* Site includes 1 of 3 units used by Community Care Durham.

** Includes 12 units in Oshawa and 5 units in Uxbridge constructed and operated under the Affordable Housing Program.



2020 Program Detail

**Durham Regional Local
Housing Corporation**

Description of Program Resources:

- ◆ Property Management and Administrative Services are provided by the staff of the Social Services, Finance and Works Departments of the Region of Durham and are charged to the program under a Service Agreement as follows:

	<u>2019</u>	<u>2020</u>
Social Services - Housing Services	25	25
Finance - Financial Housing Services	5	5
Works - Facilities Management	1	1
Total	<u>31</u>	<u>31</u>

Performance Measurements:

- ◆ Property Management Operating Cost Per Unit
- ◆ Monthly Arrears as a Percentage of Revenue
- ◆ Average Length of Vacancy on Unit Turnover

PROGRAM 1 PUBLIC HOUSING

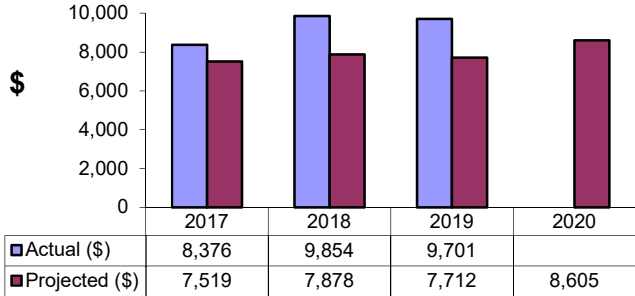


2020 Program Detail

Durham Regional Local Housing Corporation

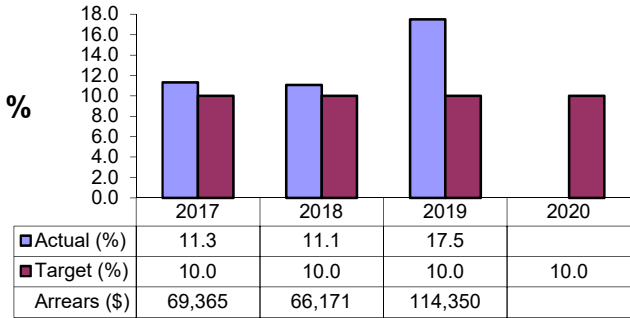
Performance Data:

EFFECTIVENESS



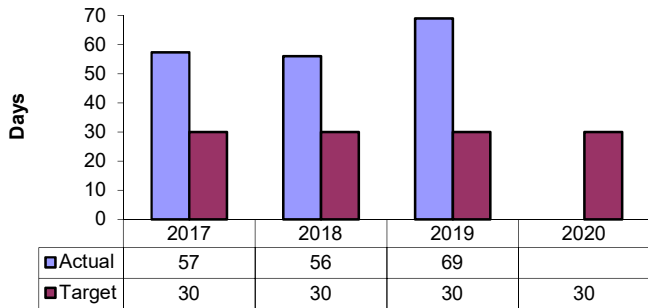
Property Management Operating Cost Per Unit
Rising operating costs reflect increased maintenance cost of aging buildings.

EFFICIENCY



Monthly Arrears as a Percentage of Revenues
Month-end rent charges due as a percentage of monthly revenues.

COMMUNITY IMPACT



Average Length of Vacancy on Unit Turnover
Number of days a unit remains vacant due to unit repairs. On average approximately 104 senior units and 34 family units turn over per year.

**PROGRAM 1
PUBLIC HOUSING**



2020 Program Detail

**Durham Regional Local
Housing Corporation**

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Purchased Services from Durham Region	3,272	3,272	3,282	-	3,282
Property Maintenance	2,329	1,275	1,299	163	1,462
Grounds Maintenance	1,815	349	358	628	986
Communication	59	61	63	-	63
Professional Services	43	43	44	-	44
Miscellaneous Services	-	10	10	-	10
Computer Maintenance & Operations	12	17	18	-	18
Insurance	224	224	224	-	224
Bad Debts	41	40	40	-	40
Property Tax	2,519	2,521	2,584	-	2,584
Utilities					
Electricity	863	1,037	1,037	-	1,037
Fuel	614	677	676	-	676
Water	577	524	545	-	545
Major Repairs & Renovations	1,563	1,346	1,380	620	2,000
Gross Expenses	13,931	11,396	11,560	1,411	12,971
Rental Revenue	(7,019)	(7,028)	(7,089)	-	(7,089)
Sundry Revenue	(200)	(170)	(170)	-	(170)
Total Revenue	(7,219)	(7,198)	(7,259)	-	(7,259)
Net Program Expense	6,712	4,198	4,301	1,411	5,712

**PROGRAM 1
PUBLIC HOUSING**



**2020 Program Detail
Major Repairs and Renovations**

**Durham Regional Local
Housing Corporation**

Item No.	Description	Total
		(\$,000's)
1	Unit Modification for Accessibility (requirements as per AODA legislation)	150
2	Asbestos Abatement	350
3	Hardscape / Landscape (driveways, parking lots, retaining walls)	165
4	Building Envelope (caulking, exterior walls)	50
5	Security Systems Repairs	115
6	Elevator / Lift Repairs	140
7	Common Area Rehabilitation	200
8	Electrical System Repairs	30
9	Move Out Repairs	
	Unit Flooring	350
	Bathroom Replacements	200
	Kitchen Cabinets	250
	Total	800
		<u>2,000</u>

PROGRAM 2 AFFORDABLE HOUSING



2020 Program Detail

Durham Regional Local Housing Corporation

Purpose:

- ◆ To provide property management services for 5 affordable housing units for seniors at the Perry Street location in Uxbridge and 12 affordable housing units for singles at the Lakeview location in Oshawa. These units are in addition to the RGI public housing units at these sites. Partial funding for program costs is provided through the Strong Communities Rent Supplement Program, which tops up the rents paid by assisted households.

Description of Program Activities:

- ◆ This Affordable Housing program does not contribute to attainment of the Region's legislated service level standard. Program activities include:
 - ◆ Selecting eligible targeted applicants from the Centralized Wait List to fill vacant units
 - ◆ Verifying initial, ongoing and annual eligibility of selected households
 - ◆ Determining the amount of rent to be paid by households based on their income
 - ◆ Maintenance of a capital reserve to cover lifecycle replacement costs

Description of Program Resources:

- ◆ Administrative Staff are provided by the Region of Durham and costs are allocated to the program.

**PROGRAM 2
AFFORDABLE HOUSING**



2020 Program Detail

**Durham Regional Local
Housing Corporation**

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actual	Approved Budget	Base Budget	Program Change	Proposed Budget
Purchased Services Agreement with Region	53	53	55	-	55
Property Maintenance	58	58	58	-	58
Grounds Maintenance	21	21	21	-	21
Property Taxes	21	21	22	-	22
Utilities					
Electricity	17	17	18	-	18
Fuel	8	8	8	-	8
Water	8	8	8	-	8
Capital Reserve	8	8	8	-	8
Gross Expenses	194	194	198	-	198
Rent Revenue	(188)	(188)	(190)	-	(190)
Total Revenue	(188)	(188)	(190)	-	(190)
Net Program Expense	6	6	8	-	8

PROGRAM 3
TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

**Durham Regional Local
Housing Corporation**

Item No.	Description	Gross Cost	Other Funding	Net Cost
		(\$,000's)	(\$,000's)	(\$,000's)
1	103 Cameron - Lift Replacement	400	-	400
2	Lift Modernization for 11 Sites - Phase 1	230	-	230
3	Interior Lighting Replacements: 1330 Foxglove - \$20,000 4 Nelson - \$14,000 850 Green - \$36,000 655 Harwood - \$70,000	140	-	140
4	Security Systems: 315 Colborne - \$20,000 655 Harwood - \$29,000	49	-	49
5	1910 Faylee - Domestic Hot Water Boilers	120	-	120
6	1910 Faylee - Retaining Walls and Exterior Steps	800	-	800
7	20 Perry - Domestic Hot Water Boilers	120	-	120
8	20 Perry - Sanitary Sewage Pumps & Pit	20	-	20
9	342 Main - Electrical Distribution Panel and Disconnect Switch	135	-	135
10	385 Beatrice - Internal Sanitary Sewage Lines	300	-	300
11	409 Centre - Sidewalk Extension and Replacement	25	-	25
12	409 Centre - Internal Sanitary Sewage Lines	180	-	180
13	409 Centre - Internal Water Distribution Lines	120	-	120
14	439 Dean & 315 Colborne - Roof Replacement Phase 1	400	-	400
15	439 Dean - Garbage Handling System	30	-	30
16	655 Harwood - Hot Water Storage Tank	400	-	400
17	655 Harwood - Fencing	50	-	50

PROGRAM 3
TANGIBLE CAPITAL ASSETS - REPLACEMENT



2020 Program Detail

**Durham Regional Local
Housing Corporation**

Item No.	Description	Gross Cost	Other Funding	Net Cost
		(\$,000's)	(\$,000's)	(\$,000's)
18	Lakeview - Furnace Replacements	131	-	131
19	Service Vehicle	60	-	60
20	327 Kellet - Accessibility Ramp and Guardrail	125	-	125
21	385 Rosa - Accessibility Ramp	100	-	100
22	2 Nelson - Make-up Air Unit	140	-	140
23	1330 Foxglove - Domestic Water Service	100	-	100
Total - Property Tax		4,175	-	4,175
Federal Gas Tax				
24	155 King - Comprehensive Over Cladding	4,500	(4,500)	-
25	315 Colborne - Window Replacements and Building Automation System	900	(900)	-
Total - Federal Gas Tax		5,400	(5,400)	-
Tangible Capital Assets Total		9,575	(5,400)	4,175

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PROGRAM SUMMARY



2020 Business Plan

Social Housing - Corporate

By Program (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Social and Affordable Housing:					
1 Provider Payments	35,175	33,839	37,862	-	37,862
2 Commercial Rent Supplement	2,925	3,228	3,290	-	3,290
3 Durham Region Rent Supplement	232	616	616	-	616
4 Strong Communities Rent Supplement	-	-	-	-	-
5 Capital Provision	1,450	1,450	1,450	-	1,450
6 Technical Audits	106	106	106	-	106
Subtotal	39,888	39,239	43,324	-	43,324
7 Rent Supplement Direct Delivery	-	-	-	-	-
8 Rent Supplement and Housing Allowance Shared Delivery	-	-	-	-	-
Subtotal	-	-	-	-	-
Net Program Expenses	39,888	39,239	43,324	-	43,324
Summary of Increase (Decrease)			\$4,085	10.41%	\$4,085
					10.41%

Summary of Base Budget Changes

	\$	Comments
Social Housing Provider Payments & Related Costs	4,085	Provincially prescribed
	<u>4,085</u>	

PROGRAM 1 PROVIDER PAYMENTS



2020 Program Detail

Social Housing - Corporate

Purpose:

- ◆ To ensure the annual operating and rent-geared-to-income subsidy funding as required under the legislation and various operating agreements is provided on a monthly basis to the 44 social housing providers under the administration of the Region.

Description of Program Activities:

- ◆ Mortgage renewals, updates and revised subsidy estimate calculations.
- ◆ Review and approval of Annual Subsidy Estimate submission requests to ensure adherence to legislation, operating agreements and the legislated service level standards.
- ◆ Annual subsidy settlement and reconciliation through the submission of the Housing Provider Audited Financial Statements and Annual Information Returns, ensuring compliance with financial policies.
- ◆ Prepare monthly housing provider subsidy payment.
- ◆ Annual settlement of rent-geared-to-income subsidy reconciliations for Federal and former Federal housing providers.

Description of Program Resources:

- ◆ Administrative staff are provided by the Financial Housing Services section of the Finance Department.

**PROGRAM 1
PROVIDER PAYMENTS**



2020 Program Detail

Social Housing - Corporate

Detailed Cost of Program: (\$,000's)	2019		2020		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Outside Agency Expenses	39,622	38,227	42,602	-	42,602
Social Housing Provider Expenses	1,162	1,162	1,112	-	1,112
Operating Expenses Subtotal	40,784	39,389	43,714	-	43,714
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Transfers	3,296	3,355	3,366	-	3,366
Inter-Departmental Transfers & Recoveries Subtotal	3,296	3,355	3,366	-	3,366
Total Expenses	44,080	42,744	47,080	-	47,080
Revenues					
Federal Subsidy	(8,905)	(8,905)	(9,218)	-	(9,218)
Total Revenues	(8,905)	(8,905)	(9,218)	-	(9,218)
Net Program Expenses	35,175	33,839	37,862	-	37,862

PROGRAM 2 COMMERCIAL RENT SUPPLEMENT



2020 Program Detail

Social Housing - Corporate

Purpose:

- ◆ To administer units (currently 330) under the Commercial Rent Supplement Program, which provides rent-g geared-to-income subsidy to tenants in private market rental properties and assists in attaining the legislated service level standard for rent-g geared-to-income units required under the Housing Services Act.

Description of Program Activities:

- ◆ This is a Provincial downloaded program which requires:
 - ◆ Renewing rent supplement agreements with existing landlords upon expiry where desirable, and if not, limiting time lost between termination and reassignment of units in order to assist in attainment of legislated service level standards.
 - ◆ Negotiating / renegotiating market rents with private landlords for new agreements as required, while ensuring guaranteed rents match, or are less than, market rents in the same and similar buildings.
 - ◆ Inspecting properties under new and existing rent supplement agreements.
 - ◆ Selecting applicants from the Centralized Waiting List to fill vacant units as quickly as possible.
 - ◆ Calculating geared-to-income rents.

Description of Program Resources:

- ◆ Administrative staff are provided by the Housing Services Division of the Social Services Department.

**PROGRAM 2
COMMERCIAL RENT SUPPLEMENT**



2020 Program Detail

Social Housing - Corporate

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Outside Agency Expenses	2,795	3,097	3,157	-	3,157
Operating Expenses Subtotal	2,795	3,097	3,157	-	3,157
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Transfers	130	131	133	-	133
Inter-Departmental Transfers & Recoveries Subtotal	130	131	133	-	133
Net Program Expenses	2,925	3,228	3,290	-	3,290

PROGRAM 3 DURHAM REGION RENT SUPPLEMENT



2020 Program Detail

Social Housing - Corporate

Purpose:

- ◆ To administer non-service level units (approximately 30) under the Durham Region Rent Supplement Program, which provides rent-geared-to-income subsidy to tenants in private market rental properties. These units are not part of the legislated service level standard.

Description of Program Activities:

- ◆ This is a Regional program which requires:
 - ◆ Renewing rent supplement agreements with existing landlords upon expiry where desirable, and if not, limiting time lost between termination and reassignment of units in order to assist in attainment of increasing housing in the community.
 - ◆ Negotiating / renegotiating market rents with private landlords for new agreements as required, while ensuring guaranteed rents match, or are less than, market rents in the same and similar buildings.
 - ◆ Inspecting properties under new and existing rent supplement agreements.
 - ◆ Selecting applicants from the Centralized Waiting List to fill vacant units as quickly as possible.
 - ◆ Calculating geared-to-income rents.

Description of Program Resources:

- ◆ Administrative staff are provided by the Housing Services Division of the Social Services Department.

**PROGRAM 3
DURHAM REGION RENT SUPPLEMENT**



2020 Program Detail

Social Housing - Corporate

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Outside Agency Expenses	232	616	616	-	616
Net Program Expenses	232	616	616	-	616

PROGRAM 4 STRONG COMMUNITIES RENT SUPPLEMENT



2020 Program Detail

Social Housing - Corporate

Purpose:

- ◆ To ensure that the Federal flow-through annual block funding for rent supplements of \$1.4 million is expended in the current year. This equates to approximately 128 units under the regular Strong Communities Rent Supplement Program (SCRS) and 36 units currently under agreement through Provincially funded support agencies in the Region of Durham. This program provides rent-gear-to-income subsidy to tenants in private market and non-profit rental properties.
- ◆ This is an additional program which does not contribute to the attainment of the Region's legislated Service Level Standard. Effective October 1, 2004, the Province commenced 100% Federal flow-through block funding for this program to the maximum capped amount. A reduction in the number of households that can be served results when market rates and/or unit subsidies increase.
- ◆ All funding for this program will terminate on March 31, 2023.
- ◆ Five units of the regular SCRS program have been designated for the Affordable Housing program at the DRLHC's Perry Street property in Uxbridge, and 12 have been designated for the Affordable Housing program at the DRLHC's Lakeview property in Oshawa.

Description of Program Activities:

- ◆ Renewing rent supplement agreements with existing landlords, and service agencies, where applicable, upon expiry when desirable, or reassigning terminated units.
- ◆ Negotiating/renegotiating market rents with private landlords for new agreements as required, while ensuring guaranteed rents match, or are less than, market rents in the same and similar buildings.
- ◆ Inspecting properties under new and existing rent supplement agreements.
- ◆ Selecting applicants from the Centralized Wait List or service provider wait list (where applicable) to fill vacant units.
- ◆ Calculating geared-to-income rents.
- ◆ Ensuring cost of program does not exceed annual funding - no Regional funding is invested, and 95% threshold target is met. If program costs fall below 95% of funding provided, the Province will recover the unexpended funds.

Description of Program Resources:

- ◆ Administrative staff are provided by the Housing Services Division of the Social Services Department.

**PROGRAM 4
STRONG COMMUNITIES RENT SUPPLEMENT**



2020 Program Detail

Social Housing - Corporate

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Outside Agency Expenses	1,344	1,344	1,344	-	1,344
Operating Expenses Subtotal	1,344	1,344	1,344	-	1,344
Inter-Departmental Transfers & Recoveries					
Inter-Departmental Transfers	95	95	95	-	95
Inter-Departmental Transfers & Recoveries Subtotal	95	95	95	-	95
Total Expenses	1,439	1,439	1,439	-	1,439
Revenues					
Provincial Subsidy	(1,439)	(1,439)	(1,439)	-	(1,439)
Total Revenues	(1,439)	(1,439)	(1,439)	-	(1,439)
Net Program Expenses	-	-	-	-	-

**PROGRAM 5
CAPITAL PROVISION**



2020 Program Detail

Social Housing - Corporate

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contribution to Reserves / Reserve Funds	1,450	1,450	1,450	-	1,450
Net Program Expenses	1,450	1,450	1,450	-	1,450

**PROGRAM 6
TECHNICAL AUDITS**



2020 Program Detail

Social Housing - Corporate

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Contribution to Reserves / Reserve Funds	106	106	106	-	106
Net Program Expenses	106	106	106	-	106

PROGRAM 7 RENT SUPPLEMENT DIRECT DELIVERY



2020 Program Detail

Social Housing - Corporate

Purpose:

- ◆ The Rent Supplement Component of the Investment in Affordable Housing (IAH) for Ontario program has been designed to help address affordability issues of households in modest rental units across the province. Municipal Service Managers (SM) can choose to deliver the component for four years, or extend it for up to 10 years, but no later than March 31, 2024.
- ◆ A “rent supplement” is a subsidy paid to the landlord on behalf of a household in need of rental assistance. It is meant to help bridge the difference between the rent that a household can afford to pay and the actual market rent of a modest unit.

Description of Program Activities:

- ◆ Through direct delivery, the Region will enter into agreements with participating private and non-profit landlords to fund eligible applicants, reducing the applicant's monthly housing charge during the benefit period in the range of \$200 to \$500 per month.
- ◆ The program targets those applicants on the waiting list paying market rent and who are likely to be accommodated in RGI housing within the benefit period.
- ◆ Given that waiting periods for RGI assistance for persons 60 years of age and over are approximately three years and up to five years for families, the direct delivery program will focus on seniors and families.
- ◆ The program does not provide a rent-geared-to-income (RGI) subsidy. Participating households maintain their place on the Social Housing waiting list during the benefit period. Eligibility ceases once the household receives RGI assistance or is deemed no longer eligible for assistance by program staff.

**PROGRAM 7
RENT SUPPLEMENT DIRECT DELIVERY**



2020 Program Detail

Social Housing - Corporate

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Outside Agency Expenses	809	1,033	892	-	892
Total Expenses	809	1,033	892	-	892
Revenues					
Provincial Subsidy	(809)	(1,033)	(892)	-	(892)
Total Revenues	(809)	(1,033)	(892)	-	(892)
Net Program Expenses	-	-	-	-	-

PROGRAM 8 RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY



2020 Program Detail

Social Housing - Corporate

Purpose:

- ◆ The Rent Supplement and Housing Allowance components of the Investment in Affordable Housing (IAH) for Ontario program helps address affordability issues of households residing in modest rental units. Municipal Service Managers (SM) can choose to deliver the component for four years or extend it for up to 10 years, but funds can only flow until March 31, 2024.
- ◆ Under this program, a "rent supplement" is a flat rate subsidy paid to the landlord on behalf of a household in need of rental assistance. To distinguish this temporary program from existing on-going rent supplement programs, it is referred to as the "Durham Housing Benefit".
- ◆ Under this program, a "housing allowance" is a flat rate subsidy paid to a tenant in need of rental assistance. Both benefits are meant to help reduce the gap between the rent that a household can afford to pay and the actual market rent of a modest unit.
- ◆ SMs can choose to enter into a Shared Delivery arrangement with the Ministry for Finance (MOF) for the housing allowance component. In this delivery model, MOF administers the monthly payments directly to eligible households referred to the program by the SM.
- ◆ Program funds for this delivery model are retained by the Province and are redirected to the MOF for program administration. MOF has committed to processing Housing Allowance payments to eligible households for the period of July 1, 2015 to June 30, 2020.

Description of Program Activities:

- ◆ Through the shared delivery model, a portion of the Rent Supplement funding is flowed to social service agencies providing emergency, supportive, and/or transitional housing who provide benefits in the range of \$200 to \$500 per month. These agencies act as delivery agents for the purposes of the IAH - 2014 Extension Rent Supplement program. The IAH funds provide a housing benefit to social housing waiting list applicants eligible for or support by the participating agencies.
- ◆ Currently, eight transitional, emergency and supportive housing agencies deliver the Durham Housing Benefit:
 - Canadian Mental Health Association Durham,
 - Cornerstone Community Association Durham Inc.,
 - Denise House - Sedna Women's Shelter & Support Services Inc.,
 - Durham Mental Health Services,
 - North House Transitional Housing,
 - Community Living Durham,
 - Boys and Girls Club, and
 - John Howard Society
- ◆ All of these agencies currently deliver rent supplement and/or supported rental programs and are able to undertake the necessary accountability and reporting obligations that are set out in an administration agreement with the Region of Durham.
- ◆ This program does not provide rent geared-to-income (RGI) subsidy.

PROGRAM 8
RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY



2020 Program Detail

Social Housing - Corporate

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Operating Expenses					
Outside Agency Expenses	859	1,308	814	-	814
Total Expenses	859	1,308	814	-	814
Revenues					
Provincial Subsidy	(859)	(1,308)	(814)	-	(814)
Total Revenues	(859)	(1,308)	(814)	-	(814)
Net Program Expenses	-	-	-	-	-

PROGRAM 8
RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY



2020 Program Detail

Social Housing - Corporate

Summary by Program Type

Detailed Cost of Program:	2019		2020		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Rent Supplement	859	845	575	-	575
Housing Allowance	-	463	239	-	239
Gross Expenses	859	1,308	814	-	814
Rent Supplement	(859)	(845)	(575)	-	(575)
Housing Allowance	-	(463)	(239)	-	(239)
Revenue & Recoveries	(859)	(1,308)	(814)	-	(814)
Net Program Expenses	-	-	-	-	-



REGIONAL MUNICIPALITY OF DURHAM

LISTING OF FEES AND CHARGES

2020

January 2020



LISTING OF FEES AND CHARGES - 2020

The following is a complete listing of Fees and Charges for The Regional Municipality of Durham for the various service areas throughout the Region. The Council approved listing is also available on the Region's web-site at www.durham.ca. The Finance Department will update the web-site version of the attached listings periodically throughout the year. The public is encouraged to contact the applicable department to verify the correct fee and/or charge before application. Please contact the Corporate Services Department – Legislative Services at (905) 668-7711 or 1-800-372-1102 for the telephone number of the applicable department.



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Legal Services Program Fees

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Agreements prepared pursuant to Land Division Committee decision	\$450.00	N	D		
Servicing Agreements	\$1,125.00	N	D		Report 2007-J-39
Subdivision Agreement	\$2,125.00	N	D		Report 2007-J-39
Releases of agreements, easements, etc. (Registration costs extra)	\$140.00	Y	D	January 1, 2014	
Letters of Compliance with agreements	\$80.00	N	D	January 1, 2014	
Rush Letters of Compliance (24 hour turn around)	\$160.00	N	D	January 1, 2014	

**The Regional Municipality of Durham - 2020 Fees and Charges
Corporate Services Department – Legislative Services**

Administrative and Related Fees

Description	Specific Documents	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Photocopies		/page	\$0.68	Y	I/D *	July 1, 2008	By-law 41-2008
Faxed Material	Charge is for providing the service and transmittal costs	/page	\$0.68	Y	I/D *	July 1, 2008	By-law 41-2008
Certification	Fee for certification of any record or document	/certification	\$10.00	Y	I/D	July 1, 2008	By-law 41-2008
Documents	Budget - Consolidated Current and Capital	/document	\$25.00	Y	I/D	July 1, 2008	By-law 41-2008
	Council Rules of Procedure - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 41-2008
	Development Charge Background Study	/document	\$25.00	Y	I/D	July 1, 2008	By-law 41-2008
	Traffic By-law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 41-2008
	Sewer Use By-law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 41-2008
	Water and Sewer By-laws - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 41-2008
Regional Official Plan	Office Consolidation - Text and Maps	/set	\$60.00	Y	D	July 1, 2008	By-law 41-2008
	Office Consolidation - In an Electronic Format (CD) Maps Available at the Planning Department (see Planning)	/disk	\$25.00	Y	D	July 1, 2008	By-law 41-2008
Reports/ Documents	Fee for reports or documents not listed which do not have to be photocopied		Printing Costs + \$10.50 handling & distribution	Y	I/D	July 1, 2008	By-law 41-2008
Electronic Documents	Reports or documents available in an electronic format, such as CD, DVD, thumb drive, or memory stick	/disk	\$25.00	Y	I/D	July 1, 2008	By-law 41-2008

* An invoice is requisitioned for all transactions over \$5.00 (over 7 pages). There is no charge for transactions under \$5.00 (7 pages free).

**The Regional Municipality of Durham - 2020 Fees and Charges
Corporate Services Department – Legislative Services**

Council and Committee Documents

Description	Specific Documents	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Calendar of Regional Meetings		Rate/year	\$39.00	Y	D	July 1, 2008	By-law 41-2008
Agendas	Council	Rate/year	\$400.00	Y	D	July 1, 2008	By-law 41-2008
	Finance & Administration Committee	Rate/year	\$350.00	Y	D	July 1, 2008	By-law 41-2008
	Health & Social Services Committee	Rate/year	\$350.00	Y	D	July 1, 2008	By-law 41-2008
	Planning Committee	Rate/year	\$350.00	Y	D	July 1, 2008	By-law 41-2008
	Works Committee	Rate/year	\$350.00	Y	D	July 1, 2008	By-law 41-2008
	Transit Commission and Executive Committee	Rate/year	\$175.00	Y	D	July 1, 2008	By-law 41-2008
	All other agendas	Rate/year	\$175.00	Y	D	July 1, 2008	By-law 41-2008
Minutes	Council	Rate/year	\$175.00	Y	D	July 1, 2008	By-law 41-2008
	Finance & Administration Committee	Rate/year	\$150.00	Y	D	July 1, 2008	By-law 41-2008
	Health & Social Services Committee	Rate/year	\$150.00	Y	D	July 1, 2008	By-law 41-2008
	Planning Committee	Rate/year	\$150.00	Y	D	July 1, 2008	By-law 41-2008
	Works Committee	Rate/year	\$150.00	Y	D	July 1, 2008	By-law 41-2008
	Transit Commission and Executive Committee	Rate/year	\$75.00	Y	D	July 1, 2008	By-law 41-2008
	All other minutes	Rate/year	\$75.00	Y	D	July 1, 2008	By-law 41-2008

Note

- Yearly subscriptions for Council and Committee documents are requested by a reminder letter.

**The Regional Municipality of Durham - 2020 Fees and Charges – SCHEDULE “A”
DURHAM REGIONAL POLICE SERVICE**

Police Fees and Charges

Item Code	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge \$	Effective Date	Notes / Comments
1	Destruction of Fingerprints	Per Request	\$57.52	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
2	Criminal Information Requests Employment	Per Request	\$48.67	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
3	Criminal Information Requests Volunteer	Per Request	\$17.70	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
3a	RCMP Finger Print Fee	Per Request	\$25.00	N	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
4	Incident Requests Level 1	Per Request	\$30.97	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
5	Incident Requests Level 2	Per Request	\$53.10	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
6	Local Police Records Check process	Per Request	\$88.50	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
7	Field Notes & Sketch Level 2 Investigation	Per Request	\$200.00	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
8	Field Notes & Sketch Level 3/4 Investigation	Per Request	\$300.00	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
9	Reconstruction Report Level 3 Investigation	Per Request	\$800.00	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
10	Reconstruction Report Level 4 Investigation	Per Request	\$1,327.43	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
11	Executive Summary Report - Collision	Per Request	\$265.49	Y	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
12	FOI Application Fee	Per Request	\$5.00	N	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
13	FOI Fee Recovery - Documents	Per Page	\$0.20	N	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
14	FOI Fee Recovery - Shipping		Cost Recovery	N	D	N/A	January 1, 2020	DRPS Board By-law 11-2019
15	FOI Fee Recovery - Search & Preparation Time	Per Hour	\$30.00	N	I/D	N/A	January 1, 2020	DRPS Board By-law 11-2019
16	FOI Fee Recovery - Computer Disc	Per Disc	\$10.00	N	I/D	N/A	January 1, 2020	DRPS Board By-law 11-2019
17	FOI Fee Recovery - Programming	Per Hour	\$60.00	N	I/D	N/A	January 1, 2020	DRPS Board By-law 11-2019
18	FOI Fee Recovery - Video & Audio Tapes	Per Tape	\$10.00	N	I/D	N/A	January 1, 2020	DRPS Board By-law 11-2019

FOI = Freedom of Information

**The Regional Municipality of Durham - 2020 Fees and Charges – SCHEDULE “A”
DURHAM REGIONAL POLICE SERVICE**

Police Fees and Charges (continued)

Item Code	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge \$	Effective Date	Notes / Comments
19	False Alarm Attendance	Per occurrence	\$175.00	Y	I	N/A	January 1, 2020	DRPS Board By-law 11-2019
20	False Alarm Cancellation	Per occurrence	\$100.00	Y	I	N/A	January 1, 2020	DRPS Board By-law 11-2019
21	False Alarm Attendance - No Service Agreement	Per occurrence	\$175.00	Y	I	N/A	January 1, 2020	DRPS Board By-law 11-2019
22	Additional Disclosure Tapes - Crown Office	Per occurrence	\$8.00	N	I	\$8.00	January 1, 2020	DRPS Board By-law 11-2019
23	Standard Photocopying Charges	Per Page	\$0.25	Y	I	\$0.25	January 1, 2020	DRPS Board By-law 11-2019
24	Incident Photographs on Disc	Per Disc	\$19.47	Y	I	19.47	January 1, 2020	DRPS Board By-law 11-2019
25	Digital/Audio media on disc	Flat Rate	\$42.92	Y	I	\$42.92	January 1, 2020	DRPS Board By-law 11-2019
26	Research and Redaction	Per Hour	\$40.00	Y	I	\$40.00	January 1, 2020	DRPS Board By-law 11-2019
27	Prisoner Escort - charge to Crown Attorney	Per Return	Cost Recovery	N	I	N/A	January 1, 2020	DRPS Board By-law 11-2019
28	Officer Interview - Constable (Overtime rate)	Per Hour	\$107.06	Y	I	N/A	January 1, 2020	DRPS Board By-law 11-2019
29	Officer Interview - Sergeant (Overtime rate)	Per Hour	\$120.39	Y	I	N/A	January 1, 2020	DRPS Board By-law 11-2019
30	Pay Duties - Constable Rate	Per Hour	\$72.00	Y	I	N/A	January 1, 2020	DRPS Board By-law 11-2019
31	Pay Duties - Sergeant Rate	Per Hour	\$82.00	Y	I	N/A	January 1, 2020	DRPS Board By-law 11-2019
32	Pay Duties - Administration Fee		20.00%	Y	I	N/A	January 1, 2020	DRPS Board By-law 11-2019
33	Pay Duties - Vehicle Fee	Hourly	\$38.00	Y	I	\$100.00 (for the first 3 hours)	January 1, 2020	DRPS Board By-law 11-2019

The Regional Municipality of Durham - 2020 Fees and Charges Durham Region Transit

Conventional Transit Fares

Grouping	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Adult Fares	Adult Cash Fare	\$4.00	N	D	May 1, 2020	Report 2020-DRT-02
	Adult Monthly Pass ¹	\$117.00	N	D	May 1, 2019	Report 2019-DRT-6
	Adult 10-tickets	\$32.00	N	D	May 1, 2019	Report 2019-DRT-6
	Adult PRESTO E-Purse	\$3.25	N	D	May 1, 2020	Report 2020-DRT-02
Youth Fares ²	Youth Cash Fare	\$4.00	N	D	May 1, 2020	Report 2020-DRT-02
	Youth Monthly Pass	\$93.50	N	D	May 1, 2019	Report 2019-DRT-6
	Youth 10-tickets	\$28.50	N	D	May 1, 2019	Report 2019-DRT-6
	Youth PRESTO E-Purse	\$2.90	N	D	May 1, 2020	Report 2020-DRT-02
	Y10 PRESTO Monthly Pass incentive (based on 10 monthly purchases) ³	\$73.50	N	D	September 1, 2019	Report 2019-DRT-6
Senior Fares ⁴	Senior Cash Fare	\$2.75	N	D	May 1, 2020	Report 2020-DRT-02
	Senior Monthly Pass	\$46.00	N	D	May 1, 2019	Report 2019-DRT-6
	Senior 10-tickets	\$21.00	N	D	May 1, 2019	Report 2019-DRT-6
	Senior PRESTO E-Purse	\$2.15	N	D	May 1, 2020	Report 2020-DRT-02
Child Fares ⁵	Child up to 12 years of age	Free	N	D	March 1, 2020	Report 2020-DRT-02
	Child up to 12 years of age - unaccompanied	\$2.10	N	D	Until February 29, 2020	Report 2020-DRT-02
	Child Monthly Pass - unaccompanied	\$65.00	N	D	Until February 29, 2020	Report 2020-DRT-02
	Child 10-tickets - unaccompanied	\$21.00	N	D	Until February 29, 2020	Report 2020-DRT-02
	Child PRESTO E-Purse - unaccompanied	\$2.10	N	D	Until February 29, 2020	Report 2020-DRT-02
GO Transit Co-Fare-link ⁶	Co-Fare Cash Fare	\$0.80	N	D	May 1, 2019	Report 2019-DRT-6
	PRESTO Co-Fare	\$0.80	N	D	May 1, 2019	Report 2019-DRT-6
Access Monthly Pass ⁷	Eligibility requirements for ODSP recipients	\$46.00	N	D	May 1, 2019	Report 2019-DRT-14
Transit Assistance Program	TAP PRESTO E-Purse (Pilot program) ⁸	\$44.80	N	D	Nov. 1, 2019	Report 2019-DRT-14
Universal Transit Pass (U-Pass)	Per semester	\$141.75	N	I	September 1, 2020	Report 2020-DRT-02
Youth Fares ²	2 for 1 Summer Pass ⁹	\$93.50	N	D	July 1, 2019	Report 2018-DRT-03

The Regional Municipality of Durham - 2020 Fees and Charges

Durham Region Transit

Conventional Transit Fares

Notes:

¹ Adult monthly pass is transferable provided it is not used at the same time (no pass back).

² Age 13 to 19 inclusive.

³ Requirements for Youth Y10 concession on PRESTO card and valid on consecutive monthly Y10 purchases only (through to June).

⁴ Age 65 and over.

⁵ Age 12 and under ride free with a fare paying customer until February 29, 2020. As of March 1, 2020, all riders age 12 and under ride free.

⁶ Agreement with GO Transit where a reduced PRESTO and cash fare are accepted when presenting a valid PRESTO card, GO Transit day pass or single ride ticket.

⁷ Eligibility requirements for ODSP recipients.

⁸ Requirements for eligible OW and ODSP recipients with LTAP concession on PRESTO card to receive unlimited travel during the month following 14 single adult fare paid trips at \$3.20. Customer has the option to load funds onto the PRESTO card all at once or in installments at amounts as low as \$0.05. Any unused value on the card at the end of the month carries over to the next month.

⁹ Purchase of a monthly PRESTO Youth pass in July will receive August Youth pass free.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Finance Department Fees and Charges

Birder Permit

- Issuance of a permit to provide restricted access to the Nonquon Sewage Lagoon to bird watchers for the purpose of observing and studying birds.

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Birder Permit (Annual fee)	\$10.00	N	D		Report 2009-F-61

Dishonored Payments and Financial Administration Fees

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Processing of Dishonored Payments	/payment	\$48.00	N	I/D	January 1, 2019	Report 2018-COW-178
Financial Administration Fee - Subdivision and Servicing Agreements	/letter of credit registration	\$350.00	N	D		Report 2007-J-39
Financial Administration Fee - Subdivision and Servicing Agreements with pay assurance	/letter of credit registration	\$475.00	N	D		Report 2007-J-39

Interest Rate on Overdue Accounts Receivable

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Rate to be applied to the outstanding balance of an account remaining unpaid after the due date of the invoice	1.25%		I		

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Development Charges

- Area Specific Development Charges exist for the Seaton Service Area (see pages 9-14)

Residential Development Charges

Single and Semi Detached

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$9,731.00	N	*	July 1, 2019	By-law 28-2018
	GO Transit	Per Unit	\$745.00	N	*	July 1, 2019	By-law 86-2001
	Regional Transit	Per Unit	\$1,202.00	N	*	July 1, 2019	By-law 81-2017
	Regional Police Services	Per Unit	\$752.00	N	*	July 1, 2019	By-law 28-2018
	Long Term Care	Per Unit	\$20.00	N	*	July 1, 2019	By-law 28-2018
	Paramedic Services	Per Unit	\$179.00	N	*	July 1, 2019	By-law 28-2018
	Health and Social Services	Per Unit	\$129.00	N	*	July 1, 2019	By-law 28-2018
	Housing Services	Per Unit	\$407.00	N	*	July 1, 2019	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$20.00</u>	N	*	July 1, 2019	By-law 28-2018
Subtotal Region-Wide			\$13,185.00				
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Unit	\$9,910.00	N	*	July 1, 2019	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Unit	<u>\$9,647.00</u>	N	*	July 1, 2019	By-law 28-2018
Total of All Charges			<u>\$32,742.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Development Charges (continued)

Residential Development Charges (continued)

Medium Density Multiple

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$7,818.00	N	*	July 1, 2019	By-law 28-2018
	GO Transit	Per Unit	\$660.00	N	*	July 1, 2019	By-law 86-2001
	Regional Transit	Per Unit	\$967.00	N	*	July 1, 2019	By-law 81-2017
	Regional Police Services	Per Unit	\$605.00	N	*	July 1, 2019	By-law 28-2018
	Long Term Care	Per Unit	\$16.00	N	*	July 1, 2019	By-law 28-2018
	Paramedic Services	Per Unit	\$144.00	N	*	July 1, 2019	By-law 28-2018
	Health and Social Services	Per Unit	\$104.00	N	*	July 1, 2019	By-law 28-2018
	Housing Services	Per Unit	\$327.00	N	*	July 1, 2019	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$16.00</u>	N	*	July 1, 2019	By-law 28-2018
Subtotal Region-Wide			\$10,657.00				
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Unit	\$7,963.00	N	*	July 1, 2019	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Unit	<u>\$7,751.00</u>	N	*	July 1, 2019	By-law 28-2018
Total of All Charges			<u>\$26,371.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2020 Fees and Charges
Finance Department

Development Charges (continued)

Residential Development Charges (continued)

Apartments – Two Bedrooms and Larger

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$5,652.00	N	*	July 1, 2019	By-law 28-2018
	GO Transit	Per Unit	\$468.00	N	*	July 1, 2019	By-law 86-2001
	Regional Transit	Per Unit	\$699.00	N	*	July 1, 2019	By-law 81-2017
	Regional Police Services	Per Unit	\$438.00	N	*	July 1, 2019	By-law 28-2018
	Long Term Care	Per Unit	\$12.00	N	*	July 1, 2019	By-law 28-2018
	Paramedic Services	Per Unit	\$104.00	N	*	July 1, 2019	By-law 28-2018
	Health and Social Services	Per Unit	\$76.00	N	*	July 1, 2019	By-law 28-2018
	Housing Services	Per Unit	\$237.00	N	*	July 1, 2019	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$12.00</u>	N	*	July 1, 2019	By-law 28-2018
Subtotal Region-Wide			\$7,698.00				
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Unit	\$5,757.00	N	*	July 1, 2019	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Unit	<u>\$5,604.00</u>	N	*	July 1, 2019	By-law 28-2018
Total of All Charges			<u>\$19,059.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Development Charges (continued)

Residential Development Charges (continued)

Apartments - One Bedroom and Smaller

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$3,684.00	N	*	July 1, 2019	By-law 28-2018
	GO Transit	Per Unit	\$278.00	N	*	July 1, 2019	By-law 86-2001
	Regional Transit	Per Unit	\$453.00	N	*	July 1, 2019	By-law 81-2017
	Regional Police Services	Per Unit	\$285.00	N	*	July 1, 2019	By-law 28-2018
	Long Term Care	Per Unit	\$7.00	N	*	July 1, 2019	By-law 28-2018
	Paramedic Services	Per Unit	\$67.00	N	*	July 1, 2019	By-law 28-2018
	Health and Social Services	Per Unit	\$49.00	N	*	July 1, 2019	By-law 28-2018
	Housing Services	Per Unit	\$155.00	N	*	July 1, 2019	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$7.00</u>	N	*	July 1, 2019	By-law 28-2018
Subtotal Region-Wide			\$4,985.00				
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Unit	\$3,751.00	N	*	July 1, 2019	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Unit	<u>\$3,653.00</u>	N	*	July 1, 2019	By-law 28-2018
Total of All Charges			<u>\$12,389.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Development Charges (continued)

Commercial Use Development Charges

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$8.98	N	*	July 1, 2019	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.57</u>	N	*	July 1, 2019	By-law 81-2017
	Subtotal Region-Wide			\$9.55			
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Sq. Ft.	\$3.69	N	*	July 1, 2019	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Sq. Ft.	<u>\$6.19</u>	N	*	July 1, 2019	By-law 28-2018
Total of All Charges			<u>\$19.43</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Development Charges (continued)

Institutional Use Development Charges

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$7.55	N	*	July 1, 2019	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.57</u>	N	*	July 1, 2019	By-law 81-2017
	Subtotal Region-Wide			\$8.12			
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Sq. Ft.	\$0.90	N	*	July 1, 2019	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Sq. Ft.	<u>\$1.10</u>	N	*	July 1, 2019	By-law 28-2018
	Total of All Charges			<u>\$10.12</u>			

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Development Charges (continued)

Industrial Use Development Charges

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$3.41	N	*	July 1, 2019	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.57</u>	N	*	July 1, 2019	By-law 81-2017
	Subtotal Region-Wide			\$3.98			
Regional Water Supply & Sanitary Sewer Charges	Water Supply ^{(1) (2)}	Per Sq. Ft.	\$2.95	N	*	July 1, 2019	By-law 28-2018
	Sanitary Sewerage ^{(1) (2)}	Per Sq. Ft.	<u>\$3.55</u>	N	*	July 1, 2019	By-law 28-2018
	Total of All Charges			<u>\$10.48</u>			

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

⁽¹⁾ These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

⁽²⁾ The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

**The Regional Municipality of Durham - 2020 Fees and Charges
Finance Department**

Area Specific Development Charges (continued)

Seaton Residential Area Specific Development Charges

Single and Semi Detached

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$2,452.00	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$5,752.00	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$4,064.00</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Water Supply			\$12,268.00			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$5,125.00	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$1,863.00	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$2,751.00</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Sanitary Sewerage			\$9,739.00			
Total			<u>\$22,007.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services, Housing Services and Development Related Studies are also payable.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Area Specific Development Charges (continued)

Seaton Residential Area Specific Development Charges

Medium Density Multiples

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$1,937.00	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$4,544.00	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$3,210.00</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Water Supply			\$9,691.00			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$4,049.00	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$1,472.00	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$2,174.00</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Sanitary Sewerage			\$7,695.00			
Total			<u>\$17,386.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services, Housing Services and Development Related Studies are also payable.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Area Specific Development Charges (continued)

Seaton Residential Area Specific Development Charges

Apartments

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$1,128.00	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$2,646.00	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$1,869.00</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Water Supply			\$5,643.00			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$2,358.00	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Unit	\$857.00	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs	Per Unit	<u>\$1,266.00</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Sanitary Sewerage			\$4,481.00			
Total			<u>\$10,124.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services, Housing Services and Development Related Studies are also payable.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Area Specific Development Charges (continued)

Seaton Non-Institutional Use Development Charges

- Per Square Foot of Gross Floor Area

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.25	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.57	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Sq. Ft.	<u>\$1.26</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Water Supply			\$2.08			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$1.49	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.55	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Sq. Ft.	<u>\$1.84</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Sanitary Sewerage			\$3.88			
Total			<u>\$5.96</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

⁽¹⁾ An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$2.42 / sq. ft. for non-institutional.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Area Specific Development Charges (continued)

Seaton Institutional Use Development Charges

- Per Square Foot of Gross Floor Area

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.09	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.20	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Sq. Ft.	<u>\$0.44</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Water Supply			\$0.73			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.52	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.19	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Sq. Ft.	<u>\$0.63</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Sanitary Sewerage			\$1.34			
Total			<u>\$2.07</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

⁽¹⁾ An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$0.52 / sq. ft. for institutional.

The Regional Municipality of Durham - 2020 Fees and Charges Finance Department

Area Specific Development Charges (continued)

Prestige Employment Land Area Development Charges

- Per Net Hectare

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Hectare	\$12,114.00	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Hectare	\$27,474.00	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Hectare	<u>\$60,559.00</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Water Supply			\$100,147.00			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Hectare	\$72,380.00	N	*	July 1, 2019	By-law 38-2019
	Regional Seaton Specific DCs	Per Hectare	\$26,489.00	N	*	July 1, 2019	By-law 38-2019
	Regional Attributions DCs ⁽¹⁾	Per Hectare	<u>\$87,796.00</u>	N	*	July 1, 2019	By-law 38-2019
	Subtotal Sanitary Sewerage			\$186,665.00			
Total			<u>\$286,812.00</u>				

* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

⁽¹⁾ An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$181,040 per net hectare for prestige employment lands.

The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates

Monthly Water and Sewer Usage Rate Schedule

Volumetric Charges

- Metered Rates (based on water consumption volume).
- All Usage by Residential Customers Billed at First Block Rates.
- Water Meters Servicing Multiple Units: For multiple units, the consumption block limits are calculated by multiplying the consumption block limits by the number of units.
- Volumetric Sewer Surcharge Rates: The volumetric Sewer Surcharge Rates are calculated based on the following surcharge on the Regional metered water rates.

First Block	162.4%
Second Block	168.1%
Third Block	153.9%

Block	Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
First	0 to 45 cubic metres/month	/cubic metre	\$1.137	\$1.848	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
	0 to 10,000 gallons/month	/1,000 gallons	\$5.170	\$8.398	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
	0 to 1,600 cubic feet/month	/100 cubic feet	\$3.221	\$5.232	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Second	46 to 4,500 cubic metres/month	/cubic metre	\$0.967	\$1.626	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
	10,001 to 1,000,000 gallons/month	/1,000 gallons	\$4.397	\$7.390	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
	1,601 to 160,000 cubic feet/month	/100 cubic feet	\$2.739	\$4.604	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Third	Over 4,500 cubic metres/month	/cubic metre	\$0.888	\$1.366	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
	Over 1,000,000 gallons/month	/1,000 gallons	\$4.037	\$6.211	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
	Over 160,000 cubic feet/month	/100 cubic feet	\$2.515	\$3.869	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019

The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates

Monthly Water and Sewer Usage Rate Schedule (continued)

Basic Service Charges

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Metered Service Charge (\$/Month):	Standard Meter (17 to 19 mm)	\$19.11	-	N	I	January 1, 2020	By-law 69-2019
	25 mm (1 inch)	\$38.84	-	N	I	January 1, 2020	By-law 69-2019
	38 mm (1 1/2 inches)	\$82.68	-	N	I	January 1, 2020	By-law 69-2019
	51 mm (2 inches)	\$178.56	-	N	I	January 1, 2020	By-law 69-2019
	76 mm (3 inches)	\$313.89	-	N	I	January 1, 2020	By-law 69-2019
	102 mm (4 inches)	\$624.15	-	N	I	January 1, 2020	By-law 69-2019
	152 mm (6 inches)	\$1,160.01	-	N	I	January 1, 2020	By-law 69-2019
	203 mm (8 inches)	\$1,977.56	-	N	I	January 1, 2020	By-law 69-2019
	254 mm (10 inches)	\$3,218.06	-	N	I	January 1, 2020	By-law 69-2019
Sewer Service Charge:	/year	-	\$86.88	N	I	January 1, 2020	By-law 68-2019
	/quarter	-	\$21.72	N	I	January 1, 2020	By-law 68-2019
	/month	-	\$7.24	N	I	January 1, 2020	By-law 68-2019
Water Minimum Charge (\$/Month):	25 mm (1 inch)	\$65.00	-	N	I	January 1, 2020	By-law 69-2019
	38 mm (1 1/2 inches)	\$124.00	-	N	I	January 1, 2020	By-law 69-2019
	51 mm (2 inches)	\$239.00	-	N	I	January 1, 2020	By-law 69-2019
	76 mm (3 inches)	\$410.00	-	N	I	January 1, 2020	By-law 69-2019
	102 mm (4 inches)	\$808.00	-	N	I	January 1, 2020	By-law 69-2019
	152 mm (6 inches)	\$1,476.00	-	N	I	January 1, 2020	By-law 69-2019
	203 mm (8 inches)	\$2,425.00	-	N	I	January 1, 2020	By-law 69-2019
	254 mm (10inches)	\$3,841.00	-	N	I	January 1, 2020	By-law 69-2019
Sewer Minimum Charge (\$/Month):	All customers with meters 25 mm or larger (no minimum charge for standard meter customers)	-	\$49.00	N	I	January 1, 2020	By-law 68-2019

**The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates**

Monthly Water and Sewer Usage Rate Schedule (continued)

Basic Service Charges (continued)

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Unmetered Fire Line Service Charge:	25 mm (1 inch)	\$14.76	N	I	January 1, 2020	By-law 69-2019
	38 mm (1 1/2 inches)	\$19.84	N	I	January 1, 2020	By-law 69-2019
	51 mm (2 inches)	\$38.40	N	I	January 1, 2020	By-law 69-2019
	64 mm (2 1/2 inches)	\$50.88	N	I	January 1, 2020	By-law 69-2019
	76 mm (3 inches)	\$67.46	N	I	January 1, 2020	By-law 69-2019
	102 mm (4 inches)	\$134.93	N	I	January 1, 2020	By-law 69-2019
	127 mm (5 inches)	\$181.17	N	I	January 1, 2020	By-law 69-2019
	152 mm (6 inches)	\$249.15	N	I	January 1, 2020	By-law 69-2019
	203 mm (8 inches)	\$415.15	N	I	January 1, 2020	By-law 69-2019
	254 mm (10 inches)	\$662.46	N	I	January 1, 2020	By-law 69-2019
	305 mm (12 inches)	\$934.03	N	I	January 1, 2020	By-law 69-2019

**The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates**

Monthly Water and Sewer Usage Rate Schedule (continued)

Flat Rate

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Flat Rate	/year/unit	\$539.52	\$590.76	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
	/quarter/unit	\$134.88	\$147.69	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
	/month/unit	\$44.96	\$49.23	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019

Raw Water

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Raw Water	/1,000 gallons	\$1.542	N	I	January 1, 2020	By-law 69-2019
	/cubic metre	\$0.339	N	I	January 1, 2020	By-law 69-2019

The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates

Service Connection Related Charges

Water Service Connection Charges

Water Service Connection Charges, for single family and semi-detached residential lots including those for pre-install stubs.

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Base Rate - Apr 1 - Nov 30	19 mm (3/4") diameter	\$3,700.00	N	D	January 1, 2020	By-law 69-2019
Winter Rate - Dec 1 - Mar 31		\$4,810.00	N	D	January 1, 2020	By-law 69-2019
Base Rate - Apr 1 - Nov 30	25 mm (1") diameter	\$4,600.00	N	D	January 1, 2020	By-law 69-2019
Winter Rate - Dec 1 – Mar 31		\$5,980.00	N	D	January 1, 2020	By-law 69-2019

Water Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings.

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Service Connection		Actual cost	N	D	January 1, 2020	By-law 69-2019
	19 mm (3/4") diameter minimum charge	\$3,700.00	N	D	January 1, 2020	By-law 69-2019
	25 mm (1") diameter minimum charge	\$4,600.00	N	D	January 1, 2020	By-law 69-2019

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Inspection of an installation of a separate fine line on private property	\$125.00	N	D	January 1, 2020	By-law 69-2019

The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates

Service Connection Related Charges

Sanitary Sewer Service Connection Charges

Sanitary Sewer Service Connection Charges for single family and semi-detached residential lots including those created by severance and pre-install stubs.

Description	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Base Rate - Apr 1 - Nov 30	100 or 125 mm (4 or 5") diameter	\$3,843.00	N	D	January 1, 2020	By-law 68-2019
Winter Rate - Dec 1 - Mar 31		\$5,005.00	N	D	January 1, 2020	By-law 68-2019

Sanitary Sewer Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings.

Description	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Sanitary Sewer Service Connection	Actual cost	N	D	January 1, 2020	By-law 68-2019
Minimum Charge	\$3,843.00	N	D	January 1, 2020	By-law 68-2019

Storm Sewer Service Connection Charges

Description	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Storm Sewer Service Connection	Actual Cost	N	D	January 1, 2020	By-law 68-2019
Minimum Charge	\$3,843.00	N	D	January 1, 2020	By-law 68-2019

**The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates**

Service Connection Related Charges (continued)

Reuse of Water/Sewer Service Connection where building has been or will be demolished or removed

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Inspection Fee		\$125.00	\$125.00	N	D	January 1, 2020	By-law 69-2019 / By-law 68-2019
Where a disused Water/Sewer Service Connection is to be replaced by the Region	See Service Connection Charges on previous pages						

Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections

Description	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections	Actual Costs	Actual Costs	N	D	January 1, 2020	By-law 69-2019 / By-law 68-2019

The Regional Municipality of Durham - 2020 Fees and Charges Utility Finance – Water and Sanitary Sewer User Rates

Frontage Charges

[Watermain](#) – see Sanitary Sewer on following page

Description (Watermain Diameter)	Payment	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard 150 mm (6") ⁽¹⁾	i) Cash cost (standard)	/metre	\$460.00	N	D	January 1, 2020	By-law 69-2019
		/foot	\$140.21	N	D	January 1, 2020	By-law 69-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 69-2019
Standard 200 mm (8")	i) Cash cost (standard)	/metre	\$528.00	N	D	January 1, 2020	By-law 69-2019
		/foot	\$160.93	N	D	January 1, 2020	By-law 69-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 69-2019
Standard 300 mm (12")	i) Cash cost (standard)	/metre	\$570.00	N	D	January 1, 2020	By-law 69-2019
		/foot	\$173.74	N	D	January 1, 2020	By-law 69-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 69-2019

Customers requiring non-standard main sizes charged actual cost.

Any frontage charges for non-standard main sizes, or any extraordinary circumstances, be assessed by the Commissioners of Finance and Works on a case by case basis to maximize full recovery.

Rate may vary if estimated construction costs vary significantly from the rates noted above.

Frontage charges for petition projects shall be based on actual costs.

Notes

⁽¹⁾ Residential frontage charges to be assessed on the basis of a standard 150 mm (6") diameter watermain.

**The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates**

Frontage Charges (continued)

Sanitary Sewer – see Watermain on previous page

Description (Sanitary Sewer Diameter)	Payment	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard 200 mm (8") ⁽¹⁾	i) Cash cost (standard)	/metre	\$507.00	N	D	January 1, 2020	By-law 68-2019
		/foot	\$154.53	N	D	January 1, 2020	By-law 68-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 68-2019
Standard 250 mm (10")	i) Cash cost (standard)	/metre	\$575.00	N	D	January 1, 2020	By-law 68-2019
		/foot	\$175.26	N	D	January 1, 2020	By-law 68-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 68-2019
Standard 300 mm (12")	i) Cash cost (standard)	/metre	\$637.00	N	D	January 1, 2020	By-law 68-2019
		/foot	\$194.16	N	D	January 1, 2020	By-law 68-2019
	ii) Per annum		Various	N	D	January 1, 2020	By-law 68-2019

Customers requiring non-standard main sizes charged actual cost.

Any frontage charges for non-standard main sizes, or any extraordinary circumstances, be assessed by the Commissioners of Finance and Works on a case by case basis to maximize full recovery.

Rate may vary if estimated construction costs vary significantly from the rates noted above.

Frontage charges for petition projects shall be based on actual costs.

Notes

⁽¹⁾ Residential frontage charges to be assessed on the basis of a standard 200 mm (8") diameter sanitary sewer.

The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates

Miscellaneous Charges

Water Shut Off/Turn On: Initiated by Customer

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
During Normal Regional Working Hours	Shut Water Off	\$80.00	N	I	January 1, 2020	By-law 69-2019
	Turn Water On	\$80.00	N	I	January 1, 2020	By-law 69-2019
	Shut Off and Turn on During Same Call	\$80.00	N	I	January 1, 2020	By-law 69-2019
After Normal Regional Working Hours	Shut Water Off	\$120.00	N	I	January 1, 2020	By-law 69-2019
	Turn Water On	\$120.00	N	I	January 1, 2020	By-law 69-2019
	Shut Off and Turn on During Same Call	\$120.00	N	I	January 1, 2020	By-law 69-2019

Water Shut Off/Turn On: Initiated by Region

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
For failure by the Customer to arrange with the Region for meter installation, replacement, repair or inspection or meter reading	Off or On, each	\$80.00	-	N	I	January 1, 2020	By-law 69-2019
For Water Shut Off Notification prior to shut off action being taken		\$25.00	\$25.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
For Water Shut Off due to collection action for non-payment of Water/Sewer bill, or any Regional invoice, or for violation of any provision of the Water System/Sewer System By-laws (water not necessarily shut off)		\$94.00	\$94.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Turn Water On		\$80.00	\$80.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019

The Regional Municipality of Durham - 2020 Fees and Charges Utility Finance – Water and Sanitary Sewer User Rates

Miscellaneous Charges (continued)

Standby Charge While Water Service is Shut Off

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standby charge while water service is shut off but not disconnected	Standard Service Charge	N	I	January 1, 2020	By-law 69-2019

Testing of Water Meter: Initiated by Customer

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Deposit		\$210.00	N	I	January 1, 2020	By-law 69-2019
Fee where the meter is found to measure the flow of water within or below AWWA Specifications	Up to a maximum size of 25 mm	\$210.00	N	I	January 1, 2020	By-law 69-2019
	Over 25 mm	Actual Cost	N	I	January 1, 2020	By-law 69-2019
Fee if meter is found to measure the flow of water above AWWA specifications		No charge			January 1, 2020	By-law 69-2019

The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates

Miscellaneous Charges (continued)

Unmetered water used for construction (building purposes)

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Unmetered water used for construction (building purposes)	/service	\$222.00	N	I	January 1, 2020	By-law 69-2019

Drawing Regional water from hydrants for purposes other than fire protection

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Area Municipalities	/cubic metre	\$3.88	N	I/D	January 1, 2020	By-law 69-2019
	/1000 gallons	\$17.64	N	I/D	January 1, 2020	By-law 69-2019
Others	/cubic metre	\$3.88	N	I/D	January 1, 2020	By-law 69-2019
	/1000 gallons	\$17.64	N	I/D	January 1, 2020	By-law 69-2019
Deposit		\$1,800.00	N	I/D	January 1, 2020	By-law 69-2019
Administration Fee		\$134.77	N	I/D	January 1, 2020	By-law 69-2019
Minimum Charge	/month	\$1,800.00	N	I/D	January 1, 2020	By-law 69-2019
Valve Installation/removal		\$109.25	N	I/D	January 1, 2020	By-law 69-2019

The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates

Miscellaneous Charges (continued)

Repair or replacement of frozen, damaged or missing water meters

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Up to a maximum size of 19 mm (3/4")	\$210.00	N	I	January 1, 2020	By-law 69-2019
Over 19 mm (3/4")	Actual Cost	N	I	January 1, 2020	By-law 69-2019

Water from Water Supply Plants, Water Pollution Control Plants, Works Depots and Bulk Filling Stations

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water	/cubic metre	\$3.22	N	I/D	January 1, 2020	By-law 69-2019
	/1000 gallons	\$14.64	N	I/D	January 1, 2020	By-law 69-2019
Service Charge \$	per month	\$21.00			January 1, 2020	By-law 69-2019
Occasional Users - Flat Rate		N/A	N	I/D	January 1, 2020	By-law 69-2019
New Account Fee		\$42.00	N	I/D	January 1, 2020	By-law 69-2019
Key deposit		\$218.80	N	I/D	January 1, 2020	By-law 69-2019
Refundable on return of key		\$181.64	N	I/D	January 1, 2020	By-law 69-2019
Swipe card		\$36.45	N	I/D	January 1, 2020	By-law 69-2019

**The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates**

Miscellaneous Charges (continued)

Fire Flow Tests

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Full test (May 1 - Oct. 31)	\$467.20	N	D	January 1, 2020	By-law 69-2019
Full test (Nov. 1- Apr. 30)	\$812.90	N	D	January 1, 2020	By-law 69-2019
Opening hydrant (May 1 - Oct. 31)	\$320.30	N	D	January 1, 2020	By-law 69-2019
Opening hydrant (Nov. 1 - Apr. 30)	\$652.80	N	D	January 1, 2020	By-law 69-2019

**The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates**

Miscellaneous Charges (continued)

Disposal of Septic Tank and Holding Tank Waste and the Disposal of Water Pollution Control Plant Sludges

Description	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
(a) Hauled Domestic Waste	/cubic metre	\$19.56	N	D	January 1, 2020	By-law 68-2019
	/1000 gallons	\$88.93	N	D	January 1, 2020	By-law 68-2019
(b) Water Pollution Control Plant Sludges Discharged into the York/Durham System	/cubic metre	\$16.19	N	I/D	January 1, 2020	By-law 68-2019
	/1000 gallons	\$73.59	N	I/D	January 1, 2020	By-law 68-2019
(c) Annual charge for registration of Haulers (up to 10 vehicles)		\$175.00	N	I/D	January 1, 2020	By-law 68-2019
Additional stickers, if more than 10 vehicles, or replacement stickers	/sticker	\$10.20	N	I/D	January 1, 2020	By-law 68-2019
(d) ICI Sector areas (discharge up to 50,000 gallons)		\$522.75	N	I/D	January 1, 2020	By-law 68-2019
(e) ICI Sector areas (discharges of 50,001 to 100,000 gallons)		\$1,024.59	N	I/D	January 1, 2020	By-law 68-2019

The Regional Municipality of Durham - 2020 Fees and Charges
Utility Finance – Water and Sanitary Sewer User Rates

Miscellaneous Charges (continued)

Other Miscellaneous Charges

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Thawing of service pipes		No charge	-			January 1, 2020	By-law 69-2019
Thawing of private hydrants or unmetered fire lines		Actual Cost	-	N	I	January 1, 2020	By-law 69-2019
Cleaning sanitary sewer services		-	No charge			January 1, 2020	By-law 68-2019
Repair to or renewal of sanitary building sewers		-	No charge			January 1, 2020	By-law 68-2019
Supplying Statement of Account	/statement	\$35.00	\$35.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Charge for Regional Solicitor providing information		\$94.00	\$94.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Processing of dishonoured payments	/payment	\$48.00	\$48.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Account Payment Transfer Fee	/transfer	\$11.00	\$11.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Change of Occupancy Charge	/customer	\$42.00	\$42.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Charge for late payment of Water/Sewer Surcharge Rates		2%	2%			January 1, 2020	By-law 69-2019 / By-law 68-2019
Lien Administration Fee		\$50.00	\$50.00	N	I	January 1, 2020	By-law 69-2019 / By-law 68-2019
Installation and removal of anti-tampering devices on fire hydrants & curb stops		\$138.00	-	N	I	January 1, 2020	By-law 69-2019
Cross Connection Control Program Test Report	/report	\$25.00	-	N	I	January 1, 2020	By-law 69-2019
Sewage surcharge and Compliance Agreements			\$1,885.00	N	I	January 1, 2020	By-law 68-2019
Copies of By-laws Water System, Sewer System and Sewer use (+ Applicable taxes)	/copy	\$20.50	\$20.50	Y	D	January 1, 2020	By-law 69-2019 / By-law 68-2019
Fee for transferring outstanding balances to a third party collection agency		Actual Cost	Actual Cost	N	I/D	January 1, 2020	By-law 69-2019 / By-law 68-2019
Sewer TV inspection Reports and Videos (+ Applicable taxes)	/report or video	-	\$21.51	Y	D	January 1, 2020	By-law 68-2019
Sewer Use By-law Agreement extra strength waste cost	/kg	-	\$0.53	N	I	January 1, 2020	By-law 68-2019
Sewer Appeal Application	/request	-	\$950.00	N	I	January 1, 2020	By-law 68-2019

**The Regional Municipality of Durham - 2020 Fees and Charges
Health Department**

Region of Durham Paramedic Services (RDPS)

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Special Events Coverage (3 hour minimum)	/hour	\$190.00	Y	I/D	April 1, 2019	Agreement signed for each event
Release of Ambulance Call Report to Lawyers and Insurance firms	/report	\$100.00	Y	D	January 1, 2013	Flat rate per request

**The Regional Municipality of Durham - 2020 Fees and Charges
Health Department**

Sexual Health Clinics: Sale of Contraceptives

Grouping	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)
Oral Contraceptives	Alesse (28)	/package	\$7.50	N	D
	Marvelon (28)	/package	\$10.00	N	D
	Micronor (28)	/package	\$10.00	N	D
	Min-Ovral (28)	/package	\$7.50	N	D
	Select 1/35 (28)	/package	\$7.50	N	D
	Tri-Cyclen Lo (28)	/package	\$7.00	N	D
Intra Uterine Devices	Flexi T 300	/package	\$52.00	N	D
	Flexi T 380	/package	\$72.00	N	D
Contraceptive Devices	Evra	/package	\$10.00	N	D
	Plan B	/package	\$12.00	N	D
	Nuvaring	/package	\$10.00	N	D
Medication	Fluconazole	/package	\$6.00	N	D
	Gardasil HPV Vaccine	/dose	\$162.00	N	D

**The Regional Municipality of Durham - 2020 Fees and Charges
Health Department**

Health Protection: Ontario Building Code (OBC) Activities

Grouping	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Building Permit for a Private Sewerage System	Single Family Dwelling		\$964.00	N	D	April 1, 2020	By-law 16-2019
	Non-Residential/Institutional	<4,500 L/day	\$964.00	N	D	April 1, 2020	By-law 16-2019
	Large Commercial/Industrial	>4,500 - 10,000 L/day	\$2,050.00	N	D	April 1, 2020	By-law 16-2019
Building Permit for Class 2 and 3 septic systems and treatment unit/septic Tank Replacement Only			\$482.00	N	D	April 1, 2020	By-law 16-2019
Building Additions			\$233.00	N	D	April 1, 2020	By-law 16-2019
Building Permit for sewage system extensions (1year)		Per application	\$180.00	N	D	April 1, 2020	By-law 16-2019

**The Regional Municipality of Durham - 2020 Fees and Charges
Health Department**

Health Protection: Regional Activities

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Lot Consents (Severances)	Per lot	\$542.00	N	D	April 1, 2020	By-law 17-2019
Draft Plans of Subdivision (new)	Per lot creation	\$392.00	N	D	April 1, 2020	By-law 17-2019
Draft Plans of Subdivision that had not received draft approval and application processed prior to 1998 requiring reassessment	Per lot creation	\$392.00	N	D	April 1, 2020	By-law 17-2019
Draft Plans of Subdivision that had received draft plan approval and application processed prior to 1998 requiring reassessment	Per lot creation	\$392.00	N	D	April 1, 2020	By-law 17-2019
Rezoning, Official Plan Amendments, Minor Variances, Site-servicing Plans	Per application	\$270.00	N	D	April 1, 2020	By-law 17-2019
Lawyers' Written Requests	Per application	\$270.00	N	D	April 1, 2020	By-law 17-2019
Peer Review	Per initial report	\$270.00	N	D	April 1, 2020	By-law 17-2019
	Per follow-up report(s)	\$116 .00	N	D	April 1, 2020	By-law 17-2019

**The Regional Municipality of Durham - 2020 Fees and Charges
Health Department**

Food Handler Training / Certification

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Course and exam only	\$25.00	N	D	April 1, 2020
Course, manual and exam	\$50.00	N	D	April 1, 2020
Manual and exam	\$35.00	N	D	April 1, 2020
Challenge exam	\$15.00	N	D	April 1, 2020
Manual only	\$25.00	N	D	April 1, 2020
Food Handler Training / Certification - Secondary Schools (Course and Exam)	\$20.00	N	D	April 1, 2020
Food Handler Training / Certification – Secondary Schools (Exam only)	\$10.00	N	D	April 1, 2020

Other

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)
Lawyers' Written Requests (sale/purchase) for premises routinely inspected by Public Health	per premises	\$110.62	Y	D
Fridge Thermometers		\$30.00	Y	I/D

**The Regional Municipality of Durham - 2020 Fees and Charges
Planning and Economic Development Department**

Regional Official Plan Amendment (ROPA)

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Minor Regional Official Plan Amendment*	\$7,000.00	N	D	July 1, 2018	By-law 25-2018
Major Regional Official Plan Amendment*	\$20,000.00	N	D	July 1, 2018	By-law 25-2018
Reactivation of a ROPA* (following 3 or more years of inactivity)	\$2,500.00	N	D	July 1, 2018	By-law 25-2018
*Plus applicable publication costs associated with notice requirements	Actual Cost (\$1,000 deposit)	Y	D	July 1, 2018	By-law 25-2018

Area Municipal Official Plan Amendment (AMOPA)

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Review	\$2,500.00	N	D	July 1, 2018	By-law 25-2018
Approval (non-exempt applications only)	\$4,500.00	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2020 Fees and Charges
Planning and Economic Development Department**

Plan of Subdivision and Condominium

Grouping	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Non-Delegated Municipalities (Brock, Scugog and Uxbridge)	Application	\$5,500.00	N	D	July 1, 2018	By-law 25-2018
	Per unit for units in excess of 50	\$100.00	N	D	July 1, 2018	By-law 25-2018
	Recirculation/Review of Plans/Studies prior to Draft Approval	\$500.00	N	D	July 1, 2018	By-law 25-2018
	Extension of Draft Approval	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Final Approval (per phase)	\$1,125.00	N	D	July 1, 2018	By-law 25-2018
Delegated Municipalities (Ajax, Clarington, Oshawa, Pickering and Whitby)	Subdivision Review	\$4,000.00	N	D	July 1, 2018	By-law 25-2018
	Standard/Leasehold Condo Review	\$2,000.00	N	D	July 1, 2018	By-law 25-2018
	Common Element Condo Review	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
	Phased Condo Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Vacant Land Condo Review	\$3,000.00	N	D	July 1, 2018	By-law 25-2018
	Condominium Conversion Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Recirculation/Review of Plans/Studies prior to Draft Approval	\$500.00	N	D	July 1, 2018	By-law 25-2018
	Revision/Redline/Amendment/Change of Conditions Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Clearance Letter	\$1,000.00	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2020 Fees and Charges
Planning and Economic Development Department**

Part-Lot Control Exemption By-law Applications

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Review (Ajax, Clarington, Oshawa, Pickering and Whitby)	\$500.00	N	D	July 1, 2018	By-law 25-2018
Approval (Brock, Uxbridge and Scugog)	\$250.00	N	D	July 1, 2018	By-law 25-2018
Per unit for units in excess of 5	\$100.00	N	D	July 1, 2018	By-law 25-2018

Rezoning Applications/Zoning By-laws (not related to another Planning Division review)

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
Minor Review	\$500.00	N	D	July 1, 2018	By-law 25-2018

Land Division

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Review	\$500.00	N	D	July 1, 2018	By-law 25-2018
Special Meeting	\$500.00	N	D	July 1, 2018	By-law 25-2018
Tabling Fee	\$300.00	N	D	July 1, 2018	By-law 25-2018
Stamping	\$750.00	N	D	July 1, 2018	By-law 25-2018
Re-stamping	\$250.00	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2020 Fees and Charges
Planning and Economic Development Department**

Tree By-law Applications

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Good Forestry Practices Permit	\$50.00	N	D	September 1, 2012	By-law 31-2012
Minor Clear Cutting Permit (Between 0.1 Ha and 1 Ha)	\$75.00	N	D	September 1, 2012	By-law 31-2012
Major Clear Cutting Permit (Greater than 1 Ha)*	\$100.00	N	D	September 1, 2012	By-law 31-2012
*Plus applicable publication costs associated with notice requirements	Actual Cost	Y	D	September 1, 2012	By-law 31-2012

Other Fees

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Preparation of Record to Local Planning Appeal Tribunal (formerly Ontario Municipal Board)	\$250.00	N	D	July 1, 2018	By-law 25-2018
Non-Potable Request	\$500.00	N	D	July 1, 2018	By-law 25-2018
Type 1 Ministry of the Environment and Climate Change Environmental Compliance Approval not associated with ROPA application	\$300.00	N	D	July 1, 2018	By-law 25-2018
Type 2 Ministry of the Environment and Climate Change Environmental Compliance Approval not associated with ROPA application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Review of Ministry of the Environment and Climate Change Renewable Energy Approval Application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Review of Ministry of Municipal Affairs and Housing Minister's Zoning Order Amendment Application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Technical Study Peer Review Administration Fee	10% of Peer Review Costs	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2020 Fees and Charges
Planning and Economic Development Department**

Publications

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Publication costs associated with notice requirements of the Planning Act		Actual Cost	Y	D	July 1, 2018	By-law 25-2018
Official Plan – Office Consolidation – Text and Maps	/set	\$60.00	Y	I/D	July 1, 2008	By-law 41-2008
Official Plan – Office Consolidation – in electronic form	/disk	\$25.00	Y	I/D	July 1, 2008	By-law 41-2008
Official Plan Land Use A Composite		\$25.00	Y	I/D	July 1, 2008	By-law 41-2008
Official Plan Land Use Schedules		\$5.00	Y	I/D	January 1, 2014	
Roads Maps (28"X38")		\$6.50	Y	I/D	November 1, 2007	
Regional Infrastructure Map		\$6.50	Y	I/D	March 1, 2011	
Tree By-law		\$5.00	Y	I/D	July 1, 2016	
Copies of Historic Aerial Photographs		\$20.00	Y	I/D	November 1, 2007	
Other Publications not listed here		Printing Cost	Y	I/D	January 1, 2011	

Transportation Planning Model Projections

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Transportation Planning Model Projections	/horizon year	\$100.00	Y	I	April 3, 2013	Report 2013-P-26

**The Regional Municipality of Durham - 2020 Fees and Charges
Planning and Economic Development Department**

Custom Cartography Charges

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Standard Orthophotography Map - site specific (includes orthophotography, parcels, roads and labels)	\$35.00	Y	I/D	February 1, 2012
Topographic Map – site specific (includes parcel fabric, roads, drainage, contours and labels)	\$35.00	Y	I/D	February 1, 2012
Custom Mapping - All mapping is provided in digital PDF format. Printed copies are available for an extra charge of \$10.00 + HST				Please contact the Planning Division for a quote

Advertising Spaces in Brochures

Grouping	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Co-operative Advertising	Based on specific opportunity (as they arise)		Varies	Y	I	January 2016

Processing of Applications for Exemption under the Retail Business Holidays Act

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Businesses larger than 223 square metres or applications involving more than one business - Plus advertising costs (\$1,000 deposit)	Per Application	\$1,500.00	N	D	November 2011	Retail Business Holidays Act
Individual businesses under 223 square metres - Plus advertising costs (\$1,000 deposit)	Per Application	\$500.00	N	D	November 2011	Retail Business Holidays Act

**The Regional Municipality of Durham - 2020 Fees and Charges
Planning and Economic Development Department**

Other Charges

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Photocopies	/page	\$0.68	Y	I/D	July 1, 2008	By-law 41-2008
Administration Charge - includes data, research and information requests for items not listed here.						Please contact Planning Division for a quote
Shipping and Handling Charges - Maps, Publications and Requests that require shipping		\$10.50	Y	I/D	January 1, 2011	
Workshop / Seminars / Events (as they arise)		Varies	Y	I	January 2016	

The Regional Municipality of Durham - 2020 Fees and Charges
Social Services Department – Children’s Services

Per Diem Rate for Regional Directly Operated Child Care Centres (Note 1)

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Infant - Full Day	/child/day	\$52.00	N	I	September 1, 2017	Report 2017-COW-132
Toddlers - Full Day	/child/day	\$46.50	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Full Day	/child/day	\$43.00	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Part Day with Meal (AM or PM)	/child/day	\$33.50	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Part Day (AM or PM)	/child/day	\$30.00	N	I	September 1, 2017	Report 2017-COW-132

Note 1: Includes the following Child Care Centres, Ajax, Edna Thomson, Clara Hughes, Lakewoods, Pickering and Whitby Child Care Centres.

School Age Per Diem Rate for Regional Directly Operated Child Care Centres (Note 2)

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Full Day (Lakewoods Child Care Centre Only)	/child/day	\$41.50	N	I	September 1, 2017	Report 2017-COW-132
Full Day	/child/day	\$37.00	N	I	September 1, 2017	Report 2017-COW-132
Before and After School	/child/day	\$26.00	N	I	September 1, 2017	Report 2017-COW-132
After School	/child/day	\$20.00	N	I	September 1, 2017	Report 2017-COW-132
Before School	/child/day	\$16.00	N	I	September 1, 2017	Report 2017-COW-132

Note 2: includes the following Child Care Centres, Lakewoods Before and After, Sunderland and Clara Hughes Early Learning and Child Care Centres.

**The Regional Municipality of Durham - 2020 Fees and Charges
Social Services Department – Children’s Services**

Nursery School Program

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Sunderland (2 hour session)	/child/session	\$12.00	N	I	September 1, 2017	Report 2017-COW-132

Other

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Processing of Dishonoured Payments	/payment	\$48.00	N	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2020 Fees and Charges
Social Services Department – Family Services**

Counselling Fee Schedule

Annual Gross Income from all Sources *	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
\$20,000 and less	/hour	\$10.00	N	D	March 31, 2003	Report 2003-FSD-02
\$20,001 to \$30,000	/hour	\$30.00	N	D	March 31, 2003	Report 2003-FSD-02
\$30,001 to \$40,000	/hour	\$50.00	N	D	March 31, 2003	Report 2003-FSD-02
\$40,001 to \$50,000	/hour	\$70.00	N	D	March 31, 2003	Report 2003-FSD-02
\$50,001 to \$60,000	/hour	\$80.00	N	D	March 31, 2003	Report 2003-FSD-02
\$60,001 and above	/hour	\$90.00	N	D	March 31, 2003	Report 2003-FSD-02

* Based on Gross Family Income minus \$2,191 for each dependent

Notes

- Counselling fees will be charged for a 50-minute counselling session and an additional fee will be charged for each 30-minute period thereafter. Pro-rated fees are charged for telephone contact lasting beyond 20 minutes.
- Fees considered too onerous by the client(s), can be appealed through their counsellor to FSD management.
- Clients of Ontario Works are exempt from paying fees to access services.
- Cancellation / Missed Appointment: If appointment is cancelled with counsellor within 24 hours of scheduled appointment, client may be charged/invoiced half of the negotiated fee, except in cases of emergency.

Other

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
File Disclosure: For clients requesting their own file	Per vetted file	\$25.00	N	D	April 1, 2019	
File Disclosure: For 3rd parties requesting a client file	Per vetted file	\$100.00	N	D	March 1, 2013	
Processing of Dishonoured Payments	/payment	\$48.00	N	D	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2020 Fees and Charges
Social Services Department – Services for Seniors**

Accommodation rates at long-term care facilities

Type	Description	Daily Rate \$ Excluding HST	Monthly Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Basic		\$62.18	\$1,891.31	N	D	July 1, 2019	*
Semi-Private	Residents occupying older beds or admitted to newer beds on/after July 1, 2012	\$70.70	\$2,150.46	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013	\$71.75	\$2,182.40	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014	\$72.83	\$2,215.25	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015	\$73.89	\$2,247.49	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2015	\$74.96	\$2,280.04	N	D	July 1, 2019	*
Private	Residents occupying older beds or admitted to newer beds on/after July 1, 2012	\$81.35	\$2,474.40	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013	\$83.22	\$2,531.28	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014	\$85.08	\$2,587.85	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015	\$86.96	\$2,645.04	N	D	July 1, 2019	*
	Residents admitted to newer beds on/after July 1, 2015	\$88.82	\$2,701.61	N	D	July 1, 2019	*
Short-Stay	Respite Bed	\$40.24	N/A	N	D	July 1, 2019	*

* Approved by Provincial Regulation

Notes

- There is no preferred accommodation surcharge for short-stay residents.
- Newer beds are classified as "A" according to ministry design standards and apply to Hillsdale Estates, Hillsdale Terraces, Lakeview Manor and Fairview Lodge.
- Long-stay residents (including exceptional circumstances) in basic accommodations may apply for a rate reduction.
- Residents in preferred accommodations are not eligible for rate reduction.

**The Regional Municipality of Durham - 2020 Fees and Charges
Social Services Department – Services for Seniors**

Other

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Meals on Wheels (MOW)	/meal	\$6.05	N	D	April 1, 2019
Cable TV	/month	\$25.97	N	I/D	
Adult Day Program - Consumer Fee (see notes)	/day	\$21.00	N	I	

Notes

- Subsidy is available for those who meet the criteria.
- Fee includes hot noon meal and snacks during the day.
- May be additional costs for outings/events.

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Ontario Drinking Water Regulation Packages

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Microbiological	Presence/Absence Test (P/A for TC, EC)	\$14.30	Y	I	January 1, 2020	Report 2019-COW-33
	Treated Water (P/A, HPC or BKD)	\$26.50	Y	I	January 1, 2020	Report 2019-COW-33
	Well Water/Raw/Reg.319 (TC, EC)	\$27.50	Y	I	January 1, 2020	Report 2019-COW-33
	Well Water/Treated/Distribution (TC, EC, HPC)	\$37.70	Y	I	January 1, 2020	Report 2019-COW-33
	Single test by membrane filtration (e.g. MFHPC, MFTC)	\$13.30	Y	I	January 1, 2020	Report 2019-COW-33
	Test for E. coli by membrane filtration	\$14.30	Y	I	January 1, 2020	Report 2019-COW-33
All Parameters required under Schedule 23 plus additional metals	Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Hg, Mn, Mo, Ni, Pb, Sb, Se, U, Zn	\$80.60	Y	I	January 1, 2020	Report 2019-COW-33
Inorganic Ions required under Ontario Regulation 170/03	F, NO2, NO3, Na	\$79.60	Y	I	January 1, 2020	Report 2019-COW-33
Inorganic Ions required under Ontario Regulation 170/03 plus additional Ions	Hardness*, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO2, NO3, PO4, SO4	\$79.60	Y	I	January 1, 2020	Report 2019-COW-33
	Nitrite, Nitrate	\$52.00	Y	I	January 1, 2020	Report 2019-COW-33
	Sodium	\$34.70	Y	I	January 1, 2020	Report 2019-COW-33
	Fluoride	\$34.70				
	Lead testing as required under Ontario Regulation 170	\$35.70	Y	I	January 1, 2020	Report 2019-COW-33
	Lead testing as required under Ontario Regulation 243 - For Standing & Flushed	\$150.00	Y	I	January 1, 2020	Report 2019-COW-33

* Calculation included (no charge)

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Ontario Drinking Water Regulation Packages (continued)

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Organic Chemical THMs (Trihalomethanes)	Bromodichloromethane (bromoform) dibromochloromethane (chloroform) THM (Total)	\$102.00	Y	I	January 1, 2020	Report 2019-COW-33
All Parameters required under Schedule 24	Includes all Parameters described under the following test CODES listed in this book - VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB	\$1,400.00	Y	I	January 1, 2020	Report 2019-COW-33
Combined Packages - York Region Drinking Water Package A	Includes DW2M (less TURB), Hg, B, Ba, U, VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB	\$1,285.20	Y	I	January 1, 2020	Report 2019-COW-33

The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory

Microbiological Tests

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Ontario Regulation 170/03	Presence/Absence Test (P/A for TC, EC)	\$14.30	Y	I	January 1, 2020	Report 2019-COW-33
	Treated Water (P/A, HPC or BKD)	\$26.50	Y	I	January 1, 2020	Report 2019-COW-33
	Well Water/Raw/Reg.319 (TC, EC)	\$27.50	Y	I	January 1, 2020	Report 2019-COW-33
	Well Water/Treated/Distribution (TC, EC, HPC)	\$37.70	Y	I	January 1, 2020	Report 2019-COW-33
	Raw Water Intake, Municipal (TC, EC, BKD)	\$32.60	Y	I	January 1, 2020	Report 2019-COW-33
	Treated/Distribution Water (TC, EC, BKD, HPC)	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
	Single test by membrane filtration (e.g. MFHPC, MFTC)	\$13.30	Y	I	January 1, 2020	Report 2019-COW-33
	Test for E. coli by membrane filtration	\$14.30	Y	I	January 1, 2020	Report 2019-COW-33
New Mains	New Water Mains (TC, EC, BKD, HPC)	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
Waste Water	E.coli (Final Effluent)	\$16.30	Y	I	January 1, 2020	Report 2019-COW-33
	E.coli (Sludge / Cake)	\$30.60	Y	I	January 1, 2020	Report 2019-COW-33
	Final Effluent (TC, EC)	\$30.60	Y	I	January 1, 2020	Report 2019-COW-33
	Final Effluent (TC, EC, FS)	\$40.80	Y	I	January 1, 2020	Report 2019-COW-33
	Microscopic Examination	\$100.00	Y	I	January 1, 2020	Report 2019-COW-33
Recreational Water	E.coli (Lake/Beach/Creek/Pond/River)	\$14.30	Y	I	January 1, 2020	Report 2019-COW-33
	Lakes / Bathing beaches (TC, EC, FS)	\$37.70	Y	I	January 1, 2020	Report 2019-COW-33
	Any Single Membrane Filtration Test (e.g. FC - MFFC, AE - MFAE, PS, SA etc.)	\$25.50	Y	I	January 1, 2020	Report 2019-COW-33
Raw and Treated Water	Algae Enumeration and Identification	\$100.00	Y	I	January 1, 2020	Report 2019-COW-33
	Algae by Microscopic Particulate Analysis	\$500.00	Y	I	January 1, 2020	Report 2019-COW-33
	Microcystin	\$153.00	Y	I	January 1, 2020	Report 2019-COW-33
	F Specific Coliphages	\$200.00	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Microbiological Tests (continued)

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Mycology (Fungi)	Fungal Enumeration	\$25.00	Y	I	January 1, 2020	Report 2019-COW-33
	Fungal Identification (Consultation Required)	\$130.00	Y	I	January 1, 2020	Report 2019-COW-33
	Air Quality (Microbial - Bacteria, Yeasts & Molds)	\$75.00	Y	I	January 1, 2020	Report 2019-COW-33
	Enumeration of Bacteria, Yeast and Molds by RODAC plates (BHI & SAB/MEA)	\$75.00	Y	I	January 1, 2020	Report 2019-COW-33
Protozoa Testing	Cryptosporidium and Giardia (MBCG)	\$816.00	Y	I	January 1, 2020	Report 2019-COW-33
	Cryptosporidium, Giardia and Microscopic Particulate Analysis (MBCGMPA)	\$1,100.00	Y	I	January 1, 2020	Report 2019-COW-33
	Pigment Bearing Algae and Diatoms (MBPBAD)	\$500.00	Y	I	January 1, 2020	Report 2019-COW-33
	Cryptosporidium, Giardia and Pigment Bearing Algae and Diatoms (MBCGPBAD)	\$1,100.00	Y	I	January 1, 2020	Report 2019-COW-33
Sterility (Spore) Testing	Bacillus subtilis (DRY)	\$50.00	Y	I	January 1, 2020	Report 2019-COW-33
	Bacillus stearothermophilus (STEAM)	\$50.00	Y	I	January 1, 2020	Report 2019-COW-33
Other Bacteriological Groups	Private Wells (TC, EC)(Signed Report faxed next day)	\$76.50	Y	I	January 1, 2020	Report 2019-COW-33
	Iron Bacteria - Presence/Absence	\$75.00	Y	I	January 1, 2020	Report 2019-COW-33
	Sulphur Bacteria - Presence/Absence	\$75.00	Y	I	January 1, 2020	Report 2019-COW-33
	Iron & Sulphur Bacteria - Presence/Absence	\$125.00	Y	I	January 1, 2020	Report 2019-COW-33
	Enumeration for (TC, EC, FC, HPC, BKD, PS, AE or FS) per parameter	\$51.00	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

General Inorganic Tests

Description	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
pH, Conductivity, Alkalinity	\$27.50	\$32.60	Y	I	January 1, 2020	Report 2019-COW-33
Alkalinity, Total (CaCO3)	\$16.30	\$21.40	Y	I	January 1, 2020	Report 2019-COW-33
Alkalinity, Total (CaCO3) (plus hydroxide, carbonate and bicarbonate)	\$20.00	\$26.00	Y	I	January 1, 2020	Report 2019-COW-33
Conductivity	\$11.20	\$16.30	Y	I	January 1, 2020	Report 2019-COW-33
pH	\$11.20	\$16.30	Y	I	January 1, 2020	Report 2019-COW-33
Fluoride by Ion Selective Electrode	\$21.40	\$27.50	Y	I	January 1, 2020	Report 2019-COW-33
Total Residual Chlorine	\$11.20	\$19.40	Y	I	January 1, 2020	Report 2019-COW-33
Free Residual Chlorine	\$11.20	\$19.40	Y	I	January 1, 2020	Report 2019-COW-33
Colour	\$16.30	\$19.40	Y	I	January 1, 2020	Report 2019-COW-33
Turbidity	\$16.30	\$19.40	Y	I	January 1, 2020	Report 2019-COW-33
Biochemical Oxygen Demand (BOD5)	\$35.70	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
Carbonaceous Biochemical Oxygen Demand (cBOD5)	\$35.70	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
Chemical Oxygen Demand (COD)	\$31.60	\$37.70	Y	I	January 1, 2020	Report 2019-COW-33
Dissolved Organic Carbon (DOC)	\$29.60	\$37.70	Y	I	January 1, 2020	Report 2019-COW-33
Cyanide (Total)	\$40.80	\$47.90	Y	I	January 1, 2020	Report 2019-COW-33
Cyanide (Free)	\$40.80	\$47.90	Y	I	January 1, 2020	Report 2019-COW-33
Phenol	\$37.70	\$45.90	Y	I	January 1, 2020	Report 2019-COW-33
Sulphide (S2-)	\$37.70	\$45.90	Y	I	January 1, 2020	Report 2019-COW-33

* S/S/S = Sewerage, Sludge and Soil

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

General Inorganic Tests (continued)

Description	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Dissolved Solids, Ashed Dissolved Solids, Volatile Dissolved Solids**	\$26.50	N/A	Y	I	January 1, 2020	Report 2019-COW-33
Suspended Solids (SS)	\$15.30	\$17.30	Y	I	January 1, 2020	Report 2019-COW-33
Suspended Solids, Ashed Suspended Solids, Volatile Suspended Solids**	\$21.40	\$24.50	Y	I	January 1, 2020	Report 2019-COW-33
Total Solids (TS)	\$13.30	\$15.30	Y	I	January 1, 2020	Report 2019-COW-33
Total Solids, Ashed Total Solids, Volatile Total Solids**	\$19.40	\$21.40	Y	I	January 1, 2020	Report 2019-COW-33
Dissolved Solids, Suspended Solids, Total Solids	\$35.70	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
Total Oil & Grease	\$53.00	\$63.20	Y	I	January 1, 2020	Report 2019-COW-33
Total / Mineral / Animal & Vegetable** Oil & Grease	\$80.60	\$96.90	Y	I	January 1, 2020	Report 2019-COW-33
Volatile Acids	\$30.60	\$30.60	Y	I	January 1, 2020	Report 2019-COW-33

* S/S/S = Sewerage, Sludge and Soil

** Calculation included (no charge)

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

General Inorganic Tests (continued)

Description	Test For	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Ion Chromatography	Hardness**, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO ₂ , NO ₃ , PO ₄ , SO ₄	\$79.60	\$95.90	Y	I	January 1, 2020	Report 2019-COW-33
	F, Cl, Br, NO ₂ , NO ₃ , NO ₂ +NO ₃ , PO ₄ , SO ₄	\$52.00	\$62.20	Y	I	January 1, 2020	Report 2019-COW-33
	Hardness**, Ca, Mg, Na, K, Ammonia	\$52.00	\$62.20	Y	I	January 1, 2020	Report 2019-COW-33
	Any One of the Above Single Elements by IC	\$34.70	\$40.80	Y	I	January 1, 2020	Report 2019-COW-33
Nutrients by Segmented Flow Analyzer	NH ₃ +NH ₄ , PO ₄ , NO ₂ , NO ₂ +NO ₃ , TKN, TP	\$98.90	\$118.30	Y	I	January 1, 2020	Report 2019-COW-33
	NH ₃ +NH ₄ , PO ₄ , NO ₂ , NO ₂ +NO ₃	\$59.20	\$70.40	Y	I	January 1, 2020	Report 2019-COW-33
	TKN, TP	\$59.20	\$70.40	Y	I	January 1, 2020	Report 2019-COW-33
	Any One of the Above Single Nutrients by SFA	\$38.80	\$46.90	Y	I	January 1, 2020	Report 2019-COW-33
	Ultra Low Dissolved PO ₄ (clean water only)	\$66.30	N/A				
Metals	Mercury (Hg) by Cold Vapour AA	\$35.70	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
	Acid Soluble Metals by ICP (Al, Fe, Mn, Pb, Zn)	\$40.80	N/A	Y	I	January 1, 2020	Report 2019-COW-33
	Cation Scan by ICP (B, Ba, Be, Ca, K, Li, Mg, Na, SiO ₃ , Sr, U)	\$40.80	N/A	Y	I	January 1, 2020	Report 2019-COW-33
	Heavy Metals Scan by ICP (Water) (Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Se, Sb, Zn)	\$54.10	\$64.30	Y	I	January 1, 2020	Report 2019-COW-33
	Heavy Metals Scan by ICP (Sewage / Sludge / Soil) (As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn)	N/A	\$64.30	Y	I	January 1, 2020	Report 2019-COW-33
	Regulation 170 - Metals (Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, U, Zn)	\$76.50	N/A	Y	I	January 1, 2020	Report 2019-COW-33
	Any One of the Above Single Metals by ICP-OAS or ICP-MS	\$35.70	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
	Lead testing as required under O.Reg. 170	\$35.70	N/A	Y	I	January 1, 2020	Report 2019-COW-33
	Lead testing as required under O.Reg. 243	\$75.00	N/A	Y	I	January 1, 2020	Report 2019-COW-33

Other elements such as (Ag, Ti, V, Tl, etc.) are available as single element requests.

* S/S/S = Sewerage, Sludge and Soil

** Calculation included (no charge)

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Inorganic Monitoring Packages

Drinking Water

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Package #1	pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*	\$96.90	Y	I	January 1, 2020	Report 2019-COW-33
Package #2	(colour, turbidity, Al, Fe, Mn, Pb, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$149.90	Y	I	January 1, 2020	Report 2019-COW-33
Package #2 with expanded metals	(colour, turbidity, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$174.40	Y	I	January 1, 2020	Report 2019-COW-33
Package #3 with expanded metals	Colour, (Al, Sb, As, Ba, B, Cd, Cr, Co, Cu, Fe, Pb, Mn, Mo, Ni, Se, U, Zn), Hg, pH, Conductivity, Alkalinity, (Ca, Mg, K, Na, NH3, Hardness*)(Br, Cl, R, NO2, NO3, [NO2+NO3]*, SO4, PO4), DOC, TKN	\$262.20	Y	I	January 1, 2020	Report 2019-COW-33

*Calculation included (no charge)

**The Regional Municipality of Durham - 2020 Fees and Charges
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Inorganic Monitoring Packages (continued)

Landfill Monitoring

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Surface Water	BOD, COD, colour, phenol, total solids, suspended solids, dissolved solids*, pH, conductivity, alkalinity, fluoride, chloride, bromide, nitrite, nitrate, sulphate, phosphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, total cations*, total anions*, ionic balance*, calculated dissolved solids*, calculated conductivity*, langelier index*, dissolved organic carbon, total kjeldahl nitrogen, total phosphorus, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$370.30	Y	I	January 1, 2020	Report 2019-COW-33
Filtration of Raw Landfill samples		\$35.70	Y	I	January 1, 2020	Report 2019-COW-33

*Calculation included (no charge)

Sewer Use – By-law

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Complete Inorganic Package	BOD, suspended solids, total kjeldahl nitrogen, total phosphorus, pH, fluoride sulphate, phenol, cyanide, Total/Mineral/Animal & Vegetable Oil & Grease, Hg, Ag, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Sn, Ti, Zn	\$475.00	Y	I	January 1, 2020	Report 2019-COW-33

The Regional Municipality of Durham - 2020 Fees and Charges
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Inorganic Monitoring Packages (continued)

Sewage and Industrial Waste

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Monitoring Package #1	BOD5, suspended solids	\$42.80	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #2	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus	\$100.00	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #2 plus Metals	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$161.20	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #3	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate	\$149.90	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #3 plus Metals	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$211.10	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #4	BOD5, CBOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. phosphate, pH, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$197.90	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #4 plus Metals	BOD5, CBOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. phosphate, pH, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$262.10	Y	I	January 1, 2020	Report 2019-COW-33

* Calculation included (no charge)

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Inorganic Monitoring Packages (continued)

Sludge

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Monitoring Package #1	total solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate	\$116.30	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #1 plus Metals	total solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate, Hg, As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn	\$177.50	Y	I	January 1, 2020	Report 2019-COW-33
Monitoring Package #2 (Agrisludge)	total solids, ashed total solids, volatile total solids*, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium nitrite + nitrate, Hg, As, Cd, Co, Cr, Cu, K, Mo, Ni, Pb, Se, Zn	\$204.00	Y	I	January 1, 2020	Report 2019-COW-33

* Calculation included (no charge)

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages

Drinking / Surface / Ground Water and Wastewater

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
THMs (Trihalomethanes)	bromodichloromethane (bromoform) dibromochloromethane (chloroform) THM (Total)	\$102.00	Y	I	January 1, 2020	Report 2019-COW-33
BTEX by Purge & Trap GC/MS	benzene; m, p-xylene; toluene; Ethylbenzene; O-xylene	\$80.60	Y	I	January 1, 2020	Report 2019-COW-33
Taste & Odour	geosmin; 2-isobutyl-3-methoxypyrazine; 2,3,6- trichloroanisole; 2-methylisoborneol (MIB); 2-isopropyl-3- methoxypyrazine; 2,4,6-trichloroanisole	\$250.00	Y	I	January 1, 2020	Report 2019-COW-33
Haloacetic Acids (Disinfection By- Products)	bromochloroacetic acid; dichloroacetic acid; monochloroacetic acid; dibromoacetic acid; monobromoacetic acid ;trichloroacetic acid	\$300.00	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Drinking / Surface / Ground Water and Wastewater (continued)

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Volatile Organic Compounds	benzene; bromodichloromethane; bromoform; bromomethane; carbon tetrachloride; chlorobenzene; chlorodibromomethane; chloroethane; chloroform; chloromethane; tetrachloroethylene (perchloroethylene); 1,2-dibromoethane (ethylene dibromide); 1,2-dichlorobenzene; 1,3-dichlorobenzene; 1,4- dichlorobenzene; 1,1-dichloroethane; 1,2-dichloroethane; 1,1-dichloroethylene; methyl tert-butyl ether (MTBE); methyl ethyl ketone (MEK); methyl isobutyl ketone (MIBK); 1,1,1,2- tetrachloroethane; cis-1,2-dichloroethylene; trans-1,2- dichloroethylene; dichloromethane; 1,2-dichloropropane; cis-1,3-dichloropropylene; trans-1,3-dichloropropylene; ethylbenzene; Styrene; 1,1,2,2-tetrachloroethane; toluene; 1,1,1-trichloroethane; 1,1,2-trichloroethane; trichloroethylene; trichlorofluoromethane; vinyl chloride; o-xylene; m, p-xylene; THM (Total); xylene (Total); 2- hexanone; acetone; 1,2,4-trichlorobenzene	\$128.50	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Pesticide / Herbicide Analysis

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Organochlorine Pesticides	aldrin; a-BHC; b-BHC; g-BHC (Lindane); a-chlordane; g-chlordane; p,p' – DDD; p,p' – DDE; p,p' – DDT; o,p' – DDT; dieldrin; endosulphan I; endosulphan II; endosulphan sulphate; endrin; heptachlor; heptachlor epoxide; methoxychlor; mirex; oxychlordane; trifluralin; toxaphene	\$123.40	Y	I	January 1, 2020	Report 2019-COW-33
Triazine Herbicides	alachlor (Lasso); ametryn; atraton; atrazine; cyanazine (Bladex); desethyl atrazine; desethyl simazine; metolachlor; metribuzin (Sencor); prometon; prometryn; propazine; simazine	\$107.10	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Pesticide / Herbicide Analysis (continued)

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Organophosphorus Pesticides	chlorpyrifos (Dursban); chlorpyrifos-methyl (Reldan); diazinon; dichlorvos; dimethoate; ethion; fenchlorphos (Ronnel); guthion (Azinphos-methyl); benzo(a)pyrene; malathion; methyl parathion; mevinphos (Phosdrin); parathion; phorate (Thimet); terbufos	\$107.10	Y	I	January 1, 2020	Report 2019-COW-33
Phenoxy Acid Herbicides	2,4-dichlorophenoxyacetic acid (2,4-D); bromoxynil; dicamba; diclofop-methyl; MCPA; picloram	\$161.20	Y	I	January 1, 2020	Report 2019-COW-33
Chlorophenols	2,4-dichlorophenol; 2,4,6-trichlorophenol; 2,3,4,6-tetrachlorophenol	\$161.20	Y	I	January 1, 2020	Report 2019-COW-33
Carbamate & Phenyl Urea Pesticides/Herbicides	Carbaryl; Diuron; Carbofuran; Triallate	\$239.70	Y	I	January 1, 2020	Report 2019-COW-33
Glyphosate		\$198.90	Y	I	January 1, 2020	Report 2019-COW-33
Diquat	Paraquat	\$198.90	Y	I	January 1, 2020	Report 2019-COW-33
PCB Analysis	Polychlorinated Biphenyls	\$80.60	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Pesticide / Herbicide Analysis (continued)

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
PAHs (Polynuclear Aromatic Hydrocarbons) by GC/MSD	Acenaphthene; Acenaphylene; Anthracene; Benzo(a)anthracene; Benzo(a)pyrene; Benzo(b)fluoranthene; Benzo(g, h, i)perylene; Benzo(k)fluoranthene; 1-Chloronaphthalene; Chrysene; Dibenz(a, h)anthracene; Fluoranthene; Fluorene; Indeno (1,2,3-cd)pyrene; 1-Methylnaphthalene; 2-Methylnaphthalene; Naphthalene; Phenanthrene; Pyrene	Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
Open Characterization (Semi-quantitative)	Volatiles (Scans for Volatile Organic Compounds)	\$250.00	Y	I	January 1, 2020	Report 2019-COW-33
	Extractables (Scans for Extractable Organic Compounds)	\$300.00	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Sewer Use By-laws

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Industrial Sewer Use By-law Acid/Base/Neutral Compounds	di-n-butylphthalate; bis(2-ethylhexyl)phthalate; Polychlorinated Biphenyls	\$214.20	Y	I	January 1, 2020	Report 2019-COW-33
		\$80.60	Y	I	January 1, 2020	Report 2019-COW-33
Industrial Sewer Use By-law Volatile Organic Compounds	1,1,2,2, -tetrachloroethane; 1,2-dichlorobenzene; 1,4-dichlorobenzene; benzene; chloroform; cis-1,2-dichloroethylene; dichloromethane; ethylbenzene; methyl ethyl ketone (MEK); m/p-xylene; o-xylene; styrene; tetrachloroethylene; toluene; trans-1,3-dichloropropylene; trichloroethylene; xylene (Total)	\$134.60	Y	I	January 1, 2020	Report 2019-COW-33
Industrial Sewer Use By-law Nonylphenols & Ethoxylates (Subcontracted)	Nonylphenol; nonylphenol ethoxylates	Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
Durham/York/Peel Sewer Use By-law Organic Package*	1,1,2,2, -tetrachloroethane; 1,2-dichlorobenzene; 1,4-dichlorobenzene; benzene; chloroform; cis-1,2-dichloroethylene; dichloromethane; ethylbenzene; methyl ethyl ketone (MEK); di-n-butyl phthalate; PCB (Total); m/p-xylene; o-xylene; styrene; tetrachloroethylene; toluene; trans-1,3-dichloropropylene; trichloroethylene; xylene (Total); bis (2-ethylhexyl) phthalate	\$727.50	Y	I	January 1, 2020	Report 2019-COW-33

* If nonly phenol/nonly phenol ethoxylates required, please request as add-on to package

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Other Packages

Description	Test For	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Total Petroleum Hydrocarbons (TPH) in Water (Subcontracted)	This CCME method includes: a) BTEX-Purgeables by P&T GC/MS or HS GC/FID - gasoline range b) Extractables by GC/FID - diesel range c) Total Oil & Grease by Gravimetric - heavy oil range		Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
Legal Sample Fees and Legal storage fees	Sample submitted under legal chain of custody (to maintain an unbroken chain of custody for samples that may be used for litigation)	Per sample	\$255.00	Y	I	January 1, 2020	Report 2019-COW-33
	Extended storage for legal samples (longer than 30 days) (samples will be stored free of charge for 30 days from date of final report)	Per container per month	\$3.10	Y	I	January 1, 2020	Report 2019-COW-33
	Court testimony by Regional Environmental Laboratory staff	Per hour (including travel and wait time)	To be determined case-by-case	Y	I	January 1, 2020	Report 2019-COW-33
	Mileage for appearance	Per kilometre (actual)	\$0.55	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Environmental Laboratory**

Organic Monitoring Packages (continued)

Other Packages

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Miscellaneous	Sub-contractor Fee	Subcontractor's Rate	Y	I	January 1, 2020	Report 2019-COW-33
	Report re-issue Fee					
	- Current Year	\$10.00	Y	I	January 1, 2020	Report 2019-COW-33
	- Previous 2 years	\$25.00	Y	I	January 1, 2020	Report 2019-COW-33
	- Prior Archives	\$100.00	Y	I	January 1, 2020	Report 2019-COW-33
Sample Treatment	Chlorine quenching	\$25.00	Y	I	January 1, 2020	Report 2019-COW-33
	Oil & Grease additional extraction	\$25.00	Y	I	January 1, 2020	Report 2019-COW-33
	Crypto/Giardia Additional Filter Processing	\$400.00	Y	I	January 1, 2020	Report 2019-COW-33
	Shipping (Sample Containers)	Actual cost	Y	I	January 1, 2020	Report 2019-COW-33

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Solid Waste Management**

Solid Waste Management Fees and Charges

Type	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge	Effective Date	Notes / Comments
Blue Box Materials For loads of 100% Blue Box materials only	Newspapers, glass bottles and jars, cardboard, metal and aluminum food and beverage containers, all plastic bottles with a twist off top, metal paint cans, metal aerosol cans, milk, juice and drink containers, tubs and lids	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7
Household Hazardous Waste (HHW) For loads of 100% Household Hazardous Waste only	Oil and oil filters, paints, propane tanks, batteries, antifreeze, etc.		No Charge					
Waste Electronics and Electrical Waste For loads of 100% Waste Electronics and Electrical only			No Charge					
Used Tires For loads of 100% Tires only	Limit of up to 4 tires per vehicle per day		No Charge					
Bale Wrap For loads of 100% Bale Wrap only	Must be delivered clean and free of debris		No Charge					
Sign Recycling For loads of 100% Signs only	Consisting of plastic film on wire, paperboard on wood, or corrugated plastic		No Charge					
Waste Disposal General residential and commercial garbage waste	For loads up to and including 40.00 kg minimum charge	/ vehicle / load	N/A	N	D	\$5.00		
	For loads over 40.00 kg	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – Solid Waste Management**

Solid Waste Management Fees and Charges (continued)

Type	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge	Effective Date	Notes / Comments	
Fill Material	For loads of 100% Fill Material only	For loads of soils, concrete and mixed construction materials	/ 1,000kg	\$250.00	N	D	N/A	July 1, 2019	Report 2019-COW-3
Mixed Loads		For loads of Blue Box, HHW Material, Bale Wrap, Tires and/or Electronics and Electrical in the same load as other waste	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7
		For Loads containing fill material	/ 1,000kg	\$250.00	N	D	N/A	July 1, 2019	Report 2019-COW-3
When scales are not in service	A flat rate charge system will apply and staff will estimate the loads	For loads up to and including 40.00 kg, except for loads of 100% Blue Box, 100% Household Hazardous Waste and/or 100% Fill Material	/ vehicle / load	N/A	N	D	\$5.00		
		For loads estimated over 40.00 kg	/ 100kg	\$12.50	N	D	N/A	July 1, 2016	Report 2016-J-7
Recycling Depot		Blue Box sales	Each	Market Price	N	D	N/A		
		Green Bin sales	Each	Market Price	N	D	N/A		
		Backyard Composter sales	Each	Market Price	N	D	N/A		
Integrated System		Solid Waste Bag Tags (where bag limit is exceeded)	/ tag	\$2.50	N	D	N/A	May 1, 2014	

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – General Services**

General Services Fees and Charges

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
1. Drawings	a) Engineering drawings	/drawing	\$10.00	Y	I	April 1, 2013
	b) Valve location drawings	/drawing	\$2.30	Y	I	April 1, 2013
	c) CAD File - Engineering Drawing	/drawing	\$22.00	Y	I	April 1, 2013
	d) Engineering Reports/Drawings - Digital Format on CD/DVD	/drawing	\$54.00	Y	I	April 1, 2013
	e) Environmental Study Reports (based on number of pages)		Various	Y	I	April 1, 2013
2. System Maps – Water, Sanitary and Storm Sewer	a) Digital pdf files of Regional Water System 1:5000 on CD	/file	\$113.00	Y	D	April 1, 2013
	Digital pdf files of Regional Sewer System 1:5000 on CD	/file	\$113.00	Y	D	April 1, 2013
	Digital pdf files of Regional Storm Sewer System 1:5000 on CD	/file	\$113.00	Y	D	April 1, 2013
	b) Water, Sanitary Sewer, Storm System maps 24"x36" Colour	/sheet	\$84.00	Y	D	April 1, 2013
	c) Water, Sanitary Sewer, Storm System maps 24"x36" b/w	/sheet	\$11.00	Y	D	April 1, 2013
3. Design	Design Guidelines (Criteria & Standards)		\$111.00	Y	D	April 1, 2013
	Design Guideline Revisions		\$23.00	Y	D	April 1, 2013

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
4. Standard Construction Specifications	a) Individual sheets	/sheet	\$0.50	Y	D	April 1, 2013
	b) Regional Sewer & Watermain Specifications	/set	\$11.00	Y	D	April 1, 2013
5. Contract Tender Documents			Various	Y		April 1, 2013
6. Topographical Maps (Contour)	Oshawa	/sheet	\$56.00	Y	D	April 1, 2013
	Port Perry, Brooklin, Whitby, Bowmanville, Newcastle, Port of Darlington, Uxbridge, Cannington, Beaverton and Sunderland	/sheet	\$17.00	Y	D	April 1, 2013
7. Curb Cutting		/metre	Actual Cost	N	D	April 1, 2013
		/foot	Actual Cost	N	D	April 1, 2013
	Minimum Charge		\$210.00	N	D	April 1, 2013
8. Curb Placement or Replacement			Actual Cost	N	D	April 1, 2013
9. Private Driveway Entrances (Culverts)	450 mm dia/7 m (18" dia/23' long)		\$3,600.00	N	D	April 1, 2016
	600 mm dia/7 m (24" dia/23' long)		\$3,900.00	N	D	April 1, 2016
	Per meter over 7 m (450 mm dia.)	/metre	\$244.00	N	D	April 1, 2013
	18" diameter	/foot	\$68.00	N	D	April 1, 2013
	Per meter over 7 m (600 mm dia.)	/metre	\$265.00	N	D	April 1, 2013
	24" diameter	/foot	\$78.00	N	D	April 1, 2013
	Culvert relocation & culverts over 600 mm in diameter or over 12.2 m long		Actual Cost	N	D	April 1, 2013

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
10. Weed inspectors be authorized to pay the following rates:	Weed cutting		Actual Cost	N	I	April 1, 2017
	Person with spraying equipment		Actual Cost	N	I	April 1, 2013
11. Payroll Burden	a) On regular labour		50%	N		April 1, 2013
	b) On overtime		10%	N		April 1, 2013
12. Administration Fee (Overhead)	a) Costs to be recovered by third parties (excluding area municipalities and other government agencies)		8%	N	I	April 1, 2017
	b) Costs related to capital and traffic signal installations/maintenance		Varies	N	I	April 1, 2017
13 a) Encroachments on Regional Roads	i) Stand alone or existing structures	Processing Charge	\$530.00	N	D	April 1, 2017
	plus yearly fee (five year term)	/year	\$100.00	N	D	April 1, 2014
	ii) Signs or canopies attached to buildings	Processing Charge	\$530.00	N	D	April 1, 2017
13 b) Encroachments on Sewer, Water, Road Easements	i) Release of portion of easement due to encroachment of structure plus legal, survey, registration fees plus extra costs to maintain remaining easement, if necessary, plus any increase in value of land, if applicable	Processing Charge	\$413.00	N	D	April 1, 2017
	ii) Release of all/portion of easement due to abandonment, plus legal, survey, registration fees, plus any increase in value of land, if applicable	Processing Charge	\$413.00	N	D	April 1, 2020

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
14. Vendor Permits	License required by owner or occupants of property adjoining a highway to use the untraveled portion to sell goods by retail		\$56.00	N	D	April 1, 2013
15. Traffic Information	Signal timings (letter)	/intersection	\$85.00	Y	D	April 1, 2013
	Signal maintenance data (e-mail, other)	/search	\$65.00	Y	D	April 1, 2013
	Collision summary annual report (CD)	/ADT	\$80.00	Y	D	April 1, 2013
	3 year collision data	/collision	\$56.00	Y	D	April 1, 2013
	Collision diagram	/location	\$157.00	Y	D	April 1, 2013
	Signal drawings (on paper)	/print	\$58.00	Y	D	April 1, 2013
	Legal enquiries - signal timing	/enquiry	\$190.00	Y	D	April 1, 2013
	Legal enquiries - other	/hour	\$70.00	N	D	April 1, 2013
16. Municipal Consent	Municipal Consent processing fee		\$600.00	Y	I	April 1, 2020
17. Pavement Degradation Fees	Cost of Utility Trench Impact (m2)	Road Condition Index: 100-90	\$27.00	Y	I	April 1, 2013
		Road Condition Index: 89-80	\$23.00	Y	I	April 1, 2013
		Road Condition Index: 70-60	\$19.00	Y	I	April 1, 2013
		Road Condition Index: 59-50	\$12.00	Y	I	April 1, 2013
		Road Condition Index: <50	\$6.00	Y	I	April 1, 2013

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
18. Environmental Information		/site	\$128.00	Y	I	April 1, 2013
19. Road Occupancy	Special Events permit (with the exception of Charitable Organizations)		\$95.00	Y	D	April 1, 2013
20. Oversize Overweight Permit	Annual Permit	/year	\$150.00	N	D	April 1, 2013
	Single Trip Permit	/trip	\$100.00	N	D	April 1, 2013
	Project Permit	/project	\$200.00	N	D	April 1, 2013
	Security Deposit as determined by load / damage potential	Minimum	\$1,000.00	N	D	April 1, 2013

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Engineering Fees (Total Costs of Works)

Item	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	
21. Subdivision Agreements	Less than \$100,000		3%	N	D	April 1, 2017
	\$100,001 - \$200,000	\$3,000 on first \$100,000 & 2.50% on next \$100,000		N	D	April 1, 2013
	\$200,001 - \$500,000	\$5,500 on first \$200,000 & 2.25% on next \$300,000		N	D	April 1, 2013
	\$500,001 - \$1,000,000	\$12,250 on first \$500,000 & 2.00% on next \$500,000		N	D	April 1, 2013
	\$1,000,001 - \$2,000,000	\$22,250 on first \$1,000,000 & 1.50% on next \$1,000,000		N	D	April 1, 2013
	\$2,000,001 - \$4,000,000	\$37,250 on first \$2,000,000 & 1.20% on next \$2,000,000		N	D	April 1, 2013
	Minimum Charge		\$255.00	N	D	April 1, 2017
22. Servicing Agreements	Less than \$100,000		3%	N	D	April 1, 2017
	\$100,001 - \$200,000	\$3,000 on first \$100,000 & 2.50% on next \$100,000		N	D	April 1, 2013
	\$200,001 - \$500,000	\$5,500 on first \$200,000 & 2.25% on next \$300,000		N	D	April 1, 2013
	\$500,001 - \$1,000,000	\$12,250 on first \$500,000 & 2.00% on next \$500,000		N	D	April 1, 2013
	\$1,000,001 - \$2,000,000	\$22,250 on first \$1,000,000 & 1.50% on next \$1,000,000		N	D	April 1, 2013
	\$2,000,001 - \$4,000,000	\$37,250 on first \$2,000,000 & 1.20% on next \$2,000,000		N	D	April 1, 2013
	Minimum Charge		\$255.00	N	D	April 1, 2017

**The Regional Municipality of Durham - 2020 Fees and Charges
Works Department – General Services**

General Services Fees and Charges (continued)

Telecommunications Equipment – Installation on Regional Sites, Infrastructure and Facilities

Item	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
23 a) Site Licenses - tower constructed on Regional site	i) Application fee	\$2,690.00	N	D	April 1, 2020
	ii) Annual license fee	\$24,191.00	Y	D	April 1, 2020
	iii) Application fee for modifications to existing towers	\$2,690.00	N	D	April 1, 2020
	An increase to the annual license fee of 25% per carrier will apply for each additional carrier utilizing the tower	\$6,048.00	Y	D	April 1, 2020
23 b) Site License - antenna installed on Regional facility/infrastructure	i) Application fee	\$2,690.00	N	D	April 1, 2020
	ii) Annual license fee for site access	\$13,439.00	Y	D	April 1, 2020
	iii) Annual fee per antenna installed	\$874.00	Y	D	April 1, 2020
	iv) Application fee for modifications to existing antenna	\$2,690.00	N	D	April 1, 2020

The fees will increase each year for the term of the agreement by a rate of 3% per annum.

House Inspections and Election Signs

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
24. House Inspection Fee	Fee applied to specific Real Estate acquisition agreements, as required	/location	\$250.00	N	I	April 1, 2013	
25. Election Signs	Removal of a sign by the Region	/sign	\$60.00	N	I	June 13, 2018	By-law 21-2018
	Storage of a sign by the Region	/day	\$5.00	N	I	June 13, 2018	By-law 21-2018

The Regional Municipality of Durham

Finance Department
Business Planning

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