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2016 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, to eliminate hazards to vehicular traffic through road surface repair, vegetation control and litter collection.

Transportation Planning and Design

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

Traffic Systems

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



**2016 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.



**2016 Business Plan**

**Works - General Tax**

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

**Strategic Goal 3.4 - Support the co-ordination of growth with the provision of both hard and soft infrastructure and services.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Ensure that an adequate supply of necessary services and infrastructure are available to accommodate anticipated levels of growth.
- ◆ Provide Regional servicing to employment lands based upon the business planning process and support the aggressive marketing of this land in partnership with local area municipalities.

**Performance Targets**

- ◆ Infrastructure financing strategies implemented consistent with Regional process and number of services available.
- ◆ Hectares of available employment lands.

**Strategic Goals**

**Responsibility - Support**

| <b>Goal</b> | <b>Description</b>   |
|-------------|--|
| <b>2.6</b>  | Develop a community-based action plan to mitigate and adapt to climate change, implementing strategies to use energy efficiently and reduce air and light pollution.   |
| <b>3.1</b>  | Ensure design that promotes sustainable communities, limiting sprawl through increased density within existing built boundaries and any new expansion areas, in accordance with Durham Region's Official Plan. |
| <b>3.5</b>  | Encourage the development of an integrated transportation system that includes alternative transportation development (eg. cycling, walking).  |
| <b>4.5</b>  | Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.  |
| <b>5.1</b>  | Increase and strengthen intergovernmental co-operation and partnerships, including the sharing of resources.   |
| <b>5.2</b>  | Improve communication between the Region, residents and other levels of government and agencies, increasing awareness of Regional services.  |
| <b>5.3</b>  | Preserve Durham's strong fiscal position and administrative excellence.  |
| <b>5.4</b>  | Provide an environment that sustains an effective, motivated, healthy workforce.   |

## PROGRAM SUMMARY



### 2016 Business Plan

### Works - General Tax

| By Program   | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                                | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                                      |                      |                    |                |                   |                    |
| 1 Winter Control                                       | 9,650                | 9,315              | 9,322          | 254               | 9,576              |
| 2 Roadside Maintenance                                 | 4,403                | 4,279              | 4,279          | -                 | 4,279              |
| 3 Storm Sewers   | 130                  | 207                | 217            | -                 | 217                |
| 4 Traffic - Signals and Systems                        | 1,593                | 1,711              | 1,823          | (93)              | 1,730              |
| 5 Traffic - Signs, Markings and<br>Roadside Protection | 1,776                | 1,530              | 1,593          | 152               | 1,745              |
| 6 Traffic - Engineering and<br>Central Control Systems | 2,493                | 2,565              | 2,564          | 46                | 2,610              |
| 7 Engineering and Staff Support                        | 3,548                | 4,204              | 4,230          | 106               | 4,336              |
| 8 Facilities Management                                | 2,715                | 2,488              | 2,657          | 261               | 2,918              |
| 9 Regional Forest                                      | -                    | -                  | -              | -                 | -                  |
| 10 Depot Operations                                    | 3,634                | 4,064              | 4,123          | (312)             | 3,811              |
| 11 Fleet Operations                                    | -                    | -                  | -              | -                 | -                  |
| 12 Fleet Clearing                                      | -                    | -                  | -              | -                 | -                  |
| 13 Payroll Clearing                                    | -                    | -                  | -              | -                 | -                  |
| 14 Administration                                      | 384                  | 376                | 381            | -                 | 381                |
| 15 Headquarters Shared Cost                            | 566                  | 566                | 575            | 6                 | 581                |
| <b>Operating Subtotal</b>                              | <b>30,892</b>        | <b>31,305</b>      | <b>31,764</b>  | <b>420</b>        | <b>32,184</b>      |

## PROGRAM SUMMARY



### 2016 Business Plan

### Works - General Tax

| By Program   | 2015                 |                    | 2016           |                   |                              |
|--|----------------------|--------------------|----------------|-------------------|------------------------------|
| (\$,000's)   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget           |
| <b>16 Tangible Capital Assets:</b>                                       |                      |                    |                |                   |                              |
| 1R Facilities Management - New   | 98                   | 98                 | -              | 63                | 63                           |
| 2R - Replacement   | 502                  | 502                | -              | -                 | -                            |
| 3R Fleet and Equipment - New   | 86                   | 86                 | -              | -                 | -                            |
| 4R - Replacement   | 3,524                | 3,524              | 3,175          | -                 | 3,175                        |
| 5R Buildings - Replacement   | 17                   | 17                 | -              | 294               | 294                          |
| 6R Construction of Municipal<br>Services                                 | 5,908                | 5,908              | 5,908          | 202               | 6,110                        |
| <b>Tangible Capital Assets<br/>Subtotal</b>                              | <b>10,135</b>        | <b>10,135</b>      | <b>9,083</b>   | <b>559</b>        | <b>9,642</b>                 |
| <b>Tangible Capital Assets Revenue &amp; Recoveries:</b>                 |                      |                    |                |                   |                              |
| 7R Fleet and Equip - Recovery<br>from Reserve/Reserve Fund               | (3,393)              | (3,393)            | (3,137)        | -                 | (3,137)                      |
| 8R Recovery from Garage<br>Operations                                    | (30)                 | (30)               | -              | -                 | -                            |
| <b>Tangible Capital Assets<br/>Revenue &amp; Recoveries<br/>Subtotal</b> | <b>(3,423)</b>       | <b>(3,423)</b>     | <b>(3,137)</b> | <b>-</b>          | <b>(3,137)</b>               |
| <b>Net Tangible Capital Assets</b>                                       | <b>6,712</b>         | <b>6,712</b>       | <b>5,946</b>   | <b>559</b>        | <b>6,505</b>                 |
| <b>Net Program Expenses</b>  | <b>37,604</b>        | <b>38,017</b>      | <b>37,710</b>  | <b>979</b>        | <b>38,689</b>                |
| <b>Summary of Increase (Decrease)</b>                                    |                      |                    | <b>(\$307)</b> | <b>-0.81%</b>     | <b>\$672</b><br><b>1.77%</b> |



## PROGRAM SUMMARY



### 2016 Business Plan

### Works - General Tax

#### Summary of Base Budget Changes

|   | <u>\$</u>           | <u>Comments</u>   |
|---|---------------------|---|
| Salaries & Benefits                       | 994                 | Economic increases  |
| Salaries & Benefits                       | 377                 | Annualization (8.452 positions)                                       |
| Payroll Recovery Adjustment               | 188                 | Facilities Management adjustment to reflect actual planned recoveries |
| Operating Expenditures                    | 1,160               | Inflationary increases  |
| Fees & Service Charges                    | (297)               | Inflationary increases  |
| Minor Assets & Equipment                  | (17)                | Reduced requirements  |
| Major Repairs & Renovations               | (106)               | Reduced requirements  |
| Tangible Capital Assets - New/Replacement | (766)               | Reduced requirements  |
| Increased Recoveries:                     |                     |   |
| Other Funds (Capital & General Tax)       | (104)               | Economic increases  |
| Water Supply                              | (1,426)             | Economic increases  |
| Sanitary Sewer                            | <u>(310)</u>        | Economic increases  |
|   | <u><u>(307)</u></u> |   |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Works - General Tax

\$ 000's

#### Maintenance Operations

##### Winter Control

|   |     |
|---|-----|
| ♦ Increase to reflect actual costs and forecasted requirements related to various winter control activities | 254 |
|   | 254 |

#### Traffic Operations

##### Signals and Systems

|   |      |
|---|------|
| ♦ Decrease to reflect actual costs and forecasted requirements related to various traffic signal and systems activities | (93) |
|   | (93) |

##### Signs, Markings and Roadside Protection

|  |     |
|--|-----|
| ♦ Increase to reflect actual costs and forecasted requirements related to various traffic signs, markings and roadside protection activities | 152 |
|  | 152 |

##### Engineering and Central Control Systems

|  |    |
|--|----|
| ♦ Increase to reflect actual costs and forecasted requirements related to various engineering and central control systems activities | 46 |
|  | 46 |

#### Engineering and Staff Support

|   |       |
|---|-------|
| ♦ Proposed new positions representing 2.358 FTEs, to start July 1st, 2016:  |       |
| ♦ One (1) Clerk 3 in Traffic Operations to provide administrative support and perform duties including data input of Region's Motor Vehicle Accident Record; to maintain data records and filing system in accordance with corporate requirements; other general office duties. This is a conversion of a temporary position to permanent (Annualized impact is \$72.8k) (1.0 FTE)  | 36    |
| ♦ One (1) GIS Specialist in Traffic Operations to facilitate GIS technology data requirements and to provide support to GIS end users and field staff; eliminates need to use more costly engineering staff resources to prepare detailed lane marking drawings for capital road program in accordance with corporate GIS and contract tender requirements. This is a conversion of a temporary position to permanent (Annualized impact is \$106.8k) (1.0 FTE) | 54    |
| ♦ One (1) Technical Assistant (Records) in Construction to review and organize as-built records submitted for subdivision, municipal and capital projects; and to manage increased workload related to GIS system maintenance. This position is shared with Water Supply and Sanitary Sewerage. (Annualized impact is \$28.4k) (0.358 FTE)  | 14    |
| ♦ Reduction in temporary staffing requirements for Traffic Operations positions converted from temporary to permanent, as listed above and alignment of temporary pay to reflect actual costs and forecasted requirements   | (383) |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Works - General Tax

\$ 000's

#### Engineering and Staff Support (continued)

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>◆ Transfer of twenty-seven (27) FTEs to Traffic Payroll Clearing based on a review of the nature of work performed by these positions</li> <li>◆ Transfer of recoveries related to above 27 positions from traffic-related activities</li> <li>◆ Reduction in overtime based on review of historical actuals and forecasted requirements</li> <li>◆ Increase in recoveries from capital projects related to new positions listed above and due to increased capital work by existing positions</li> <li>◆ Increase in vehicle gas and fleet maintenance based on review of historical actuals</li> <li>◆ Adjustments to various accounts to reflect actual costs and forecasted requirements</li> <li>◆ Increase to reflect re-distribution of resources across funds based on review of activities, offset by decreases in Water Supply, Sanitary Sewerage, and Solid Waste Management</li> </ul> | <p>(2,823)</p> <p>2,823</p> <p>(70)</p> <p>(185)</p> <p>11</p> <p>22</p> <p>607</p> <hr style="border: 0.5px solid black;"/> <p><b>106</b></p> |
|---|--|

#### Facilities Management

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>◆ Proposed new position representing 0.288 FTE, to start July 1st, 2016:                             <ul style="list-style-type: none"> <li>◆ One (1) Contract Service Coordinator to provide necessary program support for the administration of corporate facility contracts. This position is shared with Water Supply, Sanitary Sewerage and Solid Waste Management operations (Annualized impact is \$24.9k) (0.288 FTE)</li> </ul> </li> <li>◆ Increases to reflect actual costs and forecasted requirements in various payroll accounts</li> <li>◆ Increase in software licensing costs for new Asset Management software</li> <li>◆ Increase in maintenance costs due to acquisition of Gibb / Olive properties related to the future road expansion project</li> <li>◆ Increase to provide Site Master Plans at Ajax, Oshawa, and Sunderland Depots</li> <li>◆ Adjustments to various accounts to reflect actual costs and forecasted requirements</li> <li>◆ Decrease to reflect re-distribution of resources across funds based on review of activities, offset by increases in Water Supply, Sanitary Sewerage and Solid Waste Management</li> </ul> | <p>12</p> <p>36</p> <p>14</p> <p>175</p> <p>74</p> <p>33</p> <p>(83)</p> <hr style="border: 0.5px solid black;"/> <p><b>261</b></p> |
|---|---|

#### Regional Forest

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>◆ Increase in forecasted expenses by Lake Simcoe Region Conservation Authority staff in accordance with Forest Management Agreement</li> <li>◆ Forecasted increase in revenues generated by forest harvesting activities</li> </ul> | <p>8</p> <p>(8)</p> <hr style="border: 0.5px solid black;"/> <p>-</p> |
|--|---|

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Works - General Tax

\$ 000's

#### Depot Operations

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>◆ Proposed new position representing 0.366 FTE, to start July 1st, 2016:                             <ul style="list-style-type: none"> <li>◆ One (1) Clerk 3 (Support Clerk) position at the Oshawa/Whitby Depot shared with Water Supply and Sanitary Sewerage. This position is required to address public inquiries, payment processing and other office administration duties (Annualized Impact is \$26.6k) (0.366 FTE)</li> </ul> </li> <li>◆ Increase in protective clothing related to arc flash requirements and alignment to historical actuals</li> <li>◆ Increase in maintenance funding to address unanticipated breakdowns and repairs due to aging equipment and infrastructure</li> <li>◆ Adjustments to various accounts to reflect actual costs and forecasted requirements</li> <li>◆ Decrease to reflect re-distribution of resources across funds based on review of activities, offset by increases in Water Supply and Sanitary Sewerage</li> </ul> | <p>13</p> <p>7</p> <p>60</p> <p>15</p> <p>(407)</p> <hr style="border: 1px solid black;"/> <p><b>(312)</b></p> |
|--|--|

#### Payroll Clearing

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>◆ Proposed new positions representing 8.0 FTEs, to start July 1st, 2016:                             <ul style="list-style-type: none"> <li>◆ One (1) Project Engineer (Systems) in Traffic Operations Signal/Electrical Design and Contract Management section to provide guidance and leadership for improved planning, design and project management to facilitate major infrastructure improvement projects in support of the Capital Road Program, Municipal Road Programs, Regional and Municipal development initiatives and related special projects (Annualized impact is \$130.6k) (1.0 FTE)</li> <li>◆ One (1) Project Engineer in Intelligent Traffic System and Advanced Traffic Management System section to provide guidance and engineering resources within the Traffic Management Centre and Field Services group, in addition to consulting engineers, contractors and vendors, and to perform complex engineering work related to traffic data communication networks, wired/wireless technologies and video media infrastructure. (Annualized impact is \$130.6k) (1.0 FTE)</li> <li>◆ One (1) Project Engineer in Traffic Design and Contract Administration to provide professional engineering and project management services through the planning, approval and managing of traffic signal and intersection design projects in support of the Region's Capital Road Program, including projects undertaken for and by others (Annualized impact is \$130.6k) (1.0 FTE)</li> <li>◆ One (1) Project Manager in Traffic Planning and Development to provide technical support for the Region's Advanced Traffic Management System, including policy development, system planning, and communications systems support. This is a conversion of a temporary position to permanent (Annualized impact is \$142.9k) (1.0 FTE)</li> <li>◆ One (1) Project Manager in Traffic Planning and Development to provide quality assurance for traffic control signal and street lighting designs and installations, permit approvals, as-built certifications, product reviews and approvals, and standards and specifications reviews. This is a conversion of a temporary position to permanent (Annualized impact is \$142.9k) (1.0 FTE)</li> <li>◆ One (1) Roads Supervisor at the Ajax Depot to assist with winter maintenance and roads activities (Annualized impact is \$119.3k) (1.0 FTE)</li> </ul> </li> </ul> | <p>65</p> <p>65</p> <p>65</p> <p>71</p> <p>71</p> <p>60</p> |
|---|---|

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Works - General Tax

\$ 000's

#### Payroll Clearing (continued)

- ◆ One (1) Skilled Maintenance Worker 1 at the Ajax Depot to perform various activities, including watermain repairs, water service repairs, water/sewer infrastructure inspections/repairs, and road maintenance in order to meet service levels, hours of work legislation and Ontario One Call (ON1Call) requirements (Annualized impact is \$87.8k) (1.0 FTE)
44
- ◆ One (1) Works Technician 2 in Traffic Operations to provide the required technical and diagnostic repair, equipment preparation and maintenance of electronic components for the installation of traffic control equipment in support of both the Region's operating and capital roads programs. This is a conversion of a temporary position to permanent (Annualized impact is \$93.2k) (1.0 FTE)
47
- ◆ Transfer of twenty-seven (27) FTEs from Engineering and Staff Support based on a review of the nature of work performed by these positions
2,823
- ◆ Increase in recoveries related to above 27 positions from traffic related activities
(2,823)
- ◆ Increase in payroll costs, including temporary pay, overtime and WSIB compensation based on review of historical actuals and to align payroll costs with associated activities in General Tax, Water Supply, and Sanitary Sewerage
188
- ◆ Recoveries associated with new positions as outlined above through distribution throughout General Tax, Water Supply, and Sanitary Sewerage activities
(676)

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#### Headquarters Shared Cost

- ◆ Share of costs related to the operation and maintenance of the Regional Headquarters
6

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**6**

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#### Tangible Capital Assets

- ◆ Program changes include acquisition of new assets, increases in replacement of assets and construction of municipal services, related to depot operations, facilities management, fleet and equipment and construction projects. Refer to capital schedules for detailed information
559

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**559**

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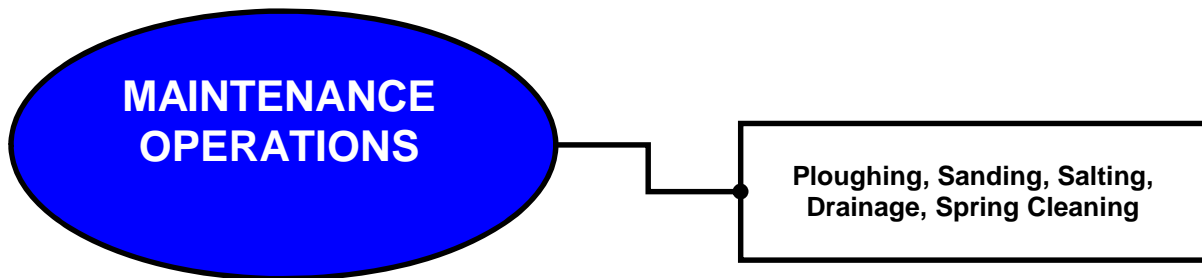
**Total Program Changes      979**

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**2016 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 2015 by each area depot are:  
Ajax/Pickering - 50, Oshawa/Whitby - 40, Orono - 50, Brock/Sunderland/Uxbridge - 57 and Scugog - 61
- ◆ The operating costs for winter maintenance are influenced by:
  - The frequency and severity of winter storm events
  - The extent of the road network located in urban areas
  - The municipality's service threshold for responding to a winter storm event
- ◆ An innovative program of equipping road patrol vehicles with infrared road temperature sensors, a plow and a sander/salter unit to provide a rapid response to developing road conditions has been in place since 2007
- ◆ Incorporation of new technologies 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) through a phased approach. 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 and sheltered areas prone to frost and "black ice" at intersections
- ◆ 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 segment of the Regional road network winter maintenance services are provided by the local municipalities (Town of Ajax, Town of Whitby and the Municipality of Clarington) and these costs are included in the operating costs per lane kilometre
- ◆ Allowance for 600 truck loads of snow to be removed from the Regional roads where there is insufficient room for snow storage
- ◆ 12,500 m of snow fence will be erected and removed to control snow drifting across Regional roads



**2016 Program Detail**

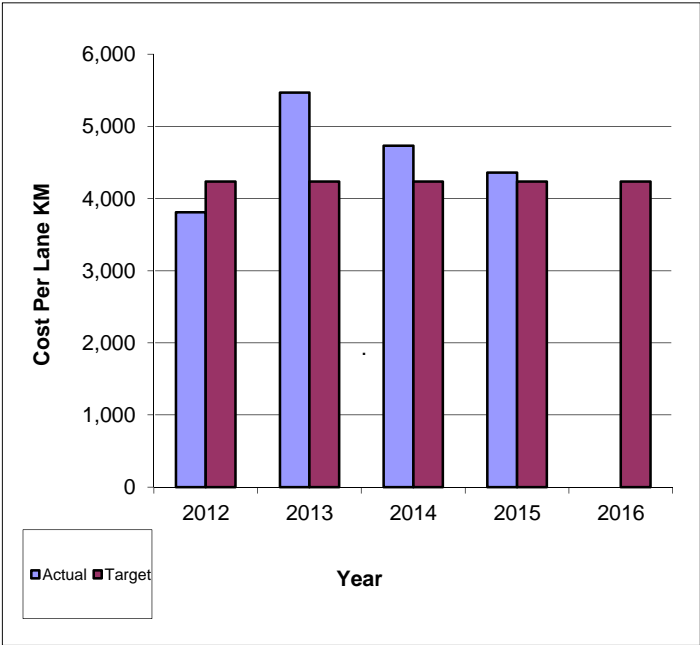
**Works - General Tax**

**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 2014 cost for Winter Operations at \$4,733/km is lower than 2013. This decreased costs is reflective of the decreased number of winter storms, and the shorter duration and severity of winter storms that affected Durham Region in 2014 as well as growth in lane kms\**

Costs derived from FIR documentation

\* Additional lane kms have been assigned to the road inventory as a result of the new FIR definition which has changed for year end 2014 to include parking, storage, ramp and turning lanes.

**PROGRAM 1  
WINTER CONTROL**



**2016 Program Detail**

**Works - General Tax**

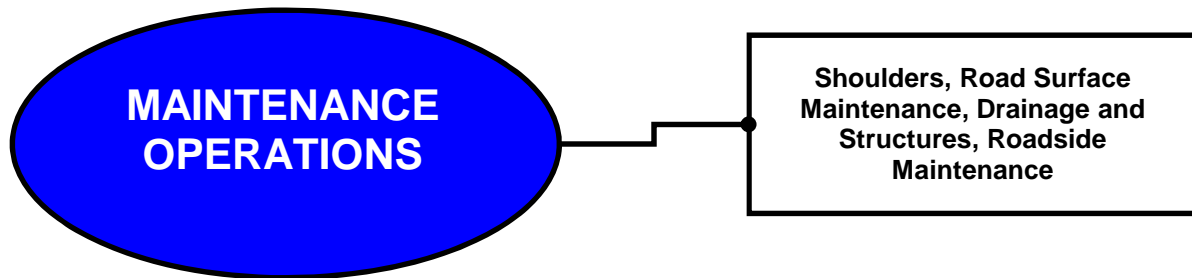
| Detailed Cost of Program:               | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                              | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| Ploughing                               | 4,478                | 4,711              | 4,714          | 112               | 4,826              |
| Ploughing - Municipal Billing           | 80                   | 42                 | 42             | 25                | 67                 |
| Snow Removal                            | 105                  | 135                | 135            | (14)              | 121                |
| Snow Removal-Ditch-Municipal<br>Billing | 48                   | 48                 | 48             | -                 | 48                 |
| Standby - Contract                      | 1,699                | 1,699              | 1,699          | -                 | 1,699              |
| Call Out Contract                       | 1,613                | 1,198              | 1,198          | 177               | 1,375              |
| Snow Fencing Erection                   | 178                  | 163                | 164            | 41                | 205                |
| Winter Road Supervision                 | 260                  | 263                | 264            | (35)              | 229                |
| Winter Road Patrol                      | 406                  | 328                | 329            | -                 | 329                |
| Drainage                                | 219                  | 215                | 215            | (12)              | 203                |
| Spring Cleaning                         | 312                  | 331                | 331            | (46)              | 285                |
| Standby                                 | -                    | 7                  | 7              | (7)               | -                  |
| Off Duty Time                           | 63                   | 69                 | 70             | -                 | 70                 |
| Spring Cleaning - Municipal<br>Billing  | 64                   | 9                  | 9              | 14                | 23                 |
| Winter Maintenance Other                | 125                  | 97                 | 97             | (1)               | 96                 |
| <b>Net Program Expenses</b>             | <b>9,650</b>         | <b>9,315</b>       | <b>9,322</b>   | <b>254</b>        | <b>9,576</b>       |





**2016 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:**

- ◆ This program includes activities related to the maintenance of the 2,344 lane kilometres of paved road surface, and 216 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
- ◆ Ditches will be cleaned and re-graded as required
- ◆ Entrance culverts will be 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 85 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 50 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
- ◆ Shoulder drop-off and ruts are not to exceed 50 mm
- ◆ On rural roads, grass is mowed one swath wide, two mowings per summer season
- ◆ Grass on back-lot and side yard boulevards in urban areas, normally requires 12 mowings per cutting season



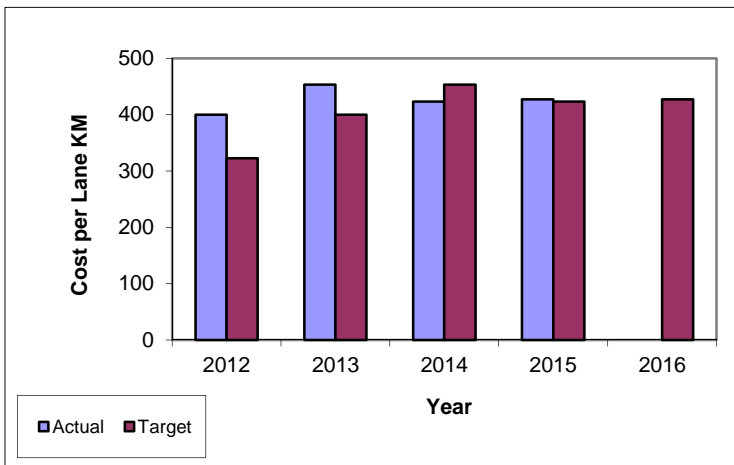
**2016 Program Detail**

**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
- ◆ Compiling statistical information for evaluation

**Efficiency**

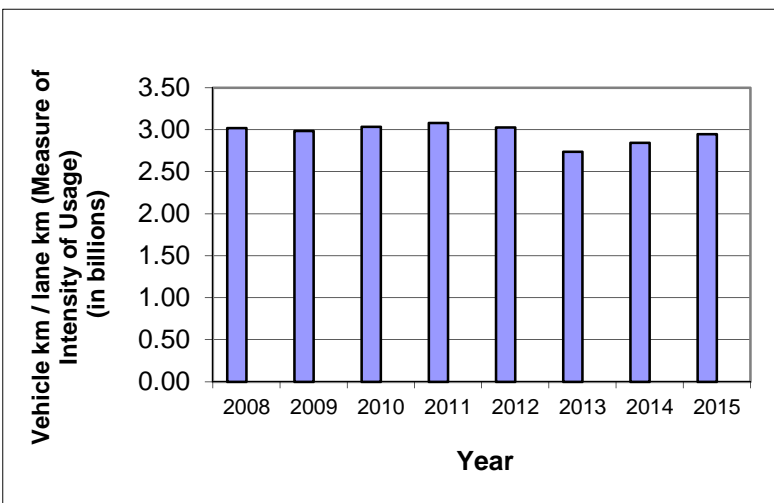


**Maintenance Operations Asphalt Roller Patch Cost per Lane Km**

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

\* Additional lane kms have been assigned to the road inventory as a result of the new FIR definition which has changed for year end 2014 to include parking, storage, ramp and turning lanes.  
\*Lane kms for 2016 are estimated.

**Community Impact**



**Growth in Road Network Use**

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

\* 2013 Includes AADT volumes calculated from PCS stations and the 2013 Reduction in AADT volumes are due to a revision of the AADT calculation to include PCS half-month coefficient factors.

**PROGRAM 2  
ROADSIDE MAINTENANCE**



**2016 Program Detail**

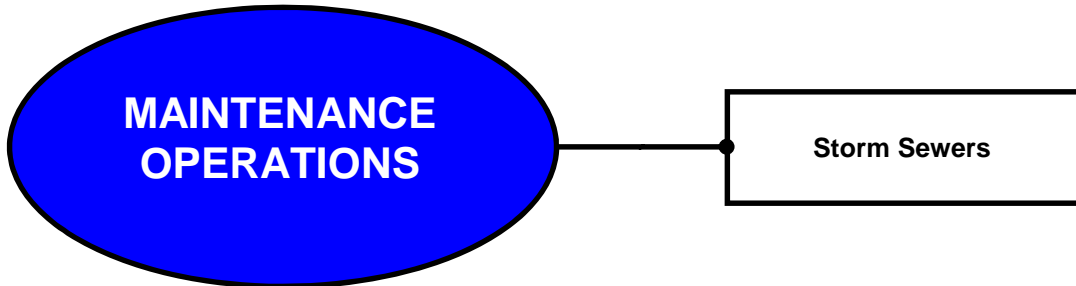
**Works - General Tax**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| Asphalt Surface Repair Patch            |                      |                    |                |                   |                    |
| Roll                                    | 806                  | 1,002              | 1,002          | -                 | 1,002              |
| Spray Patching - Primed                 |                      |                    |                |                   |                    |
| Shoulders                               | 247                  | 316                | 316            | -                 | 316                |
| Shoulder Grading                        | 1,016                | 824                | 824            | -                 | 824                |
| Shoulders Dust Control                  | 15                   | 17                 | 17             | -                 | 17                 |
| Ditching                                | 630                  | 609                | 610            | -                 | 610                |
| Bridge Maintenance                      | 141                  | 116                | 116            | -                 | 116                |
| Replace Culverts                        | 128                  | 155                | 155            | -                 | 155                |
| Catchbasins Mechanical                  |                      |                    |                |                   |                    |
| Cleaning                                | 62                   | 79                 | 79             | -                 | 79                 |
| Catchbasin Other                        | 113                  | 109                | 109            | -                 | 109                |
| Curb & Gutter Replacement               | 13                   | 15                 | 15             | -                 | 15                 |
| Machine Mowing - Rural                  | 196                  | 155                | 155            | -                 | 155                |
| Machine Mowing - Urban                  | 230                  | 172                | 172            | -                 | 172                |
| Vegetation Control                      | 17                   | 43                 | 43             | -                 | 43                 |
| Cutting Brush & Trees                   | 397                  | 353                | 353            | -                 | 353                |
| Litter Pickup                           | 318                  | 226                | 225            | -                 | 225                |
| Landscaping Other                       | 74                   | 88                 | 88             | -                 | 88                 |
| <b>Net Program Expenses</b>             | <b>4,403</b>         | <b>4,279</b>       | <b>4,279</b>   | <b>-</b>          | <b>4,279</b>       |



**2016 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 291 km of Regional storm sewers (does not include cross culverts) which include 4,452 maintenance holes and 451 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**



**2016 Program Detail**

**Works - General Tax**

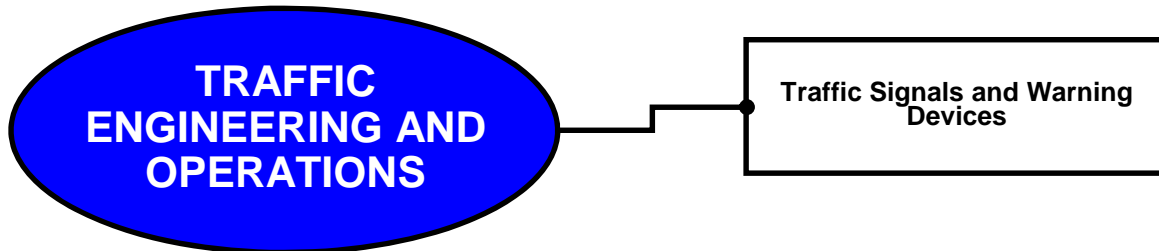
| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| Storm Sewer Inspection- Visual          | 18                   | 19                 | 20             | -                 | 20                 |
| Inspect CCTV                            | 1                    | 2                  | 2              | -                 | 2                  |
| Other General                           | 2                    | 3                  | 3              | -                 | 3                  |
| Storm Sewer Cleaning Hydrojet           | 1                    | 16                 | 16             | -                 | 16                 |
| Storm Sewer Cleaning Other              | 14                   | 6                  | 5              | -                 | 5                  |
| Storm Sewer Maintenance Hole<br>Other   | 86                   | 146                | 151            | -                 | 151                |
| Service Repair                          | -                    | 5                  | 10             | -                 | 10                 |
| Storm Sewer Outfall Repair              | 8                    | 10                 | 10             | -                 | 10                 |
| <b>Net Program Expenses</b>             | <b>130</b>           | <b>207</b>         | <b>217</b>     | <b>-</b>          | <b>217</b>         |

## PROGRAM 4 TRAFFIC - SIGNALS AND SYSTEMS



**2016 Program Detail**

**Works - General Tax**



### **Purpose:**

- ◆ Installation and maintenance of traffic control signal and warning devices, Intelligent Transportation Systems (ITS) and associated communication infrastructure. A diverse range of activities provide for the expansion and preservation of the Regional and related municipal and provincial traffic signal/system networks and service level requirements to ensure the safe and efficient movement of vehicular and pedestrian traffic
- ◆ Evaluation of new technologies, materials and methods (e.g. replacement of incandescent traffic signal bulbs with light emitting diodes) to reduce power consumption and maintenance costs, the testing of new equipment and materials (e.g. polycarbonate signal housings, reflectors, electrical wiring, suppression, fibre-optics and wireless communications), and related process improvements
- ◆ Preparation, installation and maintenance of traffic control devices and beacons, central traffic control system devices, closed circuit television (CCTV) and associated communication and ITS technologies to ensure right-of-way control and operational efficiencies in accordance with prescribed regulations and standards
- ◆ Utility locates and approvals to ensure that underground electrical services are identified prior to road reconstruction and utility 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 regulations
- ◆ Traffic control signal and beacon installations
- ◆ Vehicle loop detector repair to ensure proper vehicle detection and efficient signal operation
- ◆ Electronic bench repair
- ◆ Emergency fire and railway signal pre-emption services/provisions
- ◆ Bi-annual conflict monitor testing in compliance with regulations
- ◆ Annual inspections of infrastructure
- ◆ Relamping and cleaning of traffic signal housings and reflectors as directed by regulations
- ◆ Provide locating service of all underground electrical plant
- ◆ Product evaluations and testing
- ◆ ITS maintenance (data communications, CCTV, fibre-optics, traffic control systems)

# PROGRAM 4 TRAFFIC - SIGNALS AND SYSTEMS



## 2016 Program Detail

## Works - General Tax

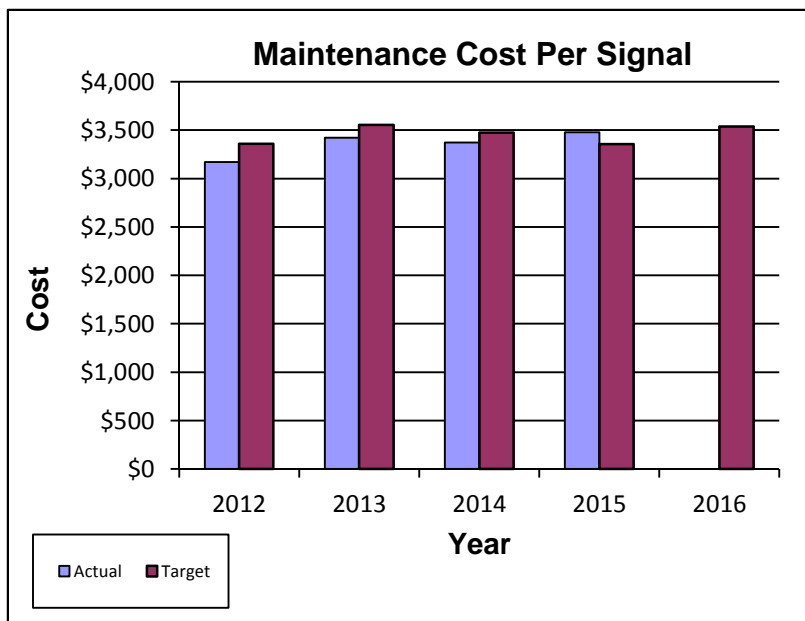
### Description of Program Resources:

- ◆ 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 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



#### Maintenance Cost per Signal

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

**PROGRAM 4  
TRAFFIC - SIGNALS AND SYSTEMS**



**2016 Program Detail**

**Works - General Tax**

| Detailed Cost of Program:<br>(\$,000's)    | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
|  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| Signal Maintenance Regular                 | 606                  | 620                | 662            | (62)              | 600                |
| Signal Vehicle Loop Repairs                | 49                   | 41                 | 44             | 1                 | 45                 |
| Signal Electronic Bench Repair             | 74                   | 52                 | 56             | 22                | 78                 |
| Signal Maintenance Monitor<br>Testing      | 42                   | 128                | 147            | (71)              | 76                 |
| Signal Controller Inspection               | 40                   | 79                 | 105            | (69)              | 36                 |
| Miscellaneous Maintenance                  | 15                   | 20                 | 21             | -                 | 21                 |
| Signal Trouble Calls                       | 259                  | 272                | 277            | (16)              | 261                |
| Signal Maintenance Locates                 | 198                  | 50                 | 50             | 150               | 200                |
| Unrecoverable Emergency<br>Maintenance     | 4                    | 58                 | 58             | (28)              | 30                 |
| Warning Signal Preventative<br>Maintenance | 20                   | 22                 | 22             | (2)               | 20                 |
| Warning Signal Emergency<br>Maintenance    | 8                    | -                  | -              | 9                 | 9                  |
| Firmware Upgrades                          | -                    | 20                 | 20             | (17)              | 3                  |
| Signals-Systems Supervision                | 60                   | 59                 | 60             | (2)               | 58                 |
| Signals-Systems Minor<br>Maintenance       | -                    | -                  | -              | 2                 | 2                  |
| Signals-Systems Purchased<br>Service       | 195                  | 256                | 267            | 2                 | 269                |
| Signals-Systems Crew<br>Overhead           | 18                   | 18                 | 18             | (1)               | 17                 |
| Signals-Systems Breakdown                  | 5                    | 8                  | 8              | (3)               | 5                  |
| Signals-Systems Inclement<br>Weather       | -                    | 8                  | 8              | (8)               | -                  |
| <b>Net Program Expenses</b>                | <b>1,593</b>         | <b>1,711</b>       | <b>1,823</b>   | <b>(93)</b>       | <b>1,730</b>       |

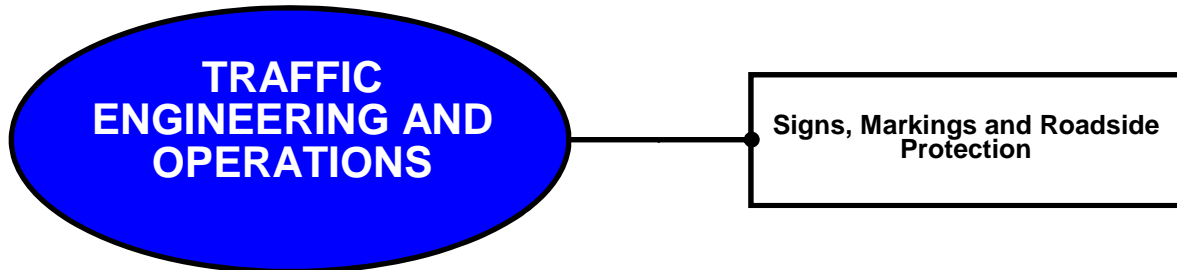


# PROGRAM 5 TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION



**2016 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, manufacturing, installation and maintenance of all regulatory, warning and information signage on the Regional road system
- ◆ Installation and maintenance of guardrail and cable rail devices to ensure positive guidance and roadside protection
- ◆ Design, manufacturing, setup and maintenance of detour routing and traffic control plans for capital and related roadway construction projects
- ◆ Application of transverse pavement markings and lane line markings to ensure positive guidance for drivers
- ◆ Certification and training of skilled maintenance workers
- ◆ Evaluation of new technologies, materials and methods such as various paint materials (e.g. solvent vs. latex base paints), type of roadside reflectors and protection devices (guardrail, cable/post), 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



### 2016 Program Detail

### Works - General Tax

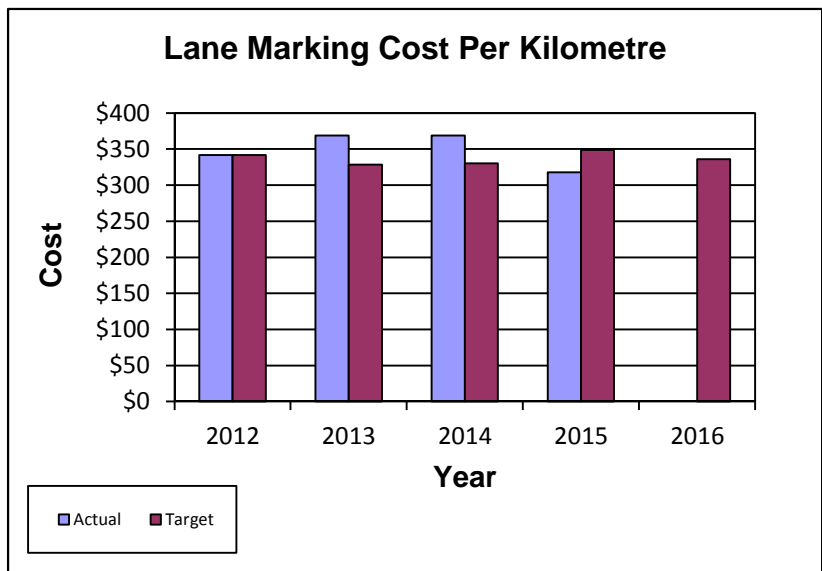
#### Description of Program Resources:

- ◆ 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 and toxicity of paint, application within heavily travelled corridors and productivity levels associated with ensuring a safe worksite.*

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



**2016 Program Detail**

**Works - General Tax**

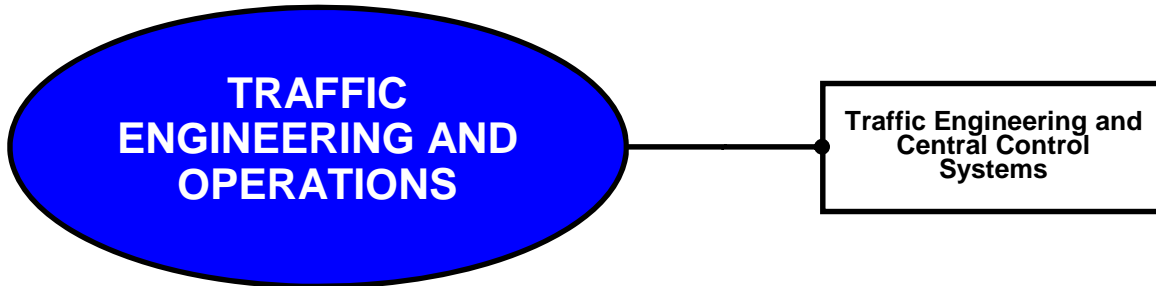
| <b>Detailed Cost of Program:</b> | <b>2015</b>      |                 | <b>2016</b>   |                |                 |
|----------------------------------|------------------|-----------------|---------------|----------------|-----------------|
| (\$,000's)                       | <b>Estimated</b> | <b>Approved</b> | <b>Base</b>   | <b>Program</b> | <b>Proposed</b> |
|                                  | <b>Actuals</b>   | <b>Budget</b>   | <b>Budget</b> | <b>Change</b>  | <b>Budget</b>   |
| Pavement Lane Line Marking       | 912              | 550             | 579           | 237            | 816             |
| Special Markings - Plastic       | 253              | 198             | 220           | 33             | 253             |
| Pavement Premarking              | 2                | 6               | 9             | 1              | 10              |
| Pavement Marking Other           | 6                | 10              | 10            | -              | 10              |
| Sign Replacement-Maintenance     | 389              | 488             | 494           | (79)           | 415             |
| Sign Manufacturing               | -                | 1               | 3             | 4              | 7               |
| Steel Beam Rail Maintenance      | 127              | 166             | 166           | (40)           | 126             |
| Cable Guide Rail Maintenance     | -                | -               | -             | 23             | 23              |
| Lines & Signs Supervision        | 50               | 60              | 61            | (6)            | 55              |
| Lines & Signs Minor              |                  |                 |               |                |                 |
| Maintenance                      | 3                | -               | -             | 2              | 2               |
| Lines & Signs Crew Overhead      | 15               | 11              | 11            | 3              | 14              |
| Lines & Signs Breakdown          | 10               | 23              | 23            | (16)           | 7               |
| Lines & Signs Inclement          |                  |                 |               |                |                 |
| Weather                          | 9                | 17              | 17            | (10)           | 7               |
| <b>Net Program Expenses</b>      | <b>1,776</b>     | <b>1,530</b>    | <b>1,593</b>  | <b>152</b>     | <b>1,745</b>    |

# PROGRAM 6 TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS



## 2016 Program Detail

## Works - General Tax



### Purpose:

Provision of project management, functional short-range planning and engineering studies, geometric and detailed traffic signal and street lighting plant design, management of the Region's Traffic Control Centre, determination and application of traffic Bylaws 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 Management 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, vehicle fatality 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. Audits are random and, on average, occur approximately 6 times per year. Vehicle fatality investigations average approximately 30 per year
- ◆ Bylaw preparation, monitoring and enforcement of the Region's Traffic and Parking Bylaw, 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



## 2016 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 Traffic Management 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 Control Centre (RTCC) 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**



**2016 Program Detail**

**Works - General Tax**

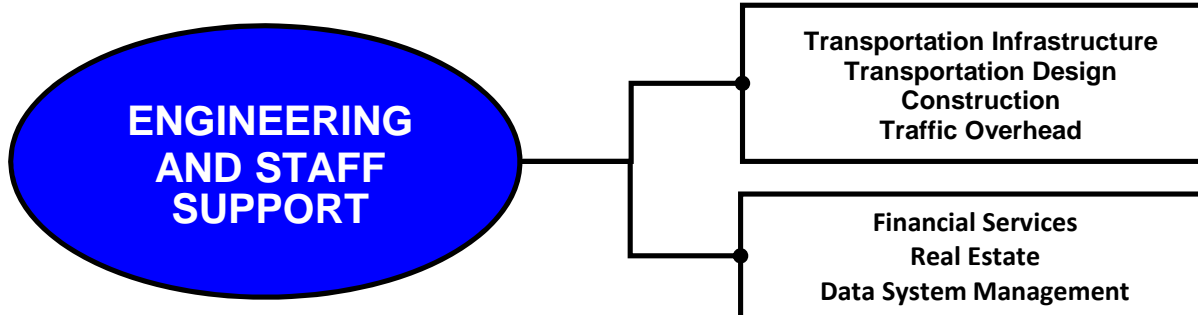
| Detailed Cost of Program:     | 2015                 |                    | 2016           |                   |                    |
|-------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                    | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| ATMS Maintenance              | 1,391                | 1,386              | 1,386          | 139               | 1,525              |
| Traffic Data Management       | 128                  | 159                | 159            | 1                 | 160                |
| Traffic Engineering & Studies | 871                  | 879                | 879            | (46)              | 833                |
| Traffic Collision Program     | 49                   | 68                 | 67             | (32)              | 35                 |
| Railway Purchased Services    | 54                   | 73                 | 73             | (16)              | 57                 |
| <b>Net Program Expenses</b>   | <b>2,493</b>         | <b>2,565</b>       | <b>2,564</b>   | <b>46</b>         | <b>2,610</b>       |

# PROGRAM 7 ENGINEERING AND STAFF SUPPORT



## 2016 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

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

#### Traffic Overhead

- ◆ 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, promoting effective expenditure management and to ensure compliance with approved budget and policy guidelines

#### Real Estate

- ◆ To administer and manage the real estate function for the Region including property leases and land acquisitions required for the 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



**2016 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 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

- ◆ To provide the administrative services in order to accurately budget for, and to award 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, 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





**2016 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

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



**2016 Program Detail**

**Works - General Tax**

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

Data System Management (GIS Group)

- ◆ Upgrading the existing Water Supply, Sanitary Sewerage and Storm Sewer Inventory System, utilizing ArcGIS maps linked to a central dataset and underlying database. This inventory system supports benchmarking, Municipal Performance Management Program (MPMP), Asset Management Programs, and Maintenance Operations field staff

**Description of Program Resources:**

- ◆ 2016 Full Time Employees 71.890  
2015 Full Time Employees 91.464 (Restated)

One (1) Clerk 3 in Traffic Operations to provide administrative support and perform duties including data input of Region's Motor Vehicle Accident Record; to maintain data records and filing system in accordance with corporate requirements; other general office duties. This is a conversion of a temporary position to permanent. (1.0 FTE)

One (1) GIS Specialist in Traffic Operations to facilitate GIS technology data requirements and to provide support to GIS end users and field staff; eliminates need to use more costly engineering staff resources to prepare detailed lane marking drawings for capital road program in accordance with corporate GIS and contract tender requirements. This is a conversion of a temporary position to permanent. (1.0 FTE)

One (1) Technical Assistant in Construction to review and organize as-built records submitted for subdivision, municipal and capital projects; and to manage increased workload related to GIS system maintenance. Shared with Water Supply and Sanitary Sewerage (0.358 FTE)

Transfer of FTE resources to Payroll Clearing to reflect work done on activity-based programs (-27.0 FTE)

Transfer of FTE resources to General Tax from other funds, based on redistribution of resources according to work completed by division (5.068 FTE)

**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**



**2016 Program Detail**

**Works - General Tax**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 10,025                       | 10,463                     | 10,627                 | (2,388)                   | 8,239                      |
| Payroll Maintenance<br>Management - Charge                        | -                            | 4                          | 1                      | -                         | 1                          |
| Payroll Maintenance<br>Management - Recovery                      | (6,749)                      | (6,663)                    | (6,795)                | 2,287                     | (4,508)                    |
| <b>Net Personnel Expenses</b>                                     | <b>3,276</b>                 | <b>3,804</b>               | <b>3,833</b>           | <b>(101)</b>              | <b>3,732</b>               |
| Personnel Related   | 277                          | 296                        | 296                    | 28                        | 324                        |
| Communications  | 104                          | 102                        | 102                    | 20                        | 122                        |
| Supplies  | 49                           | 62                         | 62                     | 17                        | 79                         |
| Computer Maintenance &<br>Operations                              | 29                           | 37                         | 37                     | -                         | 37                         |
| Materials & Services  | 6                            | 15                         | 14                     | 10                        | 24                         |
| Buildings & Grounds Operations                                    | 27                           | 26                         | 26                     | 8                         | 34                         |
| Equipment Maintenance &<br>Repairs                                | 6                            | 4                          | 4                      | 2                         | 6                          |
| Vehicle Operations  | 14                           | -                          | -                      | 11                        | 11                         |
| Professional Services   | 64                           | 142                        | 142                    | 70                        | 212                        |
| Bad Debt Expenses   | -                            | -                          | -                      | 1                         | 1                          |
| Minor Assets & Equipment  | 1                            | 5                          | -                      | -                         | -                          |
| Major Repairs & Renovations                                       | -                            | 1                          | -                      | -                         | -                          |
| Contribution to Reserve &<br>Reserve Funds                        | -                            | -                          | -                      | 1                         | 1                          |
| <b>Operating Expenses Subtotal</b>                                | <b>3,853</b>                 | <b>4,494</b>               | <b>4,516</b>           | <b>67</b>                 | <b>4,583</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Recovery - Works  | (21)                         | (21)                       | (18)                   | (24)                      | (42)                       |
| Recovery - Regional<br>Environmental Lab                          | (45)                         | (45)                       | (45)                   | 9                         | (36)                       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(66)</b>                  | <b>(66)</b>                | <b>(63)</b>            | <b>(15)</b>               | <b>(78)</b>                |
| <b>Gross Operating Expenses</b>                                   | <b>3,787</b>                 | <b>4,428</b>               | <b>4,453</b>           | <b>52</b>                 | <b>4,505</b>               |

**PROGRAM 7  
ENGINEERING AND STAFF SUPPORT**



**2016 Program Detail**

**Works - General Tax**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| New                                  | 6                            | 6                          | -                      | -                         | -                          |
| Replacement                          | 103                          | 103                        | 38                     | -                         | 38                         |
| <b>Total Tangible Capital Assets</b> | <b>109</b>                   | <b>109</b>                 | <b>38</b>              | <b>-</b>                  | <b>38</b>                  |
| <b>Total Expenses</b>                | <b>3,896</b>                 | <b>4,537</b>               | <b>4,491</b>           | <b>52</b>                 | <b>4,543</b>               |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Fees & Service Charges               | (26)                         | (75)                       | (75)                   | 56                        | (19)                       |
| Sale of Publications                 | (20)                         | (9)                        | (9)                    | (2)                       | (11)                       |
| Sundry Revenue                       | (193)                        | (140)                      | (139)                  | -                         | (139)                      |
| <b>Total Revenues</b>                | <b>(239)</b>                 | <b>(224)</b>               | <b>(223)</b>           | <b>54</b>                 | <b>(169)</b>               |
| <b>Net Program Expenses</b>          | <b>3,657</b>                 | <b>4,313</b>               | <b>4,268</b>           | <b>106</b>                | <b>4,374</b>               |

\* TCA is stated separately on the Program Summary

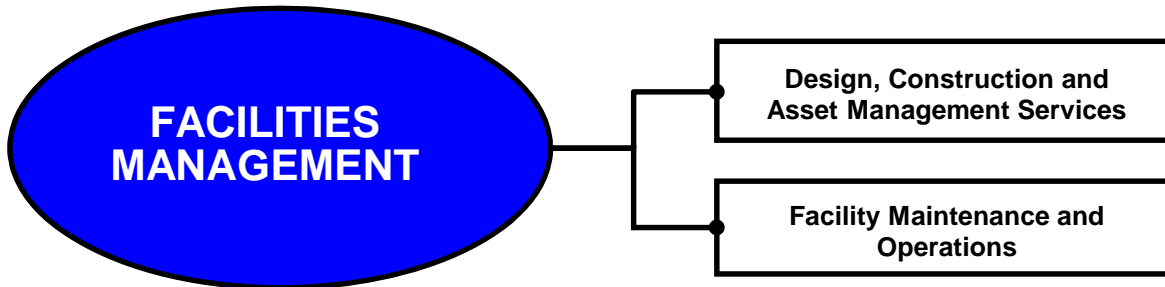
|  |                     |
|--|---------------------|
| Gross Operating Expenses Per Above                 | 4,505               |
| Less: Revenues Per Above                           | (169)               |
| Net Operating Program Expenses Per Program Summary | <u>4,336</u>        |
| Add: Tangible Capital Assets                       | 38                  |
| Net Program Expenses Per Above                     | <u><u>4,374</u></u> |

## PROGRAM 8 FACILITIES MANAGEMENT



### 2016 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 212 facilities with an estimated total area of 473,805 square metres (5.1 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.

##### **Facility Design, Construction and Asset Management Services**

- ◆ 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 Services for Seniors and Durham Regional Police Service. The Facilities Design, Construction and Asset Management unit is responsible for managing all facets of facility construction projects from their 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 is 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.



**2016 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 Renovation; Furniture Management.

**Facility 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.

**Security Services**

- ◆ In addition to the Region's 212 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:**

- ◆ 2016 Full Time Employees                      21.009  
2015 Full Time Employees                      19.315

1.406 FTEs redistributed across funds to align work effort across Divisions

One (1) Contract Service Coordinator to provide necessary program support for the administration of corporate facility contracts. This position is shared with Water Supply, Sanitary Sewerage and Solid Waste Management operations. (0.288 FTE)

**Performance Measurements:**

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

**PROGRAM 8  
FACILITIES MANAGEMENT**



**2016 Program Detail**

**Works - General Tax**

| Detailed Cost of Program:<br>(\$,000's)                           | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses  | 1,741                | 1,949              | 2,006          | 197               | 2,203              |
| Payroll Maintenance<br>Management - Recovery                      | (411)                | (771)              | (583)          | (80)              | (663)              |
| <b>Net Payroll Expenses</b>                                       | <b>1,330</b>         | <b>1,178</b>       | <b>1,423</b>   | <b>117</b>        | <b>1,540</b>       |
| Personnel Related   | 45                   | 57                 | 57             | 5                 | 62                 |
| Communications  | 15                   | 29                 | 29             | 2                 | 31                 |
| Supplies  | 21                   | 26                 | 26             | -                 | 26                 |
| Utilities   | 272                  | 284                | 310            | (38)              | 272                |
| Computer Maintenance &<br>Operations                              | 5                    | 5                  | 6              | 15                | 21                 |
| Materials & Services  | 40                   | 73                 | 74             | (40)              | 34                 |
| Buildings & Grounds Operations                                    | 517                  | 317                | 317            | 150               | 467                |
| Equipment Maintenance &<br>Repairs                                | 52                   | 53                 | 65             | (11)              | 54                 |
| Vehicle Operations  | 38                   | -                  | -              | 43                | 43                 |
| Professional Services   | 1                    | 7                  | 6              | 57                | 63                 |
| Contracted Services   | 117                  | 68                 | 68             | 4                 | 72                 |
| Financial Expenses  | 81                   | 88                 | 90             | (13)              | 77                 |
| Property Taxes  | 14                   | 15                 | 16             | -                 | 16                 |
| Minor Assets & Equipment  | 3                    | 9                  | -              | -                 | -                  |
| Major Repairs & Renovations                                       | 106                  | 106                | -              | -                 | -                  |
| <b>Operating Expenses Subtotal</b>                                | <b>2,657</b>         | <b>2,315</b>       | <b>2,487</b>   | <b>291</b>        | <b>2,778</b>       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                      |                    |                |                   |                    |
| Works Charges   | 182                  | 292                | 291            | (30)              | 261                |
| Recovery - Social Housing   | (100)                | (100)              | (100)          | -                 | (100)              |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>82</b>            | <b>192</b>         | <b>191</b>     | <b>(30)</b>       | <b>161</b>         |
| <b>Gross Operating Expenses</b>                                   | <b>2,739</b>         | <b>2,507</b>       | <b>2,678</b>   | <b>261</b>        | <b>2,939</b>       |

**PROGRAM 8  
FACILITIES MANAGEMENT**



**2016 Program Detail**

**Works - General Tax**

| Detailed Cost of Program:            | 2015                 |                    | 2016           |                   |                    |
|--------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                           | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Tangible Capital Assets</b>       |                      |                    |                |                   |                    |
| New                                  | 98                   | 98                 | -              | 63                | 63                 |
| Replacement                          | 518                  | 518                | -              | 294               | 294                |
| <b>Total Tangible Capital Assets</b> | <b>616</b>           | <b>616</b>         | <b>-</b>       | <b>357</b>        | <b>357</b>         |
| <b>Total Expenses</b>                | <b>3,355</b>         | <b>3,123</b>       | <b>2,678</b>   | <b>618</b>        | <b>3,296</b>       |
| <b>Revenues</b>                      |                      |                    |                |                   |                    |
| Rents                                | (23)                 | (19)               | (21)           | -                 | (21)               |
| Sundry Revenue                       | (1)                  | -                  | -              | -                 | -                  |
| <b>Total Revenues</b>                | <b>(24)</b>          | <b>(19)</b>        | <b>(21)</b>    | <b>-</b>          | <b>(21)</b>        |
| <b>Net Program Expenses</b>          | <b>3,331</b>         | <b>3,104</b>       | <b>2,657</b>   | <b>618</b>        | <b>3,275</b>       |

\* TCA is stated separately on the Program Summary

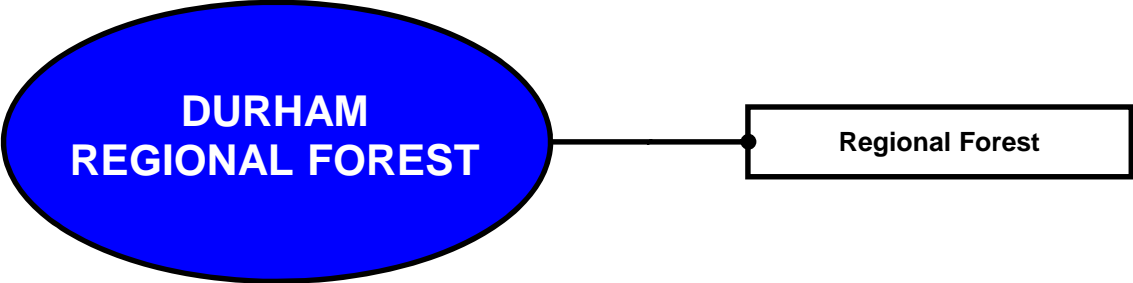
|  |       |
|--|-------|
| Gross Operating Expenses Per Above                 | 2,939 |
| Less: Revenues Per Above                           | (21)  |
| Net Operating Program Expenses Per Program Summary | 2,918 |
| Add: Tangible Capital Assets                       | 357   |
| Net Program Expenses Per Above                     | 3,275 |





**2016 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**



**2016 Program Detail**

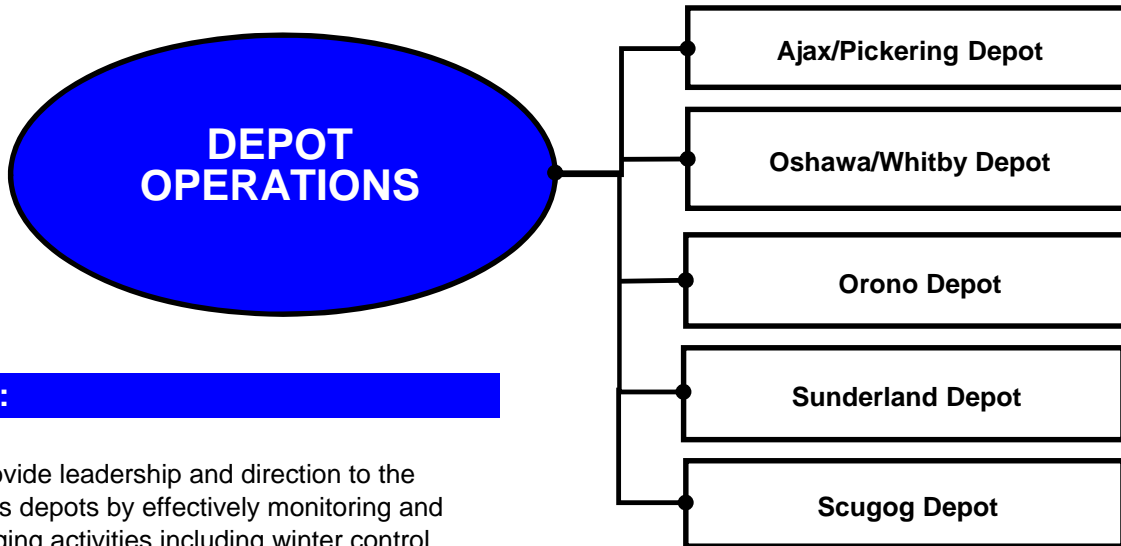
**Works - General Tax**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Utilities   | 1                            | 1                          | 1                      | -                         | 1                          |
| Materials & Services  | 1                            | -                          | -                      | -                         | -                          |
| Buildings & Grounds Operations                                | 12                           | 1                          | 2                      | -                         | 2                          |
| Professional Services   | 112                          | 113                        | 112                    | 8                         | 120                        |
| Financial Expenses  | 7                            | 7                          | 7                      | -                         | 7                          |
| <b>Operating Expenses Subtotal</b>                            | <b>133</b>                   | <b>122</b>                 | <b>122</b>             | <b>8</b>                  | <b>130</b>                 |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Works-Facilities Management Charge                            | 2                            | 3                          | 3                      | -                         | 3                          |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>2</b>                     | <b>3</b>                   | <b>3</b>               | <b>-</b>                  | <b>3</b>                   |
| <b>Total Expenses</b>   | <b>135</b>                   | <b>125</b>                 | <b>125</b>             | <b>8</b>                  | <b>133</b>                 |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Sundry Revenue  | (112)                        | (112)                      | (112)                  | (8)                       | (120)                      |
| Regional Forest Reserve                                       | (23)                         | (13)                       | (13)                   | -                         | (13)                       |
| <b>Total Revenues</b>   | <b>(135)</b>                 | <b>(125)</b>               | <b>(125)</b>           | <b>(8)</b>                | <b>(133)</b>               |
| <b>Net Program Expenses</b>                                   | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |



**2016 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:**

- ◆ 2016 Full Time Employees 13.662
- 2015 Full Time Employees 16.461 (Restated)
- 3.165 FTEs redistributed across funds to align work effort across depot activities

One (1) Clerk 3 (Support Clerk) at the Oshawa/Whitby Depot to address public inquiries, payment processing and other office administration duties. This position is shared with Water Supply and Sanitary Sewerage (0.366 FTE)

**PROGRAM 10  
DEPOT OPERATIONS**



**2016 Program Detail**

**Works - General Tax**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 1,855                        | 1,761                      | 1,831                  | (291)                     | 1,540                      |
| Payroll Maintenance<br>Management - Charge                        | 1,254                        | 1,589                      | 1,553                  | (45)                      | 1,508                      |
| Payroll Maintenance<br>Management - Recovery                      | (2)                          | -                          | -                      | -                         | -                          |
| <b>Net Personnel Expenses</b>                                     | <b>3,107</b>                 | <b>3,350</b>               | <b>3,384</b>           | <b>(336)</b>              | <b>3,048</b>               |
| Personnel Related   | 331                          | 512                        | 512                    | (2)                       | 510                        |
| Communications  | 167                          | 206                        | 206                    | (43)                      | 163                        |
| Supplies  | 203                          | 181                        | 187                    | (29)                      | 158                        |
| Materials & Services  | 67                           | 115                        | 157                    | (10)                      | 147                        |
| Buildings & Grounds Operations                                    | -                            | -                          | -                      | 60                        | 60                         |
| Equipment Maintenance &<br>Repairs                                | 4                            | -                          | -                      | -                         | -                          |
| Vehicle Operations  | 360                          | 385                        | 374                    | 2                         | 376                        |
| Professional Services   | 4                            | 1                          | 1                      | -                         | 1                          |
| Leased Facilities Expenses  | 2                            | -                          | -                      | -                         | -                          |
| Minor Assets & Equipment  | 6                            | 5                          | -                      | -                         | -                          |
| Contribution to Reserve &<br>Reserve Funds                        | -                            | -                          | -                      | 9                         | 9                          |
| <b>Operating Expenses Subtotal</b>                                | <b>4,251</b>                 | <b>4,755</b>               | <b>4,821</b>           | <b>(349)</b>              | <b>4,472</b>               |
| <b>Transfers from Related Entities</b>                            |                              |                            |                        |                           |                            |
| NextGen Charges   | 17                           | 18                         | 18                     | (9)                       | 9                          |
| <b>Transfers from Related Entities<br/>Subtotal</b>               | <b>17</b>                    | <b>18</b>                  | <b>18</b>              | <b>(9)</b>                | <b>9</b>                   |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Recovery - Works  | (211)                        | (225)                      | (232)                  | 46                        | (186)                      |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(211)</b>                 | <b>(225)</b>               | <b>(232)</b>           | <b>46</b>                 | <b>(186)</b>               |
| <b>Gross Operating Expenses</b>                                   | <b>4,057</b>                 | <b>4,548</b>               | <b>4,607</b>           | <b>(312)</b>              | <b>4,295</b>               |

**PROGRAM 10  
DEPOT OPERATIONS**



**2016 Program Detail**

**Works - General Tax**

| Detailed Cost of Program:            | 2015                 |                    | 2016           |                   |                    |
|--------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                           | Estimated<br>Actuals | Restated<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Tangible Capital Assets</b>       |                      |                    |                |                   |                    |
| New                                  | 50                   | 50                 | -              | -                 | -                  |
| Replacement                          | 27                   | 27                 | -              | -                 | -                  |
| <b>Total Tangible Capital Assets</b> | <b>77</b>            | <b>77</b>          | <b>-</b>       | <b>-</b>          | <b>-</b>           |
| <b>Total Expenses</b>                | <b>4,134</b>         | <b>4,625</b>       | <b>4,607</b>   | <b>(312)</b>      | <b>4,295</b>       |
| <b>Revenues</b>                      |                      |                    |                |                   |                    |
| Fees & Service Charges               | (412)                | (484)              | (484)          | -                 | (484)              |
| Sundry Revenue                       | (11)                 | -                  | -              | -                 | -                  |
| <b>Total Revenues</b>                | <b>(423)</b>         | <b>(484)</b>       | <b>(484)</b>   | <b>-</b>          | <b>(484)</b>       |
| <b>Net Program Expenses</b>          | <b>3,711</b>         | <b>4,141</b>       | <b>4,123</b>   | <b>(312)</b>      | <b>3,811</b>       |

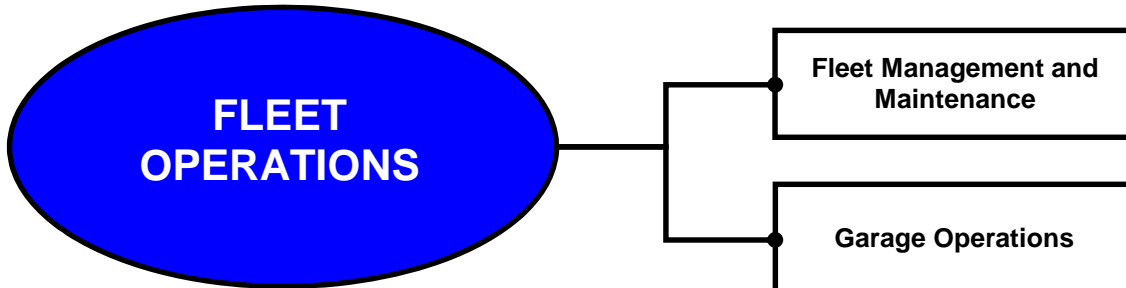
\* TCA is stated separately on the Program Summary

|  |       |
|--|-------|
| Gross Operating Expenses Per Above                 | 4,295 |
| Less: Revenues Per Above                           | (484) |
| Net Operating Program Expenses Per Program Summary | 3,811 |
| Add: Tangible Capital Assets                       | -     |
| Net Program Expenses Per Above                     | 3,811 |



**2016 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ Fleet management for all Regional vehicles, excluding Durham Regional Police Services and Durham Region Transit vehicles, to comply with the Highway Traffic Act and the Commercial Vehicle Operators Registration (C.V.O.R) 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 C.V.O.R.
- ◆ Authorized Requester to the Ministry of Transportation's Driver Abstract Report Information System

Service level targets for this program include:

- ◆ Number of assets managed: 786

Regional Vehicles/Equipment:

- ◆ 347 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 and Ministry of Transportation - Motor Vehicle Emission Standards
  - ◆ C.V.O.R. Ontario Guidelines
  - ◆ Truck and Bus National Safety Code - Transportation Regulation in Ontario
- ◆ 366 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)



**2016 Program Detail**

**Works - General Tax**

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

Paramedic Services:

- ◆ 73 emergency response, ambulances and Paramedic Services administrative vehicles and equipment
- ◆ Ministry of Health/Paramedic Services Accreditation
- ◆ Front line vehicle preventative maintenance frequency - every 4 weeks
- ◆ All ambulances receive a Ministry of Transportation PMCVI (Periodic Mandatory Commercial Vehicle Inspection) annually

**Description of Program Resources:**

- ◆ 2016 Full Time Employees    20.000
- ◆ 2015 Full Time Employees    20.000

**PROGRAM 11  
FLEET OPERATIONS**



**2016 Program Detail**

**Works - General Tax**

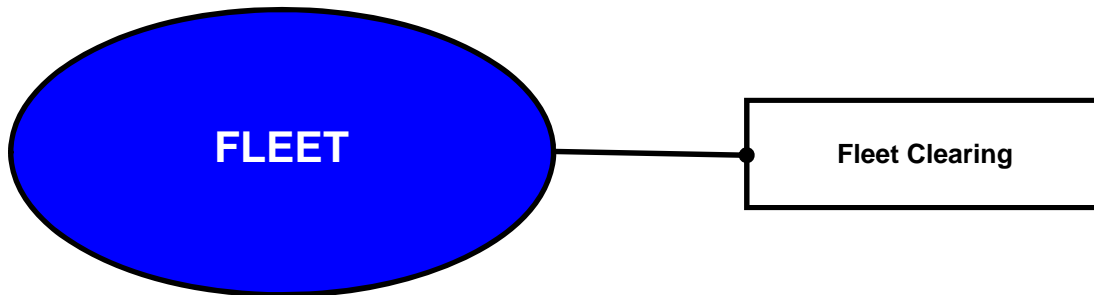
| Detailed Cost of Program:<br>(\$,000's)                           | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses  | 2,110                | 2,175              | 2,264          | -                 | 2,264              |
| Payroll Maintenance<br>Management - Recovery                      | (2,726)              | (2,810)            | (2,938)        | -                 | (2,938)            |
| <b>Net Personnel Expenses</b>                                     | <b>(616)</b>         | <b>(635)</b>       | <b>(674)</b>   | <b>-</b>          | <b>(674)</b>       |
| Personnel Related   | 25                   | 42                 | 42             | -                 | 42                 |
| Communications  | -                    | 3                  | 3              | -                 | 3                  |
| Supplies  | 91                   | 90                 | 90             | -                 | 90                 |
| Materials & Services  | -                    | 1                  | 1              | -                 | 1                  |
| Equipment Maintenance &<br>Repairs                                | 1                    | -                  | -              | -                 | -                  |
| Minor Assets & Equipment  | 18                   | 18                 | -              | -                 | -                  |
| <b>Operating Expenses Subtotal</b>                                | <b>(481)</b>         | <b>(481)</b>       | <b>(538)</b>   | <b>-</b>          | <b>(538)</b>       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                      |                    |                |                   |                    |
| Works Charge  | 481                  | 481                | 538            | -                 | 538                |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>481</b>           | <b>481</b>         | <b>538</b>     | <b>-</b>          | <b>538</b>         |
| <b>Gross Operating Expenses</b>                                   | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |
| <b>Tangible Capital Assets</b>                                    |                      |                    |                |                   |                    |
| New   | 30                   | 30                 | -              | -                 | -                  |
| Replacement   | 3,393                | 3,393              | 3,137          | -                 | 3,137              |
| Recovery from Reserve Fund  | (3,393)              | (3,393)            | (3,137)        | -                 | (3,137)            |
| Recovery from Garage<br>Operations                                | (30)                 | (30)               | -              | -                 | -                  |
| <b>Total Tangible Capital Assets</b>                              | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |
| <b>Net Program Expenses</b>                                       | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |





**2016 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 snow plowing, the snow plowing program is then charged with the hourly operating rate/cost.

**PROGRAM 12  
FLEET CLEARING**



**2016 Program Detail**

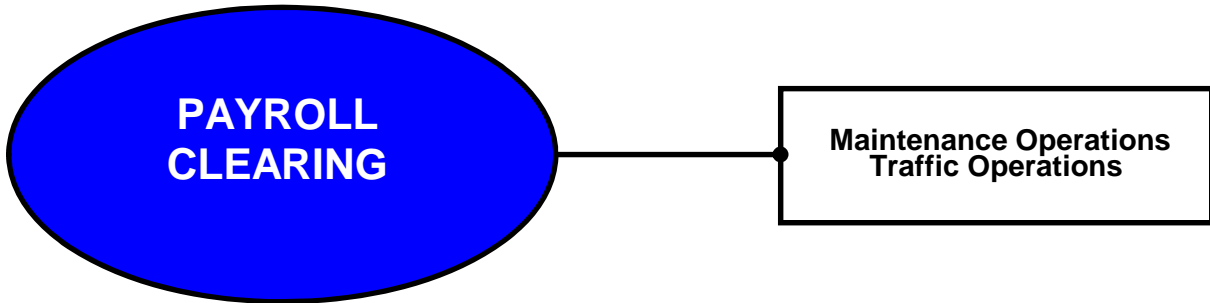
**Works - General Tax**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016            |                   |                    |
|---|----------------------|--------------------|-----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| Charge Out Rate (Mechanics)             | 1,646                | 1,599              | 1,689           | 1,186             | 2,875              |
| Sublet Fees                             | 1,594                | 1,653              | 1,653           | -                 | 1,653              |
| Equipment Reserve Contribution          | 3,973                | 3,470              | 3,470           | 237               | 3,707              |
| Other Expenses                          |                      |                    |                 |                   |                    |
| Parts                                   | 1,064                | 1,073              | 1,073           | -                 | 1,073              |
| Oil Lube and Filter                     | 174                  | 150                | 150             | 15                | 165                |
| Body Work                               | 34                   | 35                 | 35              | -                 | 35                 |
| Minor Maintenance                       | 65                   | 15                 | 15              | 54                | 69                 |
| Tires                                   | 260                  | 220                | 242             | -                 | 242                |
| Fuel                                    | 1,674                | 1,671              | 1,671           | 42                | 1,713              |
| Equipment Rentals                       | 9                    | 10                 | 10              | -                 | 10                 |
| Insurance                               | 186                  | 186                | 186             | -                 | 186                |
| Licensing Fees                          | 165                  | 165                | 190             | 25                | 215                |
| <b>Gross Cost</b>                       | <b>10,844</b>        | <b>10,247</b>      | <b>10,384</b>   | <b>1,559</b>      | <b>11,943</b>      |
| Recoveries from Operating<br>Activities | (10,844)             | (10,247)           | (10,384)        | (1,559)           | (11,943)           |
| <b>Gross Revenue &amp; Recoveries</b>   | <b>(10,844)</b>      | <b>(10,247)</b>    | <b>(10,384)</b> | <b>- 1,559</b>    | <b>(11,943)</b>    |
| <b>Net Program Cost</b>                 | <b>-</b>             | <b>-</b>           | <b>-</b>        | <b>-</b>          | <b>-</b>           |



**2016 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ To provide a labour costing pool from which to draw from and redistribute the salaries and personnel related costs to the various maintenance operations and traffic operations activities/programs.

**Description of Program Resources:**

|   |              |
|---|--------------|
| ◆ 2016 Full Time Employees  | 225.000      |
| Allocated to activity based operations in Water Supply, Sanitary Sewerage and General Tax | -225.000     |
| 2016 Net Payroll Clearing Complement  | <u>0.000</u> |
| ◆ 2015 Full Time Employees  | 190.000      |
| Allocated to activity based operations in Water Supply, Sanitary Sewerage and General Tax | -190.000     |
| 2015 Net Payroll Clearing Complement  | <u>0.000</u> |

- ◆ One (1) Road Supervisor at the Ajax Depot to assist with year round road maintenance activities. (1.0 FTE)
- ◆ One (1) Skilled Maintenance Worker 1 required at the Ajax Depot to perform various activities including watermain repairs, water service repairs, water/sewer infrastructure inspections/repairs, and road maintenance to meet service levels, hours of work legislation and Ontario One Call (ON1Call) requirements (1.0 FTE)
- ◆ One (1) Works Technician 2 in Traffic Operations to provide the required technical and diagnostic repair, equipment preparation and maintenance of electronic components for the installation of traffic control equipment in support of both the Region's operating and capital roads programs. This is a conversion of a temporary position to permanent status (1.0 FTE)
- ◆ One (1) Project Engineer (Systems) in Traffic Operations Signal/Electrical Design and Contract Management section to provide guidance and leadership for improved planning, design and project management to facilitate major infrastructure improvement projects in support of the Capital Road Program, Municipal Road Programs, Regional and Municipal development initiatives and related special projects (1.0 FTE)



**2016 Program Detail**

**Works - General Tax**

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

- ◆ One (1) Project Engineer in Intelligent Traffic System and Advanced Traffic Management System section to provide guidance and engineering resources within the Traffic Management Centre and Field Services group, in addition to consulting engineers, contractors and vendors, and to perform complex engineering work related to traffic data communication networks, wired/wireless technologies and video media infrastructure (1.0 FTE)
- ◆ One (1) Project Engineer (Design and Contract Administration) to provide professional engineering and project management services through the planning, approval and managing of traffic signal and intersection design projects in support of the Region's Capital Road Program, including projects undertaken for and by others (1.0 FTE)
- ◆ One (1) Project Manager in Traffic Planning and Development to provide technical support for the Region's Advanced Traffic Management System, including policy development, system planning, and communications systems support. This is a conversion of a temporary position to permanent (1.0 FTE)
- ◆ One (1) Project Manager in Traffic Planning and Development to provide quality assurance for traffic control signal and street lighting designs and installations, permit approvals, as-built certifications, product reviews and approvals, and standards and specifications reviews. This is a conversion of a temporary position to permanent (1.0 FTE)
- ◆ Transfer from Traffic Operations in Engineering and Staff Support to reflect work done on activity-based programs (27.0 FTE)

**PROGRAM 13  
PAYROLL CLEARING**



**2016 Program Detail**

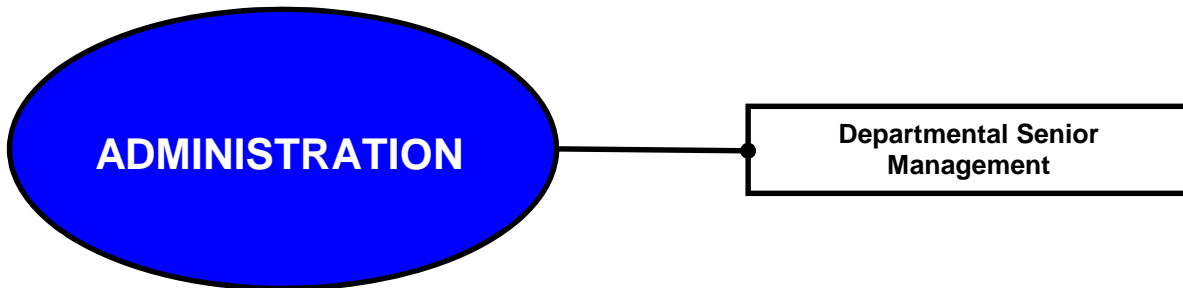
**Works - General Tax**

| <b>Detailed Cost of Program:</b>             | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                                   | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                    |                              |                            |                        |                           |                            |
| Personnel Expenses                           | 19,903                       | 19,285                     | 20,848                 | 3,595                     | 24,443                     |
| Payroll Maintenance<br>Management - Recovery | (19,903)                     | (19,285)                   | (20,848)               | (3,595)                   | (24,443)                   |
| <b>Net Program Expenses</b>                  | <u>-</u>                     | <u>-</u>                   | <u>-</u>               | <u>-</u>                  | <u>-</u>                   |



**2016 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 the Works Committee, Senior Management and Regional Council on all Works Department related matters
- ◆ Manage the operations of the Works Department through its divisions: Construction, 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, Real Estate and 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 and other Joint Standing Committee reports for presentation to Regional Council

**Description of Program Resources:**

- ◆ 2016 Full Time Employees 2.350
- ◆ 2015 Full Time Employees 2.350

**PROGRAM 14  
ADMINISTRATION**



**2016 Program Detail**

**Works - General Tax**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 367                  | 367                | 372            | -                 | 372                |
| Personnel Related                       | 17                   | 9                  | 9              | -                 | 9                  |
| <b>Net Program Expenses</b>             | <b>384</b>           | <b>376</b>         | <b>381</b>     | <b>-</b>          | <b>381</b>         |

**PROGRAM 15  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Works - General Tax**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |



**PROGRAM 15  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Works - General Tax**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>566</b>           | <b>566</b>         | <b>575</b>     | <b>6</b>          | <b>581</b>         |

**PROGRAM 16  
TANGIBLE CAPITAL ASSETS PROGRAM SUMMARY**



**2016 Business Plan**

**Works - General Tax**

| By Program   | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>16 Tangible Capital Assets:</b>                                       | \$                   | \$                 | \$             | \$                | \$                 |
| 1R Facilities Management - New   | 98                   | 98                 | -              | 63                | 63                 |
| 2R - Replacement   | 502                  | 502                | -              | -                 | -                  |
| 3R Fleet and Equipment - New   | 86                   | 86                 | -              | -                 | -                  |
| 4R - Replacement   | 3,524                | 3,524              | 3,175          | -                 | 3,175              |
| 5R Buildings - Replacement   | 17                   | 17                 | -              | 294               | 294                |
| 6R Construction of Municipal<br>Services                                 | 5,908                | 5,908              | 5,908          | 202               | 6,110              |
| <b>Tangible Capital Assets<br/>Subtotal</b>                              | <b>10,135</b>        | <b>10,135</b>      | <b>9,083</b>   | <b>559</b>        | <b>9,642</b>       |
| <b>Tangible Capital Assets Revenue<br/>&amp; Recoveries:</b>             |                      |                    |                |                   |                    |
| 7R Fleet and Equip - Recovery<br>from Reserve/Reserve Fund               | (3,393)              | (3,393)            | (3,137)        | -                 | (3,137)            |
| 8R Recovery from Garage<br>Operations                                    | (30)                 | (30)               | -              | -                 | -                  |
| <b>Tangible Capital Assets<br/>Revenue &amp; Recoveries<br/>Subtotal</b> | <b>(3,423)</b>       | <b>(3,423)</b>     | <b>(3,137)</b> | <b>-</b>          | <b>(3,137)</b>     |
| <b>Net Tangible Capital Assets<br/>Program Expenses</b>                  | <b>6,712</b>         | <b>6,712</b>       | <b>5,946</b>   | <b>559</b>        | <b>6,505</b>       |
| <b>Summary of Increase (Decrease)</b>                                    |                      |                    | <b>(\$766)</b> |                   | <b>(\$207)</b>     |
|  |                      |                    | <b>-11.41%</b> |                   | <b>-3.08%</b>      |



**2016 Business Plan**

**Works - General Tax  
Tangible Capital Assets - New**

| Program Detail Page       | Location      | Item Description     | Item # | New or Replace | Qty | Unit Cost | Gross Total Cost | General Tax Total | Other Financing | Net General Tax |
|---------------------------|---------------|----------------------|--------|----------------|-----|-----------|------------------|-------------------|-----------------|-----------------|
| 08. Facilities Management | 101 Consumers | Gas Detection System | 277    | N              | 1   | \$ 63,000 | \$63,000         | \$63,000          | \$0             | \$63,000        |
| <b>Grand Total</b>        |               |                      |        |                |     |           | <b>\$63,000</b>  | <b>\$63,000</b>   | <b>\$0</b>      | <b>\$63,000</b> |

**Tangible Capital Asset Program Summary**  
1R Facilities Management - New

63,000  
63,000



## 2016 Business Plan

## Works - General Tax Tangible Capital Assets - Replacement

| Program Detail Page             | Location                              | Item Description                      | Item #   | New or Replace | Qty        | Unit Cost  | Gross Total Cost | General Tax Total | Other Financing | Net General Tax  |
|---------------------------------|---------------------------------------|---------------------------------------|----------|----------------|------------|------------|------------------|-------------------|-----------------|------------------|
| 07. Engineering & Staff Support | Financial Services                    | Computers & Monitors Refresh          | 3        | R              | 1          | \$ 184,160 | \$184,160        | \$38,220          | \$0             | <b>\$38,220</b>  |
| 08. Facilities Management       | Scugog Depot - Expansion              | Construction of Wash Bay              | 265      | N              | 1          | \$ 294,000 | \$294,000        | \$294,000         | \$0             | <b>\$294,000</b> |
| 11. Fleet Operations            | Ajax Depot                            | Class 04 - 3/4 Ton Pick up            | 202      | R              | 1          | \$ 52,000  | \$52,000         | \$52,000          | (\$52,000)      | <b>\$0</b>       |
|                                 |                                       | Class 09 - Tandem                     | 205      | R              | 1          | \$ 306,000 | \$306,000        | \$306,000         | (\$306,000)     | <b>\$0</b>       |
|                                 |                                       | Class 22 - 3/4 Ton Van                | 217      | R              | 1          | \$ 105,000 | \$105,000        | \$105,000         | (\$105,000)     | <b>\$0</b>       |
|                                 |                                       | Class 76 - Tandem Trailer             | 234      | R              | 1          | \$ 30,000  | \$30,000         | \$30,000          | (\$30,000)      | <b>\$0</b>       |
|                                 |                                       | Class 84 - Tapping Machine            | 239      | R              | 1          | \$ 4,500   | \$4,500          | \$4,500           | (\$4,500)       | <b>\$0</b>       |
|                                 | Ajax WSP                              | Class 06 - Sport Utility Vehicle      | 204      | R              | 1          | \$ 45,000  | \$45,000         | \$45,000          | (\$45,000)      | <b>\$0</b>       |
|                                 |                                       | Class 13 - 1/2 Ton Pick up            | 208      | R              | 1          | \$ 45,000  | \$45,000         | \$45,000          | (\$45,000)      | <b>\$0</b>       |
|                                 |                                       |                                       | 209      | R              | 1          | \$ 45,000  | \$45,000         | \$45,000          | (\$45,000)      | <b>\$0</b>       |
|                                 | All Depots                            | Class 18 - Plow/Wing                  | 210      | R              | 1          | \$ 45,000  | \$45,000         | \$45,000          | (\$45,000)      | <b>\$0</b>       |
|                                 |                                       |                                       | 216      | R              | 5          | \$ 10,000  | \$50,000         | \$50,000          | (\$50,000)      | <b>\$0</b>       |
|                                 |                                       | Class 40 - Weedeater                  | 223      | R              | 5          | \$ 400     | \$2,000          | \$2,000           | (\$2,000)       | <b>\$0</b>       |
|                                 | Beaverton WSP                         | Class 13 - 1/2 Ton Pick up            | 211      | R              | 1          | \$ 45,000  | \$45,000         | \$45,000          | (\$45,000)      | <b>\$0</b>       |
|                                 | Facilities - Maintenance & Operations | Class 28 - Cube Van                   | 222      | R              | 1          | \$ 98,000  | \$98,000         | \$98,000          | (\$98,000)      | <b>\$0</b>       |
|                                 | Fleet                                 | Emergency Fleet Equipment Replacement | 273      | R              | 1          | \$ 10,000  | \$10,000         | \$10,000          | (\$10,000)      | <b>\$0</b>       |
|                                 | Lake Simcoe                           | Class 13 - 1/2 Ton Pick up            | 212      | R              | 1          | \$ 45,000  | \$45,000         | \$45,000          | (\$45,000)      | <b>\$0</b>       |
|                                 | Orono Depot                           | Class 09 - Tandem                     | 206      | R              | 1          | \$ 306,000 | \$306,000        | \$306,000         | (\$306,000)     | <b>\$0</b>       |
|                                 |                                       | Class 13 - 1/2 Ton Pick up            | 213      | R              | 1          | \$ 47,000  | \$47,000         | \$47,000          | (\$47,000)      | <b>\$0</b>       |
|                                 |                                       | Class 46 - 3 Ton Crew Cab             | 224      | R              | 1          | \$ 89,000  | \$89,000         | \$89,000          | (\$89,000)      | <b>\$0</b>       |
|                                 |                                       | Class 55 - Water Pump                 | 232      | R              | 1          | \$ 4,000   | \$4,000          | \$4,000           | (\$4,000)       | <b>\$0</b>       |
|                                 |                                       | Class 76 - Tandem Trailer             | 235      | R              | 1          | \$ 30,000  | \$30,000         | \$30,000          | (\$30,000)      | <b>\$0</b>       |
|                                 |                                       | Class 92 - Concrete Cutter/Chain Saw  | 241      | R              | 1          | \$ 1,000   | \$1,000          | \$1,000           | (\$1,000)       | <b>\$0</b>       |
|                                 |                                       |                                       | 242      | R              | 1          | \$ 1,000   | \$1,000          | \$1,000           | (\$1,000)       | <b>\$0</b>       |
|                                 |                                       |                                       | 243      | R              | 1          | \$ 3,500   | \$3,500          | \$3,500           | (\$3,500)       | <b>\$0</b>       |
| 244                             |                                       |                                       | R        | 1              | \$ 1,500   | \$1,500    | \$1,500          | (\$1,500)         | <b>\$0</b>      |                  |
| 245                             |                                       |                                       | R        | 1              | \$ 1,500   | \$1,500    | \$1,500          | (\$1,500)         | <b>\$0</b>      |                  |
| 246                             | R                                     | 1                                     | \$ 1,500 | \$1,500        | \$1,500    | (\$1,500)  | <b>\$0</b>       |                   |                 |                  |
| Oshawa/Whitby Depot             | Class 05 - 1 Ton Service              | 203                                   | R        | 1              | \$ 58,000  | \$58,000   | \$58,000         | (\$58,000)        | <b>\$0</b>      |                  |
|                                 | Class 09 - Tandem                     | 207                                   | R        | 1              | \$ 306,000 | \$306,000  | \$306,000        | (\$306,000)       | <b>\$0</b>      |                  |
|                                 | Class 13 - 1/2 Ton Pick up            | 214                                   | R        | 1              | \$ 47,000  | \$47,000   | \$47,000         | (\$47,000)        | <b>\$0</b>      |                  |
|                                 |                                       | 215                                   | R        | 1              | \$ 43,000  | \$43,000   | \$43,000         | (\$43,000)        | <b>\$0</b>      |                  |
| Class 22 - 3/4 Ton Van          | 218                                   | R                                     | 1        | \$ 105,000     | \$105,000  | \$105,000  | (\$105,000)      | <b>\$0</b>        |                 |                  |



2016 Business Plan

Works - General Tax  
Tangible Capital Assets - Replacement

| Program Detail Page  | Location            | Item Description                     | Item # | New or Replace | Qty      | Unit Cost  | Gross Total Cost   | General Tax Total  | Other Financing      | Net General Tax  |
|----------------------|---------------------|--------------------------------------|--------|----------------|----------|------------|--------------------|--------------------|----------------------|------------------|
| 11. Fleet Operations | Oshawa/Whitby Depot | Class 24 - Hopper/Sander             | 221    | R              | 1        | \$ 25,000  | \$25,000           | \$25,000           | (\$25,000)           | \$0              |
|                      |                     | Class 46 - 3 Ton Crew Cab            | 225    | R              | 1        | \$ 115,000 | \$115,000          | \$115,000          | (\$115,000)          | \$0              |
|                      |                     |                                      | 226    | R              | 1        | \$ 115,000 | \$115,000          | \$115,000          | (\$115,000)          | \$0              |
|                      |                     |                                      | 227    | R              | 1        | \$ 120,000 | \$120,000          | \$120,000          | (\$120,000)          | \$0              |
|                      |                     | Class 55 - Water Pump                | 233    | R              | 1        | \$ 4,500   | \$4,500            | \$4,500            | (\$4,500)            | \$0              |
|                      |                     | Class 78 - Tilt Bed Trailer          | 236    | R              | 1        | \$ 16,000  | \$16,000           | \$16,000           | (\$16,000)           | \$0              |
|                      |                     | Class 79 - Miscellaneous Trailer     | 238    | R              | 1        | \$ 12,000  | \$12,000           | \$12,000           | (\$12,000)           | \$0              |
|                      |                     | Class 92 - Concrete Cutter/Chain Saw | 247    | R              | 1        | \$ 900     | \$900              | \$900              | (\$900)              | \$0              |
|                      |                     |                                      | 248    | R              | 1        | \$ 3,500   | \$3,500            | \$3,500            | (\$3,500)            | \$0              |
|                      |                     |                                      | 249    | R              | 1        | \$ 2,500   | \$2,500            | \$2,500            | (\$2,500)            | \$0              |
|                      | 250                 |                                      | R      | 1              | \$ 2,500 | \$2,500    | \$2,500            | (\$2,500)          | \$0                  |                  |
|                      | Scugog Depot        | Class 92 - Concrete Cutter/Chain Saw | 251    | R              | 1        | \$ 1,500   | \$1,500            | \$1,500            | (\$1,500)            | \$0              |
|                      |                     |                                      | 252    | R              | 1        | \$ 1,500   | \$1,500            | \$1,500            | (\$1,500)            | \$0              |
|                      |                     |                                      | 253    | R              | 1        | \$ 1,500   | \$1,500            | \$1,500            | (\$1,500)            | \$0              |
|                      | Sunderland Depot    | Class 46 - 3 Ton Crew Cab            | 228    | R              | 1        | \$ 105,000 | \$105,000          | \$105,000          | (\$105,000)          | \$0              |
|                      |                     | Class 78 - Tilt Bed Trailer          | 237    | R              | 1        | \$ 17,000  | \$17,000           | \$17,000           | (\$17,000)           | \$0              |
|                      |                     | Class 92 - Concrete Cutter/Chain Saw | 254    | R              | 1        | \$ 1,500   | \$1,500            | \$1,500            | (\$1,500)            | \$0              |
|                      |                     |                                      | 255    | R              | 1        | \$ 1,200   | \$1,200            | \$1,200            | (\$1,200)            | \$0              |
|                      |                     |                                      | 256    | R              | 1        | \$ 900     | \$900              | \$900              | (\$900)              | \$0              |
|                      | 257                 | R                                    | 1      | \$ 2,500       | \$2,500  | \$2,500    | (\$2,500)          | \$0                |                      |                  |
|                      | Traffic             | Class 22 - 3/4 Ton Van               | 219    | R              | 1        | \$ 105,000 | \$105,000          | \$105,000          | (\$105,000)          | \$0              |
|                      |                     |                                      | 220    | R              | 1        | \$ 105,000 | \$105,000          | \$105,000          | (\$105,000)          | \$0              |
|                      |                     | Class 46 - 3 Ton Crew Cab            | 229    | R              | 1        | \$ 105,000 | \$105,000          | \$105,000          | (\$105,000)          | \$0              |
|                      |                     |                                      | 230    | R              | 1        | \$ 105,000 | \$105,000          | \$105,000          | (\$105,000)          | \$0              |
|                      |                     |                                      | 231    | R              | 1        | \$ 185,000 | \$185,000          | \$185,000          | (\$185,000)          | \$0              |
|                      |                     | Class 88 - Surface Grinder           | 240    | R              | 1        | \$ 8,500   | \$8,500            | \$8,500            | (\$8,500)            | \$0              |
|                      |                     | Class 92 - Concrete Cutter/Chain Saw | 258    | R              | 1        | \$ 700     | \$700              | \$700              | (\$700)              | \$0              |
|                      | 259                 |                                      | R      | 1              | \$ 800   | \$800      | \$800              | (\$800)            | \$0                  |                  |
| <b>Grand Total</b>   |                     |                                      |        |                |          |            | <b>\$3,615,160</b> | <b>\$3,469,220</b> | <b>(\$3,137,000)</b> | <b>\$332,220</b> |

**Tangible Capital Asset Program Summary**

|                              |                  |
|------------------------------|------------------|
| 4R Fleet/Equipment - Replace | 3,175,220        |
| 5R Buildings - Replace       | 294,000          |
|                              | <u>3,469,220</u> |

**PROGRAM 6R  
TCA - CONSTRUCTION**



**2016 Program Detail**

**Works - General Tax**

| <b>Detailed Cost of Program:</b>              | <b>2015</b>      |                 | <b>2016</b>     |                |                 |
|---|------------------|-----------------|-----------------|----------------|-----------------|
|   | <b>Estimated</b> | <b>Approved</b> | <b>Base</b>     | <b>Program</b> | <b>Proposed</b> |
| (\$,000's)                                    | <b>Actuals</b>   | <b>Budget</b>   | <b>Budget</b>   | <b>Change</b>  | <b>Budget</b>   |
| <b>Construction Expenditures</b>              |                  |                 |                 |                |                 |
| Road Rehabilitation                           | 23,807           | 23,807          | 23,729          | -              | 23,729          |
| Replacement/Rehabilitation of<br>Strutres     | 5,360            | 5,360           | 5,540           | -              | 5,540           |
| Road Construction (Growth<br>Related)         | 23,125           | 23,125          | 27,500          | -              | 27,500          |
| Traffic Control                               | 4,000            | 4,000           | 4,050           | -              | 4,050           |
| Highway 407 Road Related                      | 16,275           | 16,275          | 12,350          | -              | 12,350          |
| BRT Related                                   | -                | -               | 2,000           | -              | 2,000           |
| Other   | 1,615            | 1,615           | 2,095           | -              | 2,095           |
| <b>Total Construction Expenditures</b>        | <b>74,182</b>    | <b>74,182</b>   | <b>77,264</b>   | <b>-</b>       | <b>77,264</b>   |
| <b>Funding Sources</b>                        |                  |                 |                 |                |                 |
| Regional Road Reserve (Growth<br>Related)     | (12,666)         | (12,666)        | (12,989)        | -              | (12,989)        |
| Roads Rehabilitation Reserve                  | (21,245)         | (21,245)        | (21,245)        | -              | (21,245)        |
| Bridge Rehabilitation Reserve                 | (5,025)          | (5,025)         | (5,025)         | -              | (5,025)         |
| <b>Total Special Tax Funding</b>              | <b>(38,936)</b>  | <b>(38,936)</b> | <b>(39,259)</b> | <b>-</b>       | <b>(39,259)</b> |
| <b>Development Charge Financing</b>           |                  |                 |                 |                |                 |
| Residential                                   | (22,057)         | (22,057)        | (27,675)        | -              | (27,675)        |
| Commercial                                    | (3,244)          | (3,244)         | (4,070)         | -              | (4,070)         |
| <b>Total Development Charge<br/>Financing</b> | <b>(25,301)</b>  | <b>(25,301)</b> | <b>(31,745)</b> | <b>-</b>       | <b>(31,745)</b> |
| <b>Other Funding</b>                          |                  |                 |                 |                |                 |
| Funding from Others                           | (4,037)          | (4,037)         | (150)           | -              | (150)           |
| <b>Total Other Funding</b>                    | <b>(4,037)</b>   | <b>(4,037)</b>  | <b>(150)</b>    | <b>-</b>       | <b>(150)</b>    |
| <b>Total Funding Sources</b>                  | <b>(68,274)</b>  | <b>(68,274)</b> | <b>(71,154)</b> | <b>-</b>       | <b>(71,154)</b> |
| <b>Net Construction Costs</b>                 | <b>5,908</b>     | <b>5,908</b>    | <b>6,110</b>    | <b>-</b>       | <b>6,110</b>    |

## 2016 Road Program

| Bud. Item No.                                 | Project Description  | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                      |                    |                                |                                   |                                |                                     |
|---|--|---------------|------------------------------------|-------------------|----------------------|-------------------------|----------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |  |               |                                    |                   |                      | General Levy            |                      |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |  |               |                                    |                   |                      | Benefit to Existing     | Industrial Shortfall | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                 |  |               |                                    |                   |                      |                         |                      |                    |                                |                                   |                                |                                     |
| 108   | Resurfacing / Rehabilitation Program                                   | O.10          | C                                  | 0                 | 0                    | 0                       | 0                    | 0                  | 0                              | 0                                 | 0                              | 0                                   |
| 10  | Simcoe St. (Beech St. to Reach St. (RR8))                              | O.10          | D                                  | 100,000           | 0                    | 100,000                 | 0                    | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 18  | Taunton Rd. (0.4km W. of Solina Rd. to Reg. Rd. 57)                    | O.10          | D                                  | 350,000           | 0                    | 350,000                 | 0                    | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 52  | Champlain Ave. (0.6 km E. of Thicksen to W. of Thornton Rd.)           | O.10          | D                                  | 100,000           | 0                    | 100,000                 | 0                    | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 66  | Reg. Rd. 30, Townline Rd. (N. of Davis Dr. - 1.1km N. of Sandford Rd.) | O.10          | C                                  | 1,600,000         | 0                    | 1,600,000               | 0                    | 1,600,000          | 0                              | 0                                 | 0                              | 0                                   |
| 107   | Resurfacing / Rehabilitation Preparatory Activities Allowance          | O.10          | D,P,U                              | 334,000           | 0                    | 334,000                 | 0                    | 334,000            | 0                              | 0                                 | 0                              | 0                                   |
| 106   | Miscellaneous Road and Storm Sewer Reconstruction Projects             | O.9           | C                                  | 420,000           | 0                    | 420,000                 | 0                    | 420,000            | 0                              | 0                                 | 0                              | 0                                   |
| 110   | Bridge and Pavement Management Program                                 | O.1           |                                    | 250,000           | 0                    | 25,000                  | 8,100                | 33,100             | 32,400                         | 9,000                             | 22,500                         | 153,000                             |
| 111   | Signal Installation Program  | I.99          | C                                  | 1,600,000         | 0                    | 160,000                 | 51,840               | 211,840            | 207,360                        | 57,600                            | 144,000                        | 979,200                             |
| 112   | Signal Modernization Program   | O.14          | C                                  | 700,000           | 0                    | 700,000                 | 0                    | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 113   | Accessible Pedestrian Signals Program                                  | O.14          | C                                  | 450,000           | 0                    | 450,000                 | 0                    | 450,000            | 0                              | 0                                 | 0                              | 0                                   |
| 114   | ATMS Upgrades  | O.14          | C                                  | 100,000           | 0                    | 100,000                 | 0                    | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 115   | Road Safety Protection Program   | O.15          | C                                  | 600,000           | 0                    | 600,000                 | 0                    | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 116   | Intelligent Transportation System Initiatives                          | O.6           | D,C                                | 600,000           | 0                    | 60,000                  | 19,440               | 79,440             | 77,760                         | 21,600                            | 54,000                         | 367,200                             |
| 117   | Miscellaneous Engineering Activities                                   | O.1           | EA,D                               | 400,000           | 0                    | 40,000                  | 12,960               | 52,960             | 51,840                         | 14,400                            | 36,000                         | 244,800                             |
| 119   | Misc. Landscaping Projects   | O.3           | C                                  | 150,000           | 0                    | 15,000                  | 4,860                | 19,860             | 19,440                         | 5,400                             | 13,500                         | 91,800                              |
| 120   | Transportation Master Plan Studies                                     | O.5           | D                                  | 100,000           | 0                    | 0                       | 3,600                | 3,600              | 14,400                         | 4,000                             | 10,000                         | 68,000                              |
| 122   | Contingencies - Non-Development Related                                | O.9           |                                    | 75,000            | 0                    | 75,000                  | 0                    | 75,000             | 0                              | 0                                 | 0                              | 0                                   |
| 124   | Deck Condition Surveys Program   | O.12          | C                                  | 45,000            | 0                    | 45,000                  | 0                    | 45,000             | 0                              | 0                                 | 0                              | 0                                   |
| 125   | Miscellaneous Spall Repair and Deck Waterproofing Projects             | O.12          | C                                  | 200,000           | 0                    | 200,000                 | 0                    | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 126   | Expansion Joint Replacement Program                                    | O.12          | C                                  | 60,000            | 0                    | 60,000                  | 0                    | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| 127   | Concrete Head Walls Program  | O.12          | C                                  | 60,000            | 0                    | 60,000                  | 0                    | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Normal Roads Program</b>             |  |               |                                    | <b>8,294,000</b>  | <b>0</b>             | <b>5,494,000</b>        | <b>100,800</b>       | <b>5,594,800</b>   | <b>403,200</b>                 | <b>112,000</b>                    | <b>280,000</b>                 | <b>1,904,000</b>                    |
| <b>B Special Rehabilitation Levy</b>          |  |               |                                    |                   |                      |                         |                      |                    |                                |                                   |                                |                                     |
| 4   | Conc. Rd. 7 (Reg. Rd. 11 to Ashworth Rd.)                              | O.10          | D,P                                | 300,000           | 0                    | 300,000                 | 0                    | 300,000            | 0                              | 0                                 | 0                              | 0                                   |
| 6   | Centre St. (Elgin St. to King St.)                                     | O.10          | D                                  | 200,000           | 0                    | 200,000                 | 0                    | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 7   | Simcoe St. (Rossland Rd. to Russett Ave.)                              | O.10          | D,P,U                              | 200,000           | 0                    | 200,000                 | 0                    | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 16  | Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)                  | O.10          | D                                  | 200,000           | 0                    | 200,000                 | 0                    | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 22  | Sandford Rd. from Conc. 6 to Conc. 7 (Reg. Rd. 1)                      | O.10          | C                                  | 1,000,000         | 0                    | 1,000,000               | 0                    | 1,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 25  | Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)                    | O.10          | P                                  | 100,000           | 0                    | 100,000                 | 0                    | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 26  | Zephyr Rd. (0.1km E. of Conc. 5 to Conc. 6)                            | O.10          | C                                  | 700,000           | 0                    | 700,000                 | 0                    | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 27  | Reg. Rd. 13, (Lake Ridge Rd. - 1.5 km west of Highway 12)              | O.9           | D,P,C                              | 1,035,000         | 0                    | 1,035,000               | 0                    | 1,035,000          | 0                              | 0                                 | 0                              | 0                                   |
| 31  | Ritson Rd. (Maine St. to Winchester Rd.)                               | O.10          | C                                  | 4,900,000         | 0                    | 4,900,000               | 0                    | 4,900,000          | 0                              | 0                                 | 0                              | 0                                   |
| 33  | Main St.. (Mill St. to Taunton Rd.)                                    | O.10          | P,U                                | 550,000           | 0                    | 550,000                 | 0                    | 550,000            | 0                              | 0                                 | 0                              | 0                                   |
| 49  | Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.       | O.10          | D                                  | 150,000           | 0                    | 150,000                 | 0                    | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 50  | Mara Rd. (south of Main St. to north of Franklin St.)                  | O.10          | C                                  | 3,100,000         | 0                    | 3,100,000               | 0                    | 3,100,000          | 0                              | 0                                 | 0                              | 0                                   |
| 59  | Rossland Rd. (West of Civic Centre Dr. to West of Garden St.)          | O.10          | C                                  | 300,000           | 0                    | 300,000                 | 0                    | 300,000            | 0                              | 0                                 | 0                              | 0                                   |
| 64  | Reg. Rd. 30 Townline Rd. (Reg. Rd. 8 to Vivian Rd.)                    | O.10          | D                                  | 50,000            | 0                    | 50,000                  | 0                    | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 65  | Reg. Rd. 30, Townline Rd. (Vivian Rd. to 0.2km S. of Davis Dr.)        | O.10          | U                                  | 100,000           | 0                    | 100,000                 | 0                    | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 76  | Whites Rd. (N. and S. of Kingston Rd.)                                 | O.10          | C                                  | 600,000           | 0                    | 600,000                 | 0                    | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 80  | Cochrane St. (Dundas St. W. to Ferguson St.)                           | O.10          | C                                  | 300,000           | 0                    | 300,000                 | 0                    | 300,000            | 0                              | 0                                 | 0                              | 0                                   |
| 90  | Region Rd. 57 (Old Scugog to 0.13km N. of Conc. Rd. 4)                 | O.10          | D                                  | 50,000            | 0                    | 50,000                  | 0                    | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 92  | Region Rd. 57 (N. of Region Rd. 3 to Region Road 20)                   | O.10          | C                                  | 4,000,000         | 0                    | 4,000,000               | 0                    | 4,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 93  | Region Rd. 57 (0.9km N/E of St. Christopher to E. of View Lake Rd.)    | O.10          | C                                  | 800,000           | 0                    | 800,000                 | 0                    | 800,000            | 0                              | 0                                 | 0                              | 0                                   |
| 109   | Road Resurfacing/Rehabilitation Other Locations                        | O.10          | C                                  | 2,610,000         | 0                    | 2,610,000               | 0                    | 2,610,000          | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Special Road Rehabilitation Levy</b> |  |               |                                    | <b>21,245,000</b> | <b>0</b>             | <b>21,245,000</b>       | <b>0</b>             | <b>21,245,000</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |

## 2016 Road Program

| Bud. Item No.  | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost       | Other <sup>(1)</sup> | Expenditure Attribution |                      |                    |                                |                                   |                                |                                     |
|--|---|---------------|------------------------------------|------------------|----------------------|-------------------------|----------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |   |               |                                    |                  |                      | General Levy            |                      |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |   |               |                                    |                  |                      | Benefit to Existing     | Industrial Shortfall | General Levy Total |                                |                                   |                                |                                     |
| <b>C Structure Rehabilitation/Replacement Funding</b>  |   |               |                                    |                  |                      |                         |                      |                    |                                |                                   |                                |                                     |
| 129  | Reg. Rd. 2, Simcoe St. / Oshawa Creek Bridge                | O.12          | D                                  | 150,000          | 0                    | 150,000                 | 0                    | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 137  | Reg. Rd. 4, Taunton Rd. Culvert Extension                   | O.12          | C                                  | 350,000          | 0                    | 350,000                 | 0                    | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 138  | Reg. Rd. 6, Saintfield Rd. Bridge Replacement               | O.11          | EA                                 | 150,000          | 0                    | 150,000                 | 0                    | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 144  | Reg. Rd. 15, Beaverton River Bridge                         | O.12          | D                                  | 200,000          |                      | 200,000                 | 0                    | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 146  | Reg. Rd. 16, Ritson Rd. / CP Overpass                       | O.12          | D                                  | 150,000          | 0                    | 150,000                 | 0                    | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 149  | Reg. Rd. 22, John Mills Bridge                              | O.12          | C                                  | 1,800,000        | 0                    | 1,800,000               | 0                    | 1,800,000          | 0                              | 0                                 | 0                              | 0                                   |
| 155  | Reg. Rd. 29, Liverpool Rd. over C.N.R. Bridge               | O.12          | D                                  | 100,000          | 0                    | 100,000                 | 0                    | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 162  | Reg. Rd. 43, Cochrane St. / C.P. Overpass                   | O.12          | C                                  | 1,500,000        | 0                    | 1,500,000               | 0                    | 1,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 167  | Reg. Rd. 50, Trent Canal Overpass                           | O.12          | D                                  | 100,000          | 50,000               | 50,000                  | 0                    | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 168  | Reg. Rd. 51, Gamebridge Bridge                              | O.12          | D                                  | 200,000          | 100,000              | 100,000                 | 0                    | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 174  | Reg. Rd. 57, Burketon Overpass Bridge Interim Repairs       | O.12          | D,C                                | 200,000          | 0                    | 200,000                 | 0                    | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 175  | Reg. Rd. 58, Manning Rd Culvert, 0.3 km East of Thickson Rd | O.12          | D                                  | 25,000           | 0                    | 25,000                  | 0                    | 25,000             | 0                              | 0                                 | 0                              | 0                                   |
| 179  | Reg. Hwy 47, Uxbridge Brook Culvert Replacement             | O.11          | D                                  | 250,000          | 0                    | 250,000                 | 0                    | 250,000            | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Bridge Rehabilitation/Replacement Funding</b> |   |               |                                    | <b>5,175,000</b> | <b>150,000</b>       | <b>5,025,000</b>        | <b>0</b>             | <b>5,025,000</b>   | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |



## 2016 Road Program

| Bud. Item No.   | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                      |                    |                                |                                   |                                |                                     |
|---|---|---------------|------------------------------------|-------------------|----------------------|-------------------------|----------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |   |               |                                    |                   |                      | General Levy            |                      |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |   |               |                                    |                   |                      | Benefit to Existing     | Industrial Shortfall | General Levy Total |                                |                                   |                                |                                     |
| <b>D Special Levy for Growth Related Projects</b>   |   |               |                                    |                   |                      |                         |                      |                    |                                |                                   |                                |                                     |
| 1   | Brock Rd. (Taunton Rd. - 5th Concession Rd.)                  | 1.4           | D                                  | 500,000           | 0                    | 35,000                  | 16,740               | 51,740             | 66,960                         | 18,600                            | 46,500                         | 316,200                             |
| 8   | Simcoe St. (N. of Conlin Rd. - Winchester Rd.) PH I           | 2.1           | C                                  | 1,400,000         | 0                    | 196,000                 | 43,344               | 239,344            | 173,376                        | 48,160                            | 120,400                        | 818,720                             |
| 11  | Winchester (Baldwin St. to Garrard Rd.) PH I                  | 3.1           | D,C                                | 8,200,000         | 0                    | 328,000                 | 283,392              | 611,392            | 1,133,568                      | 314,880                           | 787,200                        | 5,352,960                           |
| 14  | Reg. Rd. 3 (Concession 8) / Reg. Rd. 57 Intersection          | 1.45          | D                                  | 500,000           | 0                    | 50,000                  | 16,200               | 66,200             | 64,800                         | 18,000                            | 45,000                         | 306,000                             |
| 16  | Taunton Rd. / Enfield Rd. Intersection                        | 1.11          | P,U                                | 500,000           | 0                    | 50,000                  | 16,200               | 66,200             | 64,800                         | 18,000                            | 45,000                         | 306,000                             |
| 19  | Taunton Rd. / Region Rd.57 Intersection                       | 1.13          | EA                                 | 150,000           | 0                    | 15,000                  | 4,860                | 19,860             | 19,440                         | 5,400                             | 13,500                         | 91,800                              |
| 23  | Reg. Rd. 12 / Lake Ridge Rd. Intersection                     | 1.21          | P                                  | 200,000           | 0                    | 20,000                  | 6,480                | 26,480             | 25,920                         | 7,200                             | 18,000                         | 122,400                             |
| 36  | Bayly St. / Church St. Intersection                           | 1.88          | D                                  | 100,000           | 0                    | 10,000                  | 3,240                | 13,240             | 12,960                         | 3,600                             | 9,000                          | 61,200                              |
| 37  | Bayly St. / Westney Rd. Intersection                          | 1.88          | C                                  | 550,000           | 0                    | 55,000                  | 17,820               | 72,820             | 71,280                         | 19,800                            | 49,500                         | 336,600                             |
| 39  | Victoria St. (Halls - Seaboard Gate)                          | 22.3          | C                                  | 7,600,000         | 0                    | 2,280,000               | 191,520              | 2,471,520          | 766,080                        | 212,800                           | 532,000                        | 3,617,600                           |
| 41  | Victoria St. (South Blair St. - W. of Thickson Rd.)           | 22.4          | C                                  | 670,000           | 0                    | 100,500                 | 20,502               | 121,002            | 82,008                         | 22,780                            | 56,950                         | 387,260                             |
| 42  | Victoria St. (E. of Thickson Rd. - W. of Stevenson Rd.)       | 22.5          | P                                  | 750,000           | 0                    | 135,000                 | 22,140               | 157,140            | 88,560                         | 24,600                            | 61,500                         | 418,200                             |
| 51  | Consumers Dr. (E. of Thickson Rd. - Thornton Rd.) PH I        | 25.3          | D,P,U,C                            | 8,305,000         | 0                    | 83,050                  | 295,990              | 379,040            | 1,183,961                      | 328,878                           | 822,195                        | 5,590,926                           |
| 52  | Champlain Ave. / Thornton Rd. Intersection                    | 1.99          | D,P,U,C                            | 500,000           | 0                    | 50,000                  | 16,200               | 66,200             | 64,800                         | 18,000                            | 45,000                         | 306,000                             |
| 58  | Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection          | 112.1         | D,P                                | 600,000           | 0                    | 78,000                  | 18,792               | 96,792             | 75,168                         | 20,880                            | 52,200                         | 354,960                             |
| 59  | Rossland Rd. (West of Civic Centre Dr. to West of Garden St.) | 1.99          | U,C                                | 1,650,000         | 0                    | 165,000                 | 53,460               | 218,460            | 213,840                        | 59,400                            | 148,500                        | 1,009,800                           |
| 60  | Rossland Rd. / Garden St. Intersection                        | 1.25          | D                                  | 100,000           | 0                    | 10,000                  | 3,240                | 13,240             | 12,960                         | 3,600                             | 9,000                          | 61,200                              |
| 66  | Townline Rd. / Sandford Rd. Intersection                      | 1.30          | C                                  | 700,000           | 0                    | 70,000                  | 22,680               | 92,680             | 90,720                         | 25,200                            | 63,000                         | 428,400                             |
| 70  | Westney Rd. (N. of Rossland Rd. - Taunton Rd.)                | 31.4          | P                                  | 200,000           | 0                    | 8,000                   | 6,912                | 14,912             | 27,648                         | 7,680                             | 19,200                         | 130,560                             |
| 72  | Harmony Rd. (Rossland Rd. - Taunton Rd.)                      | 33.3          | U                                  | 600,000           | 0                    | 36,000                  | 20,304               | 56,304             | 81,216                         | 22,560                            | 56,400                         | 383,520                             |
| 73  | Harmony Rd. (Taunton Rd. - Conlin Rd.) PH I Coldstream Int.   | 33.4          | C                                  | 1,350,000         | 0                    | 229,500                 | 40,338               | 269,838            | 161,352                        | 44,820                            | 112,050                        | 761,940                             |
| 76  | Whites Rd. (N. and S. of Kingston Rd.)                        | 38.1 & 38.2   | C                                  | 2,000,000         | 0                    | 90,000                  | 68,760               | 158,760            | 275,040                        | 76,400                            | 191,000                        | 1,298,800                           |
| 78  | Salem Rd. / Mandrake St. Intersection                         | 1.38          | C                                  | 450,000           | 0                    | 45,000                  | 14,580               | 59,580             | 58,320                         | 16,200                            | 40,500                         | 275,400                             |
| 86  | Townline Rd. / Peblestone Rd. Intersection                    | 1.41          | D, P                               | 100,000           | 0                    | 10,000                  | 3,240                | 13,240             | 12,960                         | 3,600                             | 9,000                          | 61,200                              |
| 88  | Martin Rd. (Baseline Rd. - Nash Rd.)                          | 57.1          | P                                  | 50,000            | 0                    | 10,000                  | 1,440                | 11,440             | 5,760                          | 1,600                             | 4,000                          | 27,200                              |
| 92  | Region Rd. 57 / Mosport Rd. Intersection                      | 1.16          | C                                  | 800,000           | 0                    | 80,000                  | 25,920               | 105,920            | 103,680                        | 28,800                            | 72,000                         | 489,600                             |
| 94  | Manning Rd./ Brock St. Intersection                           | 1.52          | D,P                                | 150,000           | 0                    | 15,000                  | 4,860                | 19,860             | 19,440                         | 5,400                             | 13,500                         | 91,800                              |
| 101   | King St. / Maple Grove Rd. Intersection                       | 1.47          | C                                  | 1,700,000         | 0                    | 170,000                 | 55,080               | 225,080            | 220,320                        | 61,200                            | 153,000                        | 1,040,400                           |
| 103   | Reg. Hwy 12 (N. of Rossland Rd. - Taunton Rd.)                | 112.1         | D,P,U,C                            | 975,000           | 0                    | 126,750                 | 30,537               | 157,287            | 122,148                        | 33,930                            | 84,825                         | 576,810                             |
| 104   | Reg. Hwy. 12 (Taunton Rd. - Garden St.)                       | 112.2         | EA                                 | 500,000           | 0                    | 60,000                  | 15,840               | 75,840             | 63,360                         | 17,600                            | 44,000                         | 299,200                             |
| 118   | Miscellaneous Property Acquisition                            | O.2           | P                                  | 100,000           | 0                    | 10,000                  | 3,240                | 13,240             | 12,960                         | 3,600                             | 9,000                          | 61,200                              |
| 121   | Contingencies - Development Related                           | O.4           |                                    | 300,000           | 0                    | 30,000                  | 9,720                | 39,720             | 38,880                         | 10,800                            | 27,000                         | 183,600                             |
| 123   | Region's Share - Dev. Related Projects                        | O.8           | C                                  | 300,000           | 0                    | 0                       | 10,800               | 10,800             | 43,200                         | 12,000                            | 30,000                         | 204,000                             |
| <b>Total Special Roads Levy</b>   |   |               |                                    | <b>42,550,000</b> | <b>0</b>             | <b>4,650,800</b>        | <b>1,364,371</b>     | <b>6,015,171</b>   | <b>5,457,485</b>               | <b>1,515,968</b>                  | <b>3,789,920</b>               | <b>25,771,456</b>                   |
| <b>Grand Total Attribution</b>  |   |               |                                    | <b>77,264,000</b> | <b>150,000</b>       | <b>36,414,800</b>       | <b>1,465,171</b>     | <b>37,879,971</b>  | <b>5,860,685</b>               | <b>1,627,968</b>                  | <b>4,069,920</b>               | <b>27,675,456</b>                   |
| Available Development Charges   |   |               |                                    |                   |                      |                         |                      |                    | <b>0</b>                       | <b>0</b>                          | <b>4,069,920</b>               | <b>27,675,456</b>                   |
| Development Charge Shortfall to be Financed from General Levy                             |   |               |                                    |                   |                      |                         |                      |                    | <b>403,200</b>                 | <b>112,000</b>                    | <b>0</b>                       | <b>0</b>                            |
| Development Charge Shortfall to be Financed from Special Levy for Growth Related Projects |   |               |                                    |                   |                      |                         |                      |                    | <b>5,457,485</b>               | <b>1,515,968</b>                  | <b>0</b>                       | <b>0</b>                            |
| <b>Grand Total Financing</b>  |   |               |                                    | <b>77,264,000</b> | <b>150,000</b>       | <b>36,414,800</b>       | <b>1,465,171</b>     | <b>37,879,971</b>  | <b>0</b>                       | <b>0</b>                          | <b>4,069,920</b>               | <b>27,675,456</b>                   |

**NOTES:**

1) Other Sources of Revenue Include:

|               |                  |
|---------------|------------------|
| Simcoe County | <u>\$150,000</u> |
| <b>TOTAL</b>  | <b>\$150,000</b> |

## 2017 Road Program

| Bud. Item No.                                 | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|---|---------------|------------------------------------|-------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |   |               |                                    |                   |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |   |               |                                    |                   |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                 |   |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 108   | Resurfacing / Rehabilitation Program                              | O.10          | C                                  | 0                 | 0                    | 0                       | 0                  | 0                              | 0                                 | 0                              | 0                                   |
| 10  | Simcoe St. (Beech St. to Reach St. (RR8))                         | O.10          | U                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 12  | Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)             | O.10          | D                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 13  | Columbus Rd. (Townline Rd. N. to Enfield Rd. (RR34))              | O.10          | D                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 18  | Taunton Rd. (0.4km W. of Solina Rd. to Reg. Rd. 57)               | O.10          | P,U                                | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 52  | Champlain Ave. (0.6 km E. of Thickson to W. of Thornton Rd.)      | O.10          | C                                  | 1,000,000         | 119,000              | 881,000                 | 881,000            | 0                              | 0                                 | 0                              | 0                                   |
| 81  | Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)             | O.10          | D                                  | 200,000           | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 87  | Farewell St. (Harbour Rd. to Bloor St.)                           | O.10          | D                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 89  | Region Rd. 57 (Taunton Rd. to Hwy 407)                            | O.10          | D                                  | 50,000            | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 90  | Region Rd. 57 (Old Scugog to 0.13km N. of Conc. Rd. 4)            | O.10          | U                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 107   | Resurfacing / Rehabilitation Preparatory Activities Allowance     | O.10          | D,P,U                              | 352,000           | 0                    | 352,000                 | 352,000            | 0                              | 0                                 | 0                              | 0                                   |
| 106   | Miscellaneous Road and Storm Sewer Reconstruction Projects        | O.9           | C                                  | 350,000           | 0                    | 350,000                 | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 110   | Bridge and Pavement Management Program                            | O.1           |                                    | 200,000           | 0                    | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 111   | Signal Installation Program                                       | 1.99          | C                                  | 1,600,000         | 0                    | 160,000                 | 160,000            | 259,200                        | 57,600                            | 144,000                        | 979,200                             |
| 112   | Signal Modernization Program                                      | O.14          | C                                  | 1,350,000         | 0                    | 1,350,000               | 1,350,000          | 0                              | 0                                 | 0                              | 0                                   |
| 113   | Accessible Pedestrian Signals Program                             | O.14          | C                                  | 500,000           | 0                    | 500,000                 | 500,000            | 0                              | 0                                 | 0                              | 0                                   |
| 114   | ATMS Upgrades   | O.14          | C                                  | 320,000           | 0                    | 320,000                 | 320,000            | 0                              | 0                                 | 0                              | 0                                   |
| 115   | Road Safety Protection Program                                    | O.15          | C                                  | 600,000           | 0                    | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 116   | Intelligent Transportation System Initiatives                     | O.6           | D,C                                | 570,000           | 0                    | 57,000                  | 57,000             | 92,340                         | 20,520                            | 51,300                         | 348,840                             |
| 117   | Miscellaneous Engineering Activities                              | O.1           | EA,D                               | 450,000           | 0                    | 45,000                  | 45,000             | 72,900                         | 16,200                            | 40,500                         | 275,400                             |
| 119   | Misc. Landscaping Projects  | O.3           | C                                  | 150,000           | 0                    | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 120   | Transportation Master Plan Studies                                | O.5           | D                                  | 100,000           | 0                    | 0                       | 0                  | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| 122   | Contingencies - Non-Development Related                           | O.9           |                                    | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 124   | Deck Condition Surveys Program                                    | O.12          | C                                  | 125,000           | 0                    | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 125   | Miscellaneous Spall Repair and Deck Waterproofing Projects        | O.12          | C                                  | 365,000           | 0                    | 365,000                 | 365,000            | 0                              | 0                                 | 0                              | 0                                   |
| 126   | Expansion Joint Replacement Program                               | O.12          | C                                  | 60,000            | 0                    | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| 127   | Concrete Head Walls Program                                       | O.12          | C                                  | 60,000            | 0                    | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Normal Roads Program</b>             |   |               |                                    | <b>9,102,000</b>  | <b>119,000</b>       | <b>6,210,000</b>        | <b>6,210,000</b>   | <b>499,140</b>                 | <b>110,920</b>                    | <b>277,300</b>                 | <b>1,885,640</b>                    |
| <b>B Special Rehabilitation Levy</b>          |   |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 4   | Conc. Rd. 7 (Reg. Rd. 11 to Ashworth Rd.)                         | O.10          | U                                  | 300,000           | 0                    | 300,000                 | 300,000            | 0                              | 0                                 | 0                              | 0                                   |
| 5   | Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)                 | O.10          | D                                  | 200,000           | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 6   | Centre St. (Elgin St. to King St.)                                | O.10          | P                                  | 50,000            | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 7   | Simcoe St. (Rossland Rd. to Russett Ave.)                         | O.10          | C                                  | 4,100,000         | 0                    | 4,100,000               | 4,100,000          | 0                              | 0                                 | 0                              | 0                                   |
| 24  | Reg. Rd. 12 (E. limit of Wilfred Rd. to 3.0km W. of Hwy. 12)      | O.10          | C                                  | 3,900,000         | 0                    | 3,900,000               | 3,900,000          | 0                              | 0                                 | 0                              | 0                                   |
| 25  | Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)               | O.10          | U                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 27  | Reg. Rd. 13, (Lake Ridge Rd. - 1.5 km west of Highway 12)         | O.9           | C                                  | 8,800,000         | 0                    | 8,800,000               | 8,800,000          | 0                              | 0                                 | 0                              | 0                                   |
| 33  | Main St., (Mill St. to Taunton Rd.)                               | O.10          | C                                  | 2,800,000         | 0                    | 2,800,000               | 2,800,000          | 0                              | 0                                 | 0                              | 0                                   |
| 47  | Lake Ridge Rd. (1.6km N. of Hwy. 7 to S. of Conc. 9 (Reg. Rd. 5)) | O.10          | U,P                                | 225,000           | 0                    | 225,000                 | 225,000            | 0                              | 0                                 | 0                              | 0                                   |
| 48  | Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.      | O.10          | D                                  | 150,000           | 0                    | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 49  | Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.  | O.10          | P                                  | 50,000            | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 64  | Reg. Rd. 30 Townline Rd. (Reg. Rd. 8 to Vivian Rd.)               | O.10          | U                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 65  | Reg. Rd. 30, Townline Rd. (Vivian Rd. to 0.2km S. of Davis Dr.)   | O.10          | C                                  | 1,500,000         | 0                    | 1,500,000               | 1,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 109   | Road Resurfacing/Rehabilitation Other Locations                   | O.10          | C                                  | 6,642,000         | 0                    | 6,642,000               | 6,642,000          | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Special Road Rehabilitation Levy</b> |   |               |                                    | <b>28,917,000</b> | <b>0</b>             | <b>28,917,000</b>       | <b>28,917,000</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |

## 2017 Road Program

| Bud. Item No.  | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost       | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|--|---|---------------|------------------------------------|------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |   |               |                                    |                  |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |   |               |                                    |                  |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>C Structure Rehabilitation/Replacement Funding</b>  |   |               |                                    |                  |                      |                         |                    |                                |                                   |                                |                                     |
| 129  | Reg. Rd. 2, Simcoe St. / Oshawa Creek Bridge                        | O.12          | U                                  | 50,000           | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 138  | Reg. Rd. 6, Saintfield Rd. Bridge Replacement                       | O.11          | D                                  | 200,000          | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 139  | Reg. Rd. 8, Siloam Bridge Replacement                               | O.11          | P                                  | 50,000           | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 140  | Reg. Rd. 8, Nonquon Bridge Replacement                              | O.11          | EA                                 | 200,000          | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 141  | Reg. Rd. 11, Smith Bridge Replacement                               | O.11          | EA                                 | 200,000          | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 144  | Reg. Rd. 15, Beaverton River Bridge                                 | O.12          | C                                  | 1,500,000        |                      | 1,500,000               | 1,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 146  | Reg. Rd. 16, Ritson Rd. / CP Overpass                               | O.12          | U                                  | 50,000           | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 152  | Reg. Rd. 23, Beaverton Bridge                                       | O.12          | C                                  | 1,500,000        | 0                    | 1,500,000               | 1,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 155  | Reg. Rd. 29, Liverpool Rd. over C.N.R. Bridge                       | O.12          | C                                  | 300,000          | 0                    | 300,000                 | 300,000            | 0                              | 0                                 | 0                              | 0                                   |
| 156  | Reg. Rd. 31, Westney Road C.P.R. Overhead, 0.4 km N. of Taunton Rd. | O.12          | D                                  | 150,000          | 0                    | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 157  | Reg. Rd. 31, Bayles Bridge  | O.12          | D                                  | 100,000          | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 167  | Reg. Rd. 50, Trent Canal Overpass                                   | O.12          | C                                  | 900,000          | 450,000              | 450,000                 | 450,000            | 0                              | 0                                 | 0                              | 0                                   |
| 168  | Reg. Rd. 51, Gamebridge Bridge                                      | O.12          | U                                  | 50,000           | 25,000               | 25,000                  | 25,000             | 0                              | 0                                 | 0                              | 0                                   |
| 172  | Reg. Rd. 57, Bowmanville Creek Bridge                               | O.12          | C                                  | 1,800,000        | 0                    | 1,800,000               | 1,800,000          | 0                              | 0                                 | 0                              | 0                                   |
| 175  | Reg. Rd. 58, Manning Rd Culvert, 0.3 km East of Thickson Rd         | O.12          | C                                  | 300,000          | 0                    | 300,000                 | 300,000            | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Bridge Rehabilitation/Replacement Funding</b> |   |               |                                    | <b>7,350,000</b> | <b>475,000</b>       | <b>6,875,000</b>        | <b>6,875,000</b>   | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |

## 2017 Road Program

| Bud. Item No.   | Project Description  | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|--|---------------|------------------------------------|-------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |  |               |                                    |                   |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |  |               |                                    |                   |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>D Special Levy for Growth Related Projects</b>             |  |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 3   | Brock Rd. / Goodwood Rd. Intersection                                    | 1.3           | D                                  | 300,000           | 0                    | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 8   | Simcoe St. (N. of Conlin Rd. - Winchester Rd.) PH II                     | 2.1           | C                                  | 12,200,000        | 0                    | 1,708,000               | 1,708,000          | 1,888,560                      | 419,680                           | 1,049,200                      | 7,134,560                           |
| 11  | Winchester (Baldwin St. - Garrard Rd.) PH II; Baldwin St. to Thicksn Rd. | 3.1           | D,P                                | 650,000           | 0                    | 26,000                  | 26,000             | 112,320                        | 24,960                            | 62,400                         | 424,320                             |
| 14  | Reg. Rd. 3 (Concession 8) / Reg. Rd. 57 Intersection                     | 1.45          | P                                  | 300,000           | 0                    | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 16  | Taunton Rd. / Enfield Rd. Intersection                                   | 1.11          | C                                  | 3,400,000         | 0                    | 340,000                 | 340,000            | 550,800                        | 122,400                           | 306,000                        | 2,080,800                           |
| 19  | Taunton Rd. / Region Rd.57 Intersection                                  | 1.13          | D                                  | 300,000           | 0                    | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 23  | Reg. Rd. 12 / Lake Ridge Rd. Intersection                                | 1.21          | U                                  | 300,000           | 0                    | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 36  | Bayly St. / Church St. Intersection                                      | 1.88          | U                                  | 150,000           | 0                    | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 45  | Lake Ridge Rd. (Bayly St. - Kingston Rd.)                                | 23.1          | D                                  | 300,000           | 0                    | 99,000                  | 99,000             | 36,180                         | 8,040                             | 20,100                         | 136,680                             |
| 51  | Consumers Dr. (E. of Thicksn Rd. - Thornton Rd.) PH II                   | 25.3          | C                                  | 9,700,000         | 0                    | 97,000                  | 97,000             | 1,728,540                      | 384,120                           | 960,300                        | 6,530,040                           |
| 52  | Champlain Ave. / Thornton Rd. Intersection                               | 1.99          | C                                  | 4,800,000         | 0                    | 480,000                 | 480,000            | 777,600                        | 172,800                           | 432,000                        | 2,937,600                           |
| 53  | Thicksn Rd. (Wentworth St. - CNR Kingston)                               | 26.1          | D                                  | 100,000           | 0                    | 16,000                  | 16,000             | 15,120                         | 3,360                             | 8,400                          | 57,120                              |
| 58  | Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection                     | 112.1         | U,C                                | 350,000           | 0                    | 45,500                  | 45,500             | 54,810                         | 12,180                            | 30,450                         | 207,060                             |
| 60  | Rossland Rd. / Garden St. Intersection                                   | 1.25          | P                                  | 50,000            | 0                    | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 61  | Rossland Rd. (Ritson Rd. - Harmony Rd.)                                  | 28.1          | EA                                 | 500,000           | 0                    | 20,000                  | 20,000             | 86,400                         | 19,200                            | 48,000                         | 326,400                             |
| 63  | Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)       | 29.1          | EA                                 | 200,000           | 0                    | 12,000                  | 12,000             | 33,840                         | 7,520                             | 18,800                         | 127,840                             |
| 65  | Townline Rd. / Vivian Rd. Intersection                                   | 1.29          | C                                  | 75,000            | 0                    | 7,500                   | 7,500              | 12,150                         | 2,700                             | 6,750                          | 45,900                              |
| 73  | Harmony Rd. (Taunton Rd. - Conlin Rd.) PH II                             | 33.4          | U                                  | 350,000           | 0                    | 59,500                  | 59,500             | 52,290                         | 11,620                            | 29,050                         | 197,540                             |
| 84  | Stevenson Rd. (CPR Belleville to Bond St.)                               | 53.1          | EA                                 | 250,000           | 0                    | 20,000                  | 20,000             | 41,400                         | 9,200                             | 23,000                         | 156,400                             |
| 85  | Stevenson Rd. (Bond St. to Rossland Rd.)                                 | 53.2          | EA                                 | 250,000           | 0                    | 87,500                  | 87,500             | 29,250                         | 6,500                             | 16,250                         | 110,500                             |
| 86  | Townline Rd. / Pebblestone Rd. Intersection                              | 1.41          | U                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 88  | Martin Rd. (Baseline Rd. - Nash Rd.)                                     | 57.1          | U                                  | 300,000           | 0                    | 60,000                  | 60,000             | 43,200                         | 9,600                             | 24,000                         | 163,200                             |
| 94  | Manning Rd./ Brock St. Intersection                                      | 1.52          | U,C                                | 350,000           | 0                    | 35,000                  | 35,000             | 56,700                         | 12,600                            | 31,500                         | 214,200                             |
| 95  | Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.)   | 58.1          | D                                  | 500,000           | 0                    | 5,000                   | 5,000              | 89,100                         | 19,800                            | 49,500                         | 336,600                             |
| 103   | Reg. Hwy 12 (N. of Rossland Rd. - Taunton Rd.)                           | 112.1         | C                                  | 10,300,000        | 0                    | 1,339,000               | 1,339,000          | 1,612,980                      | 358,440                           | 896,100                        | 6,093,480                           |
| 104   | Reg. Hwy. 12 (Taunton Rd. - Garden St.)                                  | 112.2         | D                                  | 500,000           | 0                    | 60,000                  | 60,000             | 79,200                         | 17,600                            | 44,000                         | 299,200                             |
| 118   | Miscellaneous Property Acquisition                                       | O.2           | D                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 121   | Contingencies - Development Related                                      | O.4           |                                    | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 123   | Region's Share - Dev. Related Projects                                   | O.8           | C                                  | 100,000           | 0                    | 0                       | 0                  | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| <b>Total Special Roads Levy</b>                               |  |               |                                    | <b>46,875,000</b> | <b>0</b>             | <b>4,687,000</b>        | <b>4,687,000</b>   | <b>7,593,840</b>               | <b>1,687,520</b>                  | <b>4,218,800</b>               | <b>28,687,840</b>                   |
| <b>E 401 Related Work</b>                                     |  |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
|   | Lake Ridge Rd. Interchange   | 401.2         |                                    |                   | 0                    | 0                       | 0                  | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total-401 Related Work</b>                                 |  |               |                                    | <b>0</b>          | <b>0</b>             | <b>0</b>                | <b>0</b>           | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |
| <b>Grand Total Attribution</b>                                |  |               |                                    | <b>92,244,000</b> | <b>594,000</b>       | <b>46,689,000</b>       | <b>46,689,000</b>  | <b>8,092,980</b>               | <b>1,798,440</b>                  | <b>4,496,100</b>               | <b>30,573,480</b>                   |
| Commercial Development Charges - 401 Related Expenditures (1) |  |               |                                    |                   |                      | 0                       | 0                  | 0                              | 0                                 |                                |                                     |
| Commercial Development Charge Shortfall (2)                   |  |               |                                    |                   |                      | 0                       | 0                  | 0                              | 0                                 |                                |                                     |
| <b>Grand Total Financing</b>                                  |  |               |                                    | <b>92,244,000</b> | <b>594,000</b>       | <b>46,689,000</b>       | <b>46,689,000</b>  | <b>8,092,980</b>               | <b>1,798,440</b>                  | <b>4,496,100</b>               | <b>30,573,480</b>                   |

**NOTES:**

1) Other Sources of Revenue Include:

|               |                  |
|---------------|------------------|
| Simcoe County | \$475,000        |
| Developers    | \$119,000        |
| <b>TOTAL</b>  | <b>\$594,000</b> |

## 2018 Road Program

| Bud. Item No.                                 | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|---|---------------|------------------------------------|-------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |   |               |                                    |                   |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |   |               |                                    |                   |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                 |   |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 106   | Miscellaneous Road and Storm Sewer Reconstruction Projects        | O.9           | C                                  | 350,000           | 0                    | 350,000                 | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 107   | Resurfacing / Rehabilitation Preparatory Activities Allowance     | O.10          | D,P,U                              | 350,000           | 0                    | 350,000                 | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 108   | Resurfacing / Rehabilitation Program                              | O.10          | C                                  | 2,938,000         | 0                    | 2,938,000               | 2,938,000          | 0                              | 0                                 | 0                              | 0                                   |
| 110   | Bridge and Pavement Management Program                            | O.1           |                                    | 200,000           | 0                    | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 111   | Signal Installation Program                                       | I.99          | C                                  | 1,650,000         | 0                    | 165,000                 | 165,000            | 267,300                        | 59,400                            | 148,500                        | 1,009,800                           |
| 112   | Signal Modernization Program                                      | O.14          | C                                  | 1,350,000         | 0                    | 1,350,000               | 1,350,000          | 0                              | 0                                 | 0                              | 0                                   |
| 113   | Accessible Pedestrian Signals Program                             | O.14          | C                                  | 500,000           | 0                    | 500,000                 | 500,000            | 0                              | 0                                 | 0                              | 0                                   |
| 114   | ATMS Upgrades   | O.14          | C                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 115   | Road Safety Protection Program                                    | O.15          | C                                  | 600,000           | 0                    | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 116   | Intelligent Transportation System Initiatives                     | O.6           | D,C                                | 670,000           | 0                    | 67,000                  | 67,000             | 108,540                        | 24,120                            | 60,300                         | 410,040                             |
| 117   | Miscellaneous Engineering Activities                              | O.1           | E,A,D                              | 450,000           | 0                    | 45,000                  | 45,000             | 72,900                         | 16,200                            | 40,500                         | 275,400                             |
| 119   | Misc. Landscaping Projects  | O.3           | C                                  | 150,000           | 0                    | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 120   | Transportation Master Plan Studies                                | O.5           | D                                  | 100,000           | 0                    | 0                       | 0                  | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| 122   | Contingencies - Non-Development Related                           | O.9           |                                    | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 124   | Deck Condition Surveys Program                                    | O.12          | C                                  | 125,000           | 0                    | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 125   | Miscellaneous Spall Repair and Deck Waterproofing Projects        | O.12          | C                                  | 365,000           | 0                    | 365,000                 | 365,000            | 0                              | 0                                 | 0                              | 0                                   |
| 126   | Expansion Joint Replacement Program                               | O.12          | C                                  | 60,000            | 0                    | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| 127   | Concrete Head Walls Program                                       | O.12          | C                                  | 60,000            | 0                    | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Normal Roads Program</b>             |   |               |                                    | <b>10,118,000</b> | <b>0</b>             | <b>7,210,000</b>        | <b>7,210,000</b>   | <b>523,440</b>                 | <b>116,320</b>                    | <b>290,800</b>                 | <b>1,977,440</b>                    |
| <b>B Special Rehabilitation Levy</b>          |   |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 4   | Conc. Rd. 7 (Reg. Rd. 11 to Ashworth Rd.)                         | O.10          | C                                  | 4,000,000         | 0                    | 4,000,000               | 4,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 5   | Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)                 | O.10          | P                                  | 200,000           | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 6   | Centre St. (Elgin St. to King St.)                                | O.10          | U                                  | 50,000            | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 10  | Simcoe St. (Beech St. to Reach St. (RR8))                         | O.10          | C                                  | 1,200,000         | 0                    | 1,200,000               | 1,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 12  | Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)             | O.10          | P                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 16  | Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)             | O.10          | C                                  | 2,000,000         | 0                    | 2,000,000               | 2,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 18  | Taunton Rd. (0.4km W. of Solina Rd. to Reg. Rd. 57)               | O.10          | P,U,C                              | 1,600,000         | 0                    | 1,600,000               | 1,600,000          | 0                              | 0                                 | 0                              | 0                                   |
| 25  | Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)               | O.10          | C                                  | 800,000           | 0                    | 800,000                 | 800,000            | 0                              | 0                                 | 0                              | 0                                   |
| 27  | Reg. Rd. 13. (Lake Ridge Rd. - 1.5 km west of Highway 12)         | O.9           | C                                  | 3,800,000         | 0                    | 3,800,000               | 3,800,000          | 0                              | 0                                 | 0                              | 0                                   |
| 47  | Lake Ridge Rd. (1.6km N. of Hwy. 7 to S. of Conc. 9 (Reg. Rd. 5)) | O.10          | C                                  | 4,000,000         | 0                    | 4,000,000               | 4,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 48  | Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.      | O.10          | P                                  | 150,000           | 0                    | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 49  | Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.  | O.10          | U                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 64  | Reg. Rd. 30 Townline Rd. (Reg. Rd. 8 to Vivian Rd.)               | O.10          | C                                  | 1,250,000         | 0                    | 1,250,000               | 1,250,000          | 0                              | 0                                 | 0                              | 0                                   |
| 81  | Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)             | O.10          | P                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 87  | Farewell St. (Harbour Rd. to Bloor St.)                           | O.10          | C                                  | 3,000,000         | 0                    | 3,000,000               | 3,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 89  | Region Rd. 57 (Taunton Rd. to Hwy 407)                            | O.10          | C                                  | 1,500,000         | 0                    | 1,500,000               | 1,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 90  | Region Rd. 57 (Old Scugog to 0.13km N. of Conc. Rd. 4)            | O.10          | C                                  | 2,500,000         | 0                    | 2,500,000               | 2,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 99  | Wentworth St. (Simcoe St. to Farewell St.)                        | O.10          | D                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 109   | Road Resurfacing/Rehabilitation Other Locations                   | O.10          | C                                  | 1,262,000         | 0                    | 1,262,000               | 1,262,000          | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Special Road Rehabilitation Levy</b> |   |               |                                    | <b>27,712,000</b> | <b>0</b>             | <b>27,712,000</b>       | <b>27,712,000</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |

## 2018 Road Program

| Bud. Item No.  | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|--|---|---------------|------------------------------------|-------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |   |               |                                    |                   |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |   |               |                                    |                   |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>C Structure Rehabilitation/Replacement Funding</b>  |   |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 129  | Reg. Rd. 2, Simcoe St. / Oshawa Creek Bridge                        | O.12          | C                                  | 900,000           | 0                    | 900,000                 | 900,000            | 0                              | 0                                 | 0                              | 0                                   |
| 138  | Reg. Rd. 6, Saintfield Rd. Bridge Replacement                       | O.11          | P                                  | 50,000            | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 139  | Reg. Rd. 8, Siloam Bridge Replacement                               | O.11          | U                                  | 50,000            | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 140  | Reg. Rd. 8, Nonquon Bridge Replacement                              | O.11          | D                                  | 200,000           | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 141  | Reg. Rd. 11, Smith Bridge Replacement                               | O.11          | D                                  | 200,000           | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 146  | Reg. Rd. 16, Ritson Rd. / CP Overpass                               | O.12          | C                                  | 2,250,000         | 0                    | 2,250,000               | 2,250,000          | 0                              | 0                                 | 0                              | 0                                   |
| 147  | Reg. Rd. 16, Ritson Rd. / CNR Overhead                              | O.12          | C                                  | 2,000,000         | 1,000,000            | 1,000,000               | 1,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 150  | Reg. Rd. 22, Bloor Street West Over Oshawa Creek                    | O.12          | D                                  | 200,000           | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 156  | Reg. Rd. 31, Westney Road C.P.R. Overhead, 0.4 km N. of Taunton Rd. | O.12          | C                                  | 1,800,000         | 0                    | 1,800,000               | 1,800,000          | 0                              | 0                                 | 0                              | 0                                   |
| 157  | Reg. Rd. 31, Bayles Bridge  | O.12          | C                                  | 950,000           | 0                    | 950,000                 | 950,000            | 0                              | 0                                 | 0                              | 0                                   |
| 161  | Reg. Rd. 38, Whites Road / CNR Overpass                             | O.12          | D                                  | 150,000           | 0                    | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 168  | Reg. Rd. 51, Gamebridge Bridge                                      | O.12          | C                                  | 1,750,000         | 875,000              | 875,000                 | 875,000            | 0                              | 0                                 | 0                              | 0                                   |
| 177  | Reg. Rd. 59, Gibb St. over Oshawa Creek Bridge                      | O.12          | D                                  | 120,000           | 0                    | 120,000                 | 120,000            | 0                              | 0                                 | 0                              | 0                                   |
| 179  | Reg. Hwy 47, Uxbridge Brook Culvert Replacement                     | O.11          | C                                  | 2,500,000         | 0                    | 2,500,000               | 2,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Bridge Rehabilitation/Replacement Funding</b> |   |               |                                    | <b>13,120,000</b> | <b>1,875,000</b>     | <b>11,245,000</b>       | <b>11,245,000</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |

## 2018 Road Program

| Bud. Item No.                                     | Project Description  | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|--|---------------|------------------------------------|-------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |  |               |                                    |                   |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |  |               |                                    |                   |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>D Special Levy for Growth Related Projects</b> |  |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 1   | Brock Rd. (Taunton Rd. - 5th Concession Rd.) PH I                        | 1.4           | C                                  | 240,000           | 0                    | 16,800                  | 16,800             | 40,176                         | 8,928                             | 22,320                         | 151,776                             |
| 2   | Brock Rd. / 7th Concession Rd. Intersection                              | 1.2           | D                                  | 150,000           | 0                    | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 3   | Brock Rd. / Goodwood Rd. Intersection                                    | 1.3           | P                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 11  | Winchester (Baldwin St. - Garrard Rd.) PH II: Baldwin St. to Thicksn Rd. | 3.1           | U                                  | 100,000           | 0                    | 4,000                   | 4,000              | 17,280                         | 3,840                             | 9,600                          | 65,280                              |
| 14  | Reg. Rd. 3 (Concession 8) / Reg. Rd. 57 Intersection                     | 1.45          | U                                  | 300,000           | 0                    | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 17  | Taunton Rd. / Courtyce Rd. Intersection                                  | 1.12          | D                                  | 200,000           | 0                    | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 19  | Taunton Rd. / Region Rd.57 Intersection                                  | 1.13          | P                                  | 250,000           | 0                    | 25,000                  | 25,000             | 40,500                         | 9,000                             | 22,500                         | 153,000                             |
| 23  | Reg. Rd. 12 / Lake Ridge Rd. Intersection                                | 1.21          | C                                  | 1,800,000         | 0                    | 180,000                 | 180,000            | 291,600                        | 64,800                            | 162,000                        | 1,101,600                           |
| 27  | Reg. Rd. 13 / Lake Ridge Rd. Intersection                                | 1.20          | C                                  | 4,540,000         | 0                    | 454,000                 | 454,000            | 735,480                        | 163,440                           | 408,600                        | 2,778,480                           |
| 30  | Ritson Rd (N. of Taunton Rd. - Conlin Rd.)                               | 16.1          | EA                                 | 500,000           | 0                    | 170,000                 | 170,000            | 59,400                         | 13,200                            | 33,000                         | 224,400                             |
| 36  | Bayly St. / Church St. Intersection                                      | 1.88          | C                                  | 1,000,000         | 0                    | 100,000                 | 100,000            | 162,000                        | 36,000                            | 90,000                         | 612,000                             |
| 41  | Victoria St. (South Blair St. - W. of Thicksn Rd.)                       | 22.4          | C                                  | 8,900,000         | 0                    | 1,335,000               | 1,335,000          | 1,361,700                      | 302,600                           | 756,500                        | 5,144,200                           |
| 42  | Victoria St. (E. of Thicksn Rd. - W. of Stevenson Rd.)                   | 22.5          | U                                  | 600,000           | 0                    | 108,000                 | 108,000            | 88,560                         | 19,680                            | 49,200                         | 334,560                             |
| 45  | Lake Ridge Rd. (Bayly St. - Kingston Rd.)                                | 23.1          | P                                  | 100,000           | 0                    | 33,000                  | 33,000             | 12,060                         | 2,680                             | 6,700                          | 45,560                              |
| 46  | Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)                             | 23.2          | EA                                 | 250,000           | 0                    | 37,500                  | 37,500             | 38,250                         | 8,500                             | 21,250                         | 144,500                             |
| 53  | Thicksn Rd. (Wentworth St. - CNR Kingston)                               | 26.1          | P                                  | 50,000            | 0                    | 8,000                   | 8,000              | 7,560                          | 1,680                             | 4,200                          | 28,560                              |
| 55  | Thicksn Rd. / Rossland Rd. Intersection                                  | 1.22          | D                                  | 150,000           | 0                    | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 56  | Thicksn Rd. (Taunton Rd. to Hwy 407)                                     | 26.5          | EA                                 | 500,000           | 0                    | 80,000                  | 80,000             | 75,600                         | 16,800                            | 42,000                         | 285,600                             |
| 58  | Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection                     | 112.1         | C                                  | 6,000,000         | 0                    | 780,000                 | 780,000            | 939,600                        | 208,800                           | 522,000                        | 3,549,600                           |
| 60  | Rossland Rd. / Garden St. Intersection                                   | 1.25          | U                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 61  | Rossland Rd. (Ritson Rd. - Harmony Rd.)                                  | 28.1          | D                                  | 500,000           | 0                    | 20,000                  | 20,000             | 86,400                         | 19,200                            | 48,000                         | 326,400                             |
| 63  | Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)       | 29.1          | D                                  | 100,000           | 0                    | 6,000                   | 6,000              | 16,920                         | 3,760                             | 9,400                          | 63,920                              |
| 64  | Townline Rd. / Region Rd. 8 Intersection                                 | 1.28          | C                                  | 50,000            | 0                    | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 70  | Westney Rd. (N. of Rossland Rd. - Taunton Rd.)                           | 31.4          | U                                  | 300,000           | 0                    | 12,000                  | 12,000             | 51,840                         | 11,520                            | 28,800                         | 195,840                             |
| 72  | Harmony Rd. (Rossland Rd. - Taunton Rd.)                                 | 33.3          | C                                  | 8,800,000         | 0                    | 528,000                 | 528,000            | 1,488,960                      | 330,880                           | 827,200                        | 5,624,960                           |
| 82  | Thornton Rd. (Consumers Dr. - King St.)                                  | 52.1          | EA                                 | 500,000           | 0                    | 35,000                  | 35,000             | 83,700                         | 18,600                            | 46,500                         | 316,200                             |
| 84  | Stevenson Rd. (CPR Belleville to Bond St.)                               | 53.1          | D                                  | 500,000           | 0                    | 40,000                  | 40,000             | 82,800                         | 18,400                            | 46,000                         | 312,800                             |
| 86  | Townline Rd. / Pebblestone Rd. Intersection                              | 1.41          | C                                  | 400,000           | 0                    | 40,000                  | 40,000             | 64,800                         | 14,400                            | 36,000                         | 244,800                             |
| 88  | Martin Rd. (Baseline Rd. - Nash Rd.) PH I                                | 57.1          | C                                  | 4,500,000         | 0                    | 900,000                 | 900,000            | 648,000                        | 144,000                           | 360,000                        | 2,448,000                           |
| 94  | Manning Rd./ Brock St. Intersection                                      | 1.52          | C                                  | 2,000,000         | 0                    | 200,000                 | 200,000            | 324,000                        | 72,000                            | 180,000                        | 1,224,000                           |
| 95  | Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.)   | 58.1          | P                                  | 800,000           | 0                    | 8,000                   | 8,000              | 142,560                        | 31,680                            | 79,200                         | 538,560                             |
| 97  | Gibb St. (E. of Stevenson Rd. - Simcoe St.)                              | 59.1          | D,P                                | 1,600,000         | 0                    | 288,000                 | 288,000            | 236,160                        | 52,480                            | 131,200                        | 892,160                             |
| 104   | Reg. Hwy. 12 (Taunton Rd. - Garden St.)                                  | 112.2         | P                                  | 500,000           | 0                    | 60,000                  | 60,000             | 79,200                         | 17,600                            | 44,000                         | 299,200                             |
| 118   | Miscellaneous Property Acquisition                                       | O.2           | D                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 121   | Contingencies - Development Related                                      | O.4           |                                    | 300,000           | 0                    | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 123   | Region's Share - Dev. Related Projects                                   | O.8           | C                                  | 300,000           | 0                    | 0                       | 0                  | 54,000                         | 12,000                            | 30,000                         | 204,000                             |
| <b>Total Special Roads Levy</b>                   |  |               |                                    | <b>47,080,000</b> | <b>0</b>             | <b>5,613,300</b>        | <b>5,613,300</b>   | <b>7,464,006</b>               | <b>1,658,668</b>                  | <b>4,146,670</b>               | <b>28,197,356</b>                   |
| <b>Grand Total Financing</b>                      |  |               |                                    | <b>98,030,000</b> | <b>1,875,000</b>     | <b>51,780,300</b>       | <b>51,780,300</b>  | <b>7,987,446</b>               | <b>1,774,988</b>                  | <b>4,437,470</b>               | <b>30,174,796</b>                   |

**NOTES:**

1) Other Sources of Revenue Include:

|              |                    |
|--------------|--------------------|
| CNR          | \$1,875,000        |
| <b>TOTAL</b> | <b>\$1,875,000</b> |

## 2019 Road Program

| Bud. Item No.                                 | Project Description  | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|--|---------------|------------------------------------|-------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |  |               |                                    |                   |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |  |               |                                    |                   |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                 |  |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 106   | Miscellaneous Road and Storm Sewer Reconstruction Projects       | O.9           | C                                  | 450,000           | 0                    | 450,000                 | 450,000            | 0                              | 0                                 | 0                              | 0                                   |
| 107   | Resurfacing / Rehabilitation Preparatory Activities Allowance    | O.10          | D,P,U                              | 350,000           | 0                    | 350,000                 | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 108   | Resurfacing / Rehabilitation Program                             | O.10          | C                                  | 3,082,500         | 0                    | 3,082,500               | 3,082,500          | 0                              | 0                                 | 0                              | 0                                   |
| 110   | Bridge and Pavement Management Program                           | O.1           |                                    | 200,000           | 0                    | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 111   | Signal Installation Program                                      | I.99          | C                                  | 1,650,000         | 0                    | 165,000                 | 165,000            | 267,300                        | 59,400                            | 148,500                        | 1,009,800                           |
| 112   | Signal Modernization Program                                     | O.14          | C                                  | 700,000           | 0                    | 700,000                 | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 113   | Accessible Pedestrian Signals Program                            | O.14          | C                                  | 500,000           | 0                    | 500,000                 | 500,000            | 0                              | 0                                 | 0                              | 0                                   |
| 114   | ATMS Upgrades  | O.14          | C                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 115   | Road Safety Protection Program                                   | O.15          | C                                  | 600,000           | 0                    | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 116   | Intelligent Transportation System Initiatives                    | O.6           | D,C                                | 725,000           | 0                    | 72,500                  | 72,500             | 117,450                        | 26,100                            | 65,250                         | 443,700                             |
| 117   | Miscellaneous Engineering Activities                             | O.1           | EA,D                               | 450,000           | 0                    | 45,000                  | 45,000             | 72,900                         | 16,200                            | 40,500                         | 275,400                             |
| 119   | Misc. Landscaping Projects                                       | O.3           | C                                  | 150,000           | 0                    | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 120   | Transportation Master Plan Studies                               | O.5           | D                                  | 100,000           | 0                    | 0                       | 0                  | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| 122   | Contingencies - Non-Development Related                          | O.9           |                                    | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 124   | Deck Condition Surveys Program                                   | O.12          | C                                  | 125,000           | 0                    | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 125   | Miscellaneous Spall Repair and Deck Waterproofing Projects       | O.12          | C                                  | 365,000           | 0                    | 365,000                 | 365,000            | 0                              | 0                                 | 0                              | 0                                   |
| 126   | Expansion Joint Replacement Program                              | O.12          | C                                  | 60,000            | 0                    | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| 127   | Concrete Head Walls Program                                      | O.12          | C                                  | 60,000            | 0                    | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Normal Roads Program</b>             |  |               |                                    | <b>9,767,500</b>  | <b>0</b>             | <b>6,810,000</b>        | <b>6,810,000</b>   | <b>532,350</b>                 | <b>118,300</b>                    | <b>295,750</b>                 | <b>2,011,100</b>                    |
| <b>B Special Rehabilitation Levy</b>          |  |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 5   | Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)                | O.10          | U                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 6   | Centre St. (Elgin St. to King St.)                               | O.10          | C                                  | 3,000,000         | 0                    | 3,000,000               | 3,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 12  | Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)            | O.10          | U                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 13  | Columbus Rd. (Townline Rd. N. to Enfield Rd. (RR34))             | O.10          | P                                  | 150,000           | 0                    | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 18  | Taunton Rd. (0.4km W. of Solina Rd. to Reg. Rd. 57)              | O.10          | P,U,C                              | 1,600,000         | 0                    | 1,600,000               | 1,600,000          | 0                              | 0                                 | 0                              | 0                                   |
| 21  | Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18) | O.10          | D                                  | 50,000            | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 48  | Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.     | O.10          | U                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 49  | Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd. | O.10          | C                                  | 2,200,000         | 0                    | 2,200,000               | 2,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 81  | Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)            | O.10          | U                                  | 200,000           | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 109   | Road Resurfacing/Rehabilitation Other Locations                  | O.10          | C                                  | 20,067,500        | 0                    | 20,067,500              | 20,067,500         | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Special Road Rehabilitation Levy</b> |  |               |                                    | <b>27,567,500</b> | <b>0</b>             | <b>27,567,500</b>       | <b>27,567,500</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |



## 2019 Road Program

| Bud. Item No.  | Project Description                                   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost       | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|--|---|---------------|------------------------------------|------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |   |               |                                    |                  |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |   |               |                                    |                  |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>C Structure Rehabilitation/Replacement Funding</b>  |   |               |                                    |                  |                      |                         |                    |                                |                                   |                                |                                     |
| 138  | Reg. Rd. 6, Saintfield Rd. Bridge Replacement         | O.11          | U                                  | 50,000           | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 139  | Reg. Rd. 8, Siloam Bridge Replacement                 | O.11          | C                                  | 2,400,000        | 0                    | 2,400,000               | 2,400,000          | 0                              | 0                                 | 0                              | 0                                   |
| 140  | Reg. Rd. 8, Nonquon Bridge Replacement                | O.11          | P,U                                | 100,000          | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 141  | Reg. Rd. 11, Smith Bridge Replacement                 | O.11          | P                                  | 50,000           | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 143  | Reg. Rd. 13, Laurie Bridge Replacement                | O.11          | EA                                 | 200,000          | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 150  | Reg. Rd. 22, Bloor Street West Over Oshawa Creek      | O.12          | C                                  | 1,800,000        | 0                    | 1,800,000               | 1,800,000          | 0                              | 0                                 | 0                              | 0                                   |
| 153  | Reg. Rd. 28, Rossland Road Over Oshawa Creek          | O.12          | D                                  | 180,000          | 0                    | 180,000                 | 180,000            | 0                              | 0                                 | 0                              | 0                                   |
| 161  | Reg. Rd. 38, Whites Road / CNR Overpass               | O.12          | C                                  | 600,000          | 0                    | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 164  | Reg. Rd. 46, Brock Street over Pringle Creek Bridge   | O.12          | D                                  | 60,000           | 0                    | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| 166  | Reg. Rd. 50, Morgan Bridge                            | O.12          | D                                  | 200,000          | 100,000              | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 170  | Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge   | O.12          | D                                  | 200,000          | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 174  | Reg. Rd. 57, Burketon Overpass Bridge Replacement     | O.11          | D                                  | 200,000          | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 176  | Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge | O.12          | D                                  | 150,000          | 0                    | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 177  | Reg. Rd. 59, Gibb St. over Oshawa Creek Bridge        | O.12          | C                                  | 840,000          | 0                    | 840,000                 | 840,000            | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Bridge Rehabilitation/Replacement Funding</b> |   |               |                                    | <b>7,030,000</b> | <b>100,000</b>       | <b>6,930,000</b>        | <b>6,930,000</b>   | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |

## 2019 Road Program

| Bud. Item No.                                     | Project Description   | D.C. Item No.    | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|---|------------------|------------------------------------|-------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |   |                  |                                    |                   |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |   |                  |                                    |                   |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>D Special Levy for Growth Related Projects</b> |   |                  |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 1   | Brock Rd. (Taunton Rd. - 5th Concession Rd.) PH II                        | 1.4              | C                                  | 8,800,000         | 0                    | 616,000                 | 616,000            | 1,473,120                      | 327,360                           | 818,400                        | 5,565,120                           |
| 2   | Brock Rd. / 7th Concession Rd. Intersection                               | 1.2              | P                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 3   | Brock Rd. / Goodwood Rd. Intersection                                     | 1.3              | U                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 11  | Winchester (Baldwin St. - Garrard Rd.) PH II; Baldwin St. to Thickson Rd. | 3.1              | C                                  | 5,500,000         | 0                    | 220,000                 | 220,000            | 950,400                        | 211,200                           | 528,000                        | 3,590,400                           |
| 14  | Reg. Rd. 3 (Concession 8) / Reg. Rd. 57 Intersection                      | 1.45             | C                                  | 1,500,000         | 0                    | 150,000                 | 150,000            | 243,000                        | 54,000                            | 135,000                        | 918,000                             |
| 15  | Taunton Rd. / Anderson St. Intersection                                   | 1.9              | D                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 17  | Taunton Rd. / Courtice Rd. Intersection                                   | 1.12             | P                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 19  | Taunton Rd. / Region Rd. 57 Intersection                                  | 1.13             | U                                  | 300,000           | 0                    | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 28  | Liberty Reg. Rd. 14 (Baseline Rd. - King St)                              | 14.1             | P                                  | 400,000           | 0                    | 140,000                 | 140,000            | 46,800                         | 10,400                            | 26,000                         | 176,800                             |
| 30  | Ritson Rd (N. of Taunton Rd. - Conlin Rd.)                                | 16.1             | D                                  | 500,000           | 0                    | 170,000                 | 170,000            | 59,400                         | 13,200                            | 33,000                         | 224,400                             |
| 42  | Victoria St. (E. of Thickson Rd. - W. of Stevenson Rd.)                   | 22.5             | C                                  | 9,400,000         | 0                    | 1,692,000               | 1,692,000          | 1,387,440                      | 308,320                           | 770,800                        | 5,241,440                           |
| 45  | Lake Ridge Rd. (Bayly St. - Kingston Rd.)                                 | 23.1             | U                                  | 100,000           | 0                    | 33,000                  | 33,000             | 12,060                         | 2,680                             | 6,700                          | 45,560                              |
| 46  | Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)                              | 23.2             | D                                  | 200,000           | 0                    | 30,000                  | 30,000             | 30,600                         | 6,800                             | 17,000                         | 115,600                             |
| 53  | Thickson Rd. (Wentworth St. - CNR Kingston)                               | 26.1             | U                                  | 50,000            | 0                    | 8,000                   | 8,000              | 7,560                          | 1,680                             | 4,200                          | 28,560                              |
| 54  | Thickson Rd. / Burns St. Intersection                                     | 1.88             | D                                  | 50,000            | 0                    | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 55  | Thickson Rd. / Rossland Rd. Intersection                                  | 1.22             | P                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 56  | Thickson Rd. (Taunton Rd. to Hwy 407)                                     | 26.5             | D                                  | 500,000           | 0                    | 80,000                  | 80,000             | 75,600                         | 16,800                            | 42,000                         | 285,600                             |
| 57  | Rossland Rd. / Cochrane St. Intersection                                  | 1.24             | D                                  | 50,000            | 0                    | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 60  | Rossland Rd. / Garden St. Intersection                                    | 1.25             | U                                  | 50,000            | 0                    | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 61  | Rossland Rd. (Ritson Rd. - Harmony Rd.)                                   | 28.1             | P                                  | 100,000           | 0                    | 4,000                   | 4,000              | 17,280                         | 3,840                             | 9,600                          | 65,280                              |
| 63  | Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)        | 29.1             | P                                  | 100,000           | 0                    | 6,000                   | 6,000              | 16,920                         | 3,760                             | 9,400                          | 63,920                              |
| 67  | Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)        | 1.31, 1.32, 1.33 | D                                  | 250,000           | 0                    | 25,000                  | 25,000             | 40,500                         | 9,000                             | 22,500                         | 153,000                             |
| 70  | Westney Rd. (N. of Rossland Rd. - Taunton Rd.)                            | 31.4             | U                                  | 300,000           | 0                    | 12,000                  | 12,000             | 51,840                         | 11,520                            | 28,800                         | 195,840                             |
| 73  | Harmony Rd. (Taunton Rd. - Conlin Rd.) PH II                              | 33.4             | C                                  | 5,400,000         | 0                    | 918,000                 | 918,000            | 806,760                        | 179,280                           | 448,200                        | 3,047,760                           |
| 77  | Whites Rd. (Kingston Rd. - Finch Ave.)                                    | 38.2             | EA                                 | 200,000           | 0                    | 12,000                  | 12,000             | 33,840                         | 7,520                             | 18,800                         | 127,840                             |
| 82  | Thornton Rd. (Consumers Dr. - King St.)                                   | 52.1             | D                                  | 500,000           | 0                    | 35,000                  | 35,000             | 83,700                         | 18,600                            | 46,500                         | 316,200                             |
| 84  | Stevenson Rd. (CPR Belleville to Bond St.)                                | 53.1             | P                                  | 200,000           | 0                    | 16,000                  | 16,000             | 33,120                         | 7,360                             | 18,400                         | 125,120                             |
| 88  | Martin Rd. (Baseline Rd. - Nash Rd.) PH II                                | 57.1             | C                                  | 8,000,000         | 0                    | 1,600,000               | 1,600,000          | 1,152,000                      | 256,000                           | 640,000                        | 4,352,000                           |
| 95  | Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.)    | 58.1             | U                                  | 100,000           | 0                    | 1,000                   | 1,000              | 17,820                         | 3,960                             | 9,900                          | 67,320                              |
| 97  | Gibb St. (E. of Stevenson Rd. - Simcoe St.)                               | 59.1             | D,P,C                              | 2,150,000         | 0                    | 387,000                 | 387,000            | 317,340                        | 70,520                            | 176,300                        | 1,198,840                           |
| 98  | Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)             | 59.2             | P                                  | 1,000,000         | 0                    | 30,000                  | 30,000             | 174,600                        | 38,800                            | 97,000                         | 659,600                             |
| 104   | Reg. Hwy. 12 (Taunton Rd. - Garden St.)                                   | 112.2            | U                                  | 1,400,000         | 0                    | 168,000                 | 168,000            | 221,760                        | 49,280                            | 123,200                        | 837,760                             |
| 105   | Region Hwy 47 / Concession 6 Intersection                                 | 199              | D                                  | 100,000           | 0                    | 1,000                   | 1,000              | 17,820                         | 3,960                             | 9,900                          | 67,320                              |
| 118   | Miscellaneous Property Acquisition  | 0.2              | D                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 121   | Contingencies - Development Related                                       | 0.4              |                                    | 300,000           | 0                    | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 123   | Region's Share - Dev. Related Projects                                    | 0.8              | C                                  | 300,000           | 0                    | 0                       | 0                  | 54,000                         | 12,000                            | 30,000                         | 204,000                             |
| <b>Total Special Roads Levy</b>                   |   |                  |                                    | <b>48,400,000</b> | <b>0</b>             | <b>6,489,000</b>        | <b>6,489,000</b>   | <b>7,543,980</b>               | <b>1,676,440</b>                  | <b>4,191,100</b>               | <b>28,499,480</b>                   |
| <b>Grand Total Financing</b>                      |   |                  |                                    | <b>92,765,000</b> | <b>100,000</b>       | <b>47,796,500</b>       | <b>47,796,500</b>  | <b>8,076,330</b>               | <b>1,794,740</b>                  | <b>4,486,850</b>               | <b>30,510,580</b>                   |

**NOTES:**

1) Other Sources of Revenue Include:

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

## 2020 Road Program

| Bud. Item No.                                 | Project Description  | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|--|---------------|------------------------------------|-------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |  |               |                                    |                   |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |  |               |                                    |                   |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                 |  |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 106   | Miscellaneous Road and Storm Sewer Reconstruction Projects       | O.9           | C                                  | 400,000           | 0                    | 400,000                 | 400,000            | 0                              | 0                                 | 0                              | 0                                   |
| 107   | Resurfacing / Rehabilitation Preparatory Activities Allowance    | O.10          | D,P,U                              | 350,000           | 0                    | 350,000                 | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 108   | Resurfacing / Rehabilitation Program                             | O.10          | C                                  | 3,407,000         | 0                    | 3,407,000               | 3,407,000          | 0                              | 0                                 | 0                              | 0                                   |
| 110   | Bridge and Pavement Management Program                           | O.1           |                                    | 200,000           | 0                    | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 111   | Signal Installation Program                                      | 1.99          | C                                  | 1,675,000         | 0                    | 167,500                 | 167,500            | 271,350                        | 60,300                            | 150,750                        | 1,025,100                           |
| 112   | Signal Modernization Program                                     | O.14          | C                                  | 700,000           | 0                    | 700,000                 | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 113   | Accessible Pedestrian Signals Program                            | O.14          | C                                  | 500,000           | 0                    | 500,000                 | 500,000            | 0                              | 0                                 | 0                              | 0                                   |
| 114   | ATMS Upgrades  | O.14          | C                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 115   | Road Safety Protection Program                                   | O.15          | C                                  | 600,000           | 0                    | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 116   | Intelligent Transportation System Initiatives                    | O.6           | D,C                                | 555,000           | 0                    | 55,500                  | 55,500             | 89,910                         | 19,980                            | 49,950                         | 339,660                             |
| 117   | Miscellaneous Engineering Activities                             | O.1           | EA,D                               | 450,000           | 0                    | 45,000                  | 45,000             | 72,900                         | 16,200                            | 40,500                         | 275,400                             |
| 119   | Misc. Landscaping Projects                                       | O.3           | C                                  | 150,000           | 0                    | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 120   | Transportation Master Plan Studies                               | O.5           | D                                  | 100,000           | 0                    | 0                       | 0                  | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| 122   | Contingencies - Non-Development Related                          | O.9           |                                    | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 124   | Deck Condition Surveys Program                                   | O.12          | C                                  | 125,000           | 0                    | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 125   | Miscellaneous Spall Repair and Deck Waterproofing Projects       | O.12          | C                                  | 365,000           | 0                    | 365,000                 | 365,000            | 0                              | 0                                 | 0                              | 0                                   |
| 126   | Expansion Joint Replacement Program                              | O.12          | C                                  | 60,000            | 0                    | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Normal Roads Program</b>             |  |               |                                    | <b>9,837,000</b>  | <b>0</b>             | <b>7,010,000</b>        | <b>7,010,000</b>   | <b>508,860</b>                 | <b>113,080</b>                    | <b>282,700</b>                 | <b>1,922,360</b>                    |
| <b>B Special Rehabilitation Levy</b>          |  |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 5   | Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)                | O.10          | C                                  | 2,200,000         | 0                    | 2,200,000               | 2,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 12  | Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)            | O.10          | C                                  | 2,000,000         | 0                    | 2,000,000               | 2,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 13  | Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))          | O.10          | U                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 18  | Taunton Rd. (0.4km W. of Solina Rd. to Reg. Rd. 57)              | O.10          | P,U,C                              | 1,600,000         | 0                    | 1,600,000               | 1,600,000          | 0                              | 0                                 | 0                              | 0                                   |
| 21  | Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18) | O.10          | U                                  | 50,000            | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 48  | Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.     | O.10          | C                                  | 4,500,000         | 0                    | 4,500,000               | 4,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 81  | Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)            | O.10          | C                                  | 3,000,000         | 0                    | 3,000,000               | 3,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 99  | Wentworth St. (Simcoe St. to Farewell St.)                       | O.10          | C                                  | 2,500,000         | 0                    | 2,500,000               | 2,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 109   | Road Resurfacing/Rehabilitation Other Locations                  | O.10          | C                                  | 11,293,000        | 0                    | 11,293,000              | 11,293,000         | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Special Road Rehabilitation Levy</b> |  |               |                                    | <b>27,243,000</b> | <b>0</b>             | <b>27,243,000</b>       | <b>27,243,000</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |

## 2020 Road Program

| Bud. Item No.  | Project Description  | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|--|--|---------------|------------------------------------|-------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |  |               |                                    |                   |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |  |               |                                    |                   |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>C Structure Rehabilitation/Replacement Funding</b>  |  |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 130  | Reg. Rd. 2, Seagrave Bridge  | O.12          | D                                  | 150,000           | 0                    | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 128  | Reg. Rd. 1, Brock Rd. Over Duffins Creek Bridge                    | O.12          | D                                  | 125,000           | 0                    | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 132  | Reg. Rd. 3, Enniskillen Bridge                                     | O.12          | D                                  | 200,000           | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 134  | Reg. Rd. 4, Hampton Bridge   | O.12          | D                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 138  | Reg. Rd. 6, Saintfield Rd. Bridge Replacement                      | O.11          | C                                  | 1,500,000         | 0                    | 1,500,000               | 1,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 140  | Reg. Rd. 8, Nonguon Bridge Replacement                             | O.11          | C                                  | 1,200,000         | 0                    | 1,200,000               | 1,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 141  | Reg. Rd. 11, Smith Bridge Replacement                              | O.11          | U                                  | 50,000            | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 142  | Reg. Rd. 11, Dobson Bridge   | O.12          | D                                  | 150,000           | 0                    | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 143  | Reg. Rd. 13, Laurie Bridge Replacement                             | O.11          | D                                  | 200,000           | 0                    | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 153  | Reg. Rd. 28, Rossland Road Over Oshawa Creek                       | O.12          | C                                  | 2,000,000         | 0                    | 2,000,000               | 2,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 154  | Reg. Rd. 28, Rossland Road East Bridge                             | O.12          | D                                  | 150,000           | 0                    | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 164  | Reg. Rd. 46, Brock Street over Pringle Creek Bridge                | O.12          | C                                  | 700,000           | 0                    | 700,000                 | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 166  | Reg. Rd. 50, Morgan Bridge   | O.12          | C                                  | 1,200,000         | 600,000              | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 170  | Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge                | O.12          | C                                  | 1,900,000         | 0                    | 1,900,000               | 1,900,000          | 0                              | 0                                 | 0                              | 0                                   |
| 174  | Reg. Rd. 57, Burketon Overpass Bridge Replacement                  | O.11          | P                                  | 50,000            | 0                    | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 176  | Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge              | O.12          | C                                  | 1,100,000         | 0                    | 1,100,000               | 1,100,000          | 0                              | 0                                 | 0                              | 0                                   |
| 178  | Reg. Hwy 2, Kingston Road Over Duffins Creek                       | O.12          | D                                  | 100,000           | 0                    | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Bridge Rehabilitation/Replacement Funding</b> |  |               |                                    | <b>10,875,000</b> | <b>600,000</b>       | <b>10,275,000</b>       | <b>10,275,000</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |
| <b>D Special Levy for Growth Related Projects</b>      |  |               |                                    |                   |                      |                         |                    |                                |                                   |                                |                                     |
| 2  | Brock Rd. / 7th Concession Rd. Intersection                        | I.2           | U                                  | 150,000           | 0                    | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 3  | Brock Rd. / Goodwood Rd. Intersection                              | I.3           | C                                  | 2,500,000         | 0                    | 250,000                 | 250,000            | 405,000                        | 90,000                            | 225,000                        | 1,530,000                           |
| 15   | Taunton Rd. / Anderson St. Intersection                            | I.9           | U                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 17   | Taunton Rd. / Courtice Rd. Intersection                            | I.12          | U                                  | 200,000           | 0                    | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 20   | Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection | I.14          | D                                  | 160,000           | 0                    | 16,000                  | 16,000             | 25,920                         | 5,760                             | 14,400                         | 97,920                              |
| 28   | Liberty Reg. Rd. 14 (Baseline Rd. - King St)                       | 14.1          | U                                  | 400,000           | 0                    | 140,000                 | 140,000            | 46,800                         | 10,400                            | 26,000                         | 176,800                             |
| 29   | Ritson Rd. / Beatrice St. Intersection                             | I.15          | D                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 30   | Ritson Rd (N. of Taunton Rd. - Conlin Rd.)                         | 16.1          | P                                  | 100,000           | 0                    | 34,000                  | 34,000             | 11,880                         | 2,640                             | 6,600                          | 44,880                              |
| 35   | Bayly St. / Sandy Beach Rd. Intersection                           | I.19          | D                                  | 150,000           | 0                    | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 40   | Victoria St. / Brock St. Intersection                              | I.51          | D                                  | 220,000           | 0                    | 22,000                  | 22,000             | 35,640                         | 7,920                             | 19,800                         | 134,640                             |
| 43   | Bloor St. (Harmony Rd. - Grandview St.)                            | 22.8          | EA                                 | 400,000           | 0                    | 12,000                  | 12,000             | 69,840                         | 15,520                            | 38,800                         | 263,840                             |
| 45   | Lake Ridge Rd. (Bayly St. - Kingston Rd.)                          | 23.1          | C                                  | 3,000,000         | 0                    | 990,000                 | 990,000            | 361,800                        | 80,400                            | 201,000                        | 1,366,800                           |
| 46   | Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)                       | 23.2          | P                                  | 300,000           | 0                    | 45,000                  | 45,000             | 45,900                         | 10,200                            | 25,500                         | 173,400                             |
| 53   | Thickson Rd. (Wentworth St. - CNR Kingston)                        | 26.1          | C                                  | 2,000,000         | 0                    | 320,000                 | 320,000            | 302,400                        | 67,200                            | 168,000                        | 1,142,400                           |
| 54   | Thickson Rd. / Burns St. Intersection                              | I.88          | U                                  | 50,000            | 0                    | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 55   | Thickson Rd. / Rossland Rd. Intersection                           | I.22          | U                                  | 150,000           | 0                    | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 56   | Thickson Rd. (Taunton Rd. to Hwy 407)                              | 26.5          | P                                  | 500,000           | 0                    | 80,000                  | 80,000             | 75,600                         | 16,800                            | 42,000                         | 285,600                             |
| 57   | Rossland Rd. / Cochrane St. Intersection                           | I.24          | U                                  | 50,000            | 0                    | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 60   | Rossland Rd. / Garden St. Intersection                             | I.25          | C                                  | 2,200,000         | 0                    | 220,000                 | 220,000            | 356,400                        | 79,200                            | 198,000                        | 1,346,400                           |
| 61   | Rossland Rd. (Ritson Rd. - Harmony Rd.)                            | 28.1          | U                                  | 300,000           | 0                    | 12,000                  | 12,000             | 51,840                         | 11,520                            | 28,800                         | 195,840                             |

## 2020 Road Program

| Bud. Item No.                   | Project Description  | D.C. Item No.    | EA/ Design Property Utility Const. | Gross Cost         | Other <sup>(1)</sup> | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---------------------------------|--|------------------|------------------------------------|--------------------|----------------------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|                                 |  |                  |                                    |                    |                      | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|                                 |  |                  |                                    |                    |                      | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| 63                              | Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)     | 29.1             | U                                  | 200,000            | 0                    | 12,000                  | 12,000             | 33,840                         | 7,520                             | 18,800                         | 127,840                             |
| 67                              | Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)     | 1.31, 1.32, 1.33 | P                                  | 100,000            | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 68                              | Westney Rd. (Bayly St. to Hwy 401)                                     | 31.1             | EA                                 | 200,000            | 0                    | 16,000                  | 16,000             | 33,120                         | 7,360                             | 18,400                         | 125,120                             |
| 69                              | Westney Rd. (Highway 401 - Kingston Rd.)                               | 31.2             | EA                                 | 200,000            | 0                    | 10,000                  | 10,000             | 34,200                         | 7,600                             | 19,000                         | 129,200                             |
| 70                              | Westney Rd. (N. of Rossland Rd. - Taunton Rd.)                         | 31.4             | C                                  | 8,500,000          | 0                    | 340,000                 | 340,000            | 1,468,800                      | 326,400                           | 816,000                        | 5,548,800                           |
| 71                              | Westney Rd. (South to North of Greenwood)                              | 31.5             | D                                  | 400,000            | 0                    | 64,000                  | 64,000             | 60,480                         | 13,440                            | 33,600                         | 228,480                             |
| 75                              | Finch Ave. (Altona Rd. - Brock Rd.)                                    | 37.1             | EA                                 | 500,000            | 0                    | 180,000                 | 180,000            | 57,600                         | 12,800                            | 32,000                         | 217,600                             |
| 77                              | Whites Rd. (Kingston Rd. - Finch Ave.)                                 | 38.2             | D                                  | 200,000            | 0                    | 12,000                  | 12,000             | 33,840                         | 7,520                             | 18,800                         | 127,840                             |
| 79                              | Salem Rd. / Rossland Rd. Intersection                                  | 1.23             | D                                  | 100,000            | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 82                              | Thornton Rd. (Consumers Dr. - King St.)                                | 52.1             | P                                  | 100,000            | 0                    | 7,000                   | 7,000              | 16,740                         | 3,720                             | 9,300                          | 63,240                              |
| 84                              | Stevenson Rd. (CPR Belleville to Bond St.)                             | 53.1             | U                                  | 400,000            | 0                    | 32,000                  | 32,000             | 66,240                         | 14,720                            | 36,800                         | 250,240                             |
| 85                              | Stevenson Rd. (Bond St. to Rossland Rd.)                               | 53.2             | D                                  | 500,000            | 0                    | 175,000                 | 175,000            | 58,500                         | 13,000                            | 32,500                         | 221,000                             |
| 91                              | Region Road 57 / Concession 7 Intersection                             | 1.44             | D                                  | 160,000            | 0                    | 16,000                  | 16,000             | 25,920                         | 5,760                             | 14,400                         | 97,920                              |
| 95                              | Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.) | 58.1             | C                                  | 12,000,000         | 0                    | 120,000                 | 120,000            | 2,138,400                      | 475,200                           | 1,188,000                      | 8,078,400                           |
| 97                              | Gibb St. (E. of Stevenson Rd. - Simcoe St.)                            | 59.1             | P,U                                | 2,100,000          | 0                    | 378,000                 | 378,000            | 309,960                        | 68,880                            | 172,200                        | 1,170,960                           |
| 98                              | Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)          | 59.2             | P                                  | 1,000,000          | 0                    | 30,000                  | 30,000             | 174,600                        | 38,800                            | 97,000                         | 659,600                             |
| 102                             | King St. / Lambs Rd. Intersection                                      | 1.48             | D                                  | 100,000            | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 104                             | Reg. Hwy. 12 (Taunton Rd. - Garden St.)                                | 112.2            | C                                  | 13,000,000         | 0                    | 1,560,000               | 1,560,000          | 2,059,200                      | 457,600                           | 1,144,000                      | 7,779,200                           |
| 105                             | Region Hwy 47 / Concession 6 Intersection                              | 199              | P                                  | 50,000             | 0                    | 500                     | 500                | 8,910                          | 1,980                             | 4,950                          | 33,660                              |
| 118                             | Miscellaneous Property Acquisition                                     | O.2              | D                                  | 100,000            | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 121                             | Contingencies - Development Related                                    | O.4              |                                    | 300,000            | 0                    | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 123                             | Region's Share - Dev. Related Projects                                 | O.8              | C                                  | 300,000            | 0                    | 0                       | 0                  | 54,000                         | 12,000                            | 30,000                         | 204,000                             |
| <b>Total Special Roads Levy</b> |  |                  |                                    | <b>53,540,000</b>  | <b>0</b>             | <b>5,258,500</b>        | <b>5,258,500</b>   | <b>8,690,670</b>               | <b>1,931,260</b>                  | <b>4,828,150</b>               | <b>32,831,420</b>                   |
| <b>Grand Total Financing</b>    |  |                  |                                    | <b>101,495,000</b> | <b>600,000</b>       | <b>49,786,500</b>       | <b>49,786,500</b>  | <b>9,199,530</b>               | <b>2,044,340</b>                  | <b>5,110,850</b>               | <b>34,753,780</b>                   |

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County

\$600,000

TOTAL

\$600,000

## 2021 Road Program

| Bud. Item No.  | Project Description  | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other    | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|--|--|---------------|------------------------------------|-------------------|----------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |  |               |                                    |                   |          | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |  |               |                                    |                   |          | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                          |  |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 106  | Miscellaneous Road and Storm Sewer Reconstruction Projects       | O.9           | C                                  | 400,000           | 0        | 400,000                 | 400,000            | 0                              | 0                                 | 0                              | 0                                   |
| 107  | Resurfacing / Rehabilitation Preparatory Activities Allowance    | O.10          | D,P,U                              | 350,000           | 0        | 350,000                 | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 108  | Resurfacing / Rehabilitation Program                             | O.10          | C                                  | 3,544,500         | 0        | 3,544,500               | 3,544,500          | 0                              | 0                                 | 0                              | 0                                   |
| 110  | Bridge and Pavement Management Program                           | O.1           |                                    | 200,000           | 0        | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 111  | Signal Installation Program                                      | 1.99          | C                                  | 1,700,000         | 0        | 170,000                 | 170,000            | 275,400                        | 61,200                            | 153,000                        | 1,040,400                           |
| 112  | Signal Modernization Program                                     | O.14          | C                                  | 700,000           | 0        | 700,000                 | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 113  | Accessible Pedestrian Signals Program                            | O.14          | C                                  | 500,000           | 0        | 500,000                 | 500,000            | 0                              | 0                                 | 0                              | 0                                   |
| 114  | ATMS Upgrades  | O.14          | C                                  | 170,000           | 0        | 170,000                 | 170,000            | 0                              | 0                                 | 0                              | 0                                   |
| 115  | Road Safety Protection Program                                   | O.15          | C                                  | 600,000           | 0        | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 116  | Intelligent Transportation System Initiatives                    | O.6           | D,C                                | 455,000           | 0        | 45,500                  | 45,500             | 73,710                         | 16,380                            | 40,950                         | 278,460                             |
| 117  | Miscellaneous Engineering Activities                             | O.1           | E,A,D                              | 450,000           | 0        | 45,000                  | 45,000             | 72,900                         | 16,200                            | 40,500                         | 275,400                             |
| 119  | Misc. Landscaping Projects                                       | O.3           | C                                  | 150,000           | 0        | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 120  | Transportation Master Plan Studies                               | O.5           | D                                  | 500,000           | 0        | 0                       | 0                  | 90,000                         | 20,000                            | 50,000                         | 340,000                             |
| 122  | Contingencies - Non-Development Related                          | O.9           |                                    | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 124  | Deck Condition Surveys Program                                   | O.12          | C                                  | 125,000           | 0        | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 125  | Miscellaneous Spall Repair and Deck Waterproofing Projects       | O.12          | C                                  | 365,000           | 0        | 365,000                 | 365,000            | 0                              | 0                                 | 0                              | 0                                   |
| 126  | Expansion Joint Replacement Program                              | O.12          | C                                  | 60,000            | 0        | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Normal Roads Program</b>                      |  |               |                                    | <b>10,369,500</b> | <b>0</b> | <b>7,210,000</b>        | <b>7,210,000</b>   | <b>568,710</b>                 | <b>126,380</b>                    | <b>315,950</b>                 | <b>2,148,460</b>                    |
| <b>B Special Rehabilitation Levy</b>                   |  |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 13   | Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))          | O.10          | C                                  | 4,000,000         | 0        | 4,000,000               | 4,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 18   | Taunton Rd. (0.4km W. of Solina Rd. to Reg. Rd. 57)              | O.10          | C                                  | 1,500,000         | 0        | 1,500,000               | 1,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 21   | Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18) | O.10          | C                                  | 1,000,000         | 0        | 1,000,000               | 1,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 32   | Main St. (Winter St. to Station St.)                             | O.10          | D                                  | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 109  | Road Resurfacing/Rehabilitation Other Locations                  | O.10          | C                                  | 20,505,500        | 0        | 20,505,500              | 20,505,500         | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Special Road Rehabilitation Levy</b>          |  |               |                                    | <b>27,105,500</b> | <b>0</b> | <b>27,105,500</b>       | <b>27,105,500</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |
| <b>C Structure Rehabilitation/Replacement Funding</b>  |  |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 128  | Reg. Rd. 1, Brock Rd. Over Duffins Creek Bridge                  | O.12          | C                                  | 1,500,000         | 0        | 1,500,000               | 1,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 130  | Reg. Rd. 2, Seagrave Bridge                                      | O.12          | C                                  | 1,000,000         | 0        | 1,000,000               | 1,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 131  | Reg. Rd. 3, Bickle Bridge  | O.12          | D                                  | 125,000           | 0        | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 132  | Reg. Rd. 3, Enniskillen Bridge                                   | O.12          | C                                  | 1,200,000         | 0        | 1,200,000               | 1,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 134  | Reg. Rd. 4, Hampton Bridge                                       | O.12          | C                                  | 700,000           | 0        | 700,000                 | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 136  | Reg. Rd. 4, Wilmot Creek Bridge                                  | O.12          | D                                  | 120,000           | 0        | 120,000                 | 120,000            | 0                              | 0                                 | 0                              | 0                                   |
| 141  | Reg. Rd. 11, Smith Bridge Replacement                            | O.11          | C                                  | 1,900,000         | 0        | 1,900,000               | 1,900,000          | 0                              | 0                                 | 0                              | 0                                   |
| 142  | Reg. Rd. 11, Dobson Bridge                                       | O.12          | C                                  | 1,100,000         | 0        | 1,100,000               | 1,100,000          | 0                              | 0                                 | 0                              | 0                                   |
| 143  | Reg. Rd. 13, Laurie Bridge Replacement                           | O.11          | P,U                                | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 145  | Reg. Rd. 15, McRae Bridge  | O.12          | D                                  | 200,000           | 0        | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 151  | Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge             | O.12          | D                                  | 150,000           | 0        | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 154  | Reg. Rd. 28, Rossland Road East Bridge                           | O.12          | C                                  | 1,200,000         | 0        | 1,200,000               | 1,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 174  | Reg. Rd. 57, Burketon Overpass Bridge Replacement                | O.11          | U                                  | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 178  | Reg. Hwy 2, Kingston Road Over Duffins Creek                     | O.12          | C                                  | 800,000           | 0        | 800,000                 | 800,000            | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Bridge Rehabilitation/Replacement Funding</b> |  |               |                                    | <b>10,195,000</b> | <b>0</b> | <b>10,195,000</b>       | <b>10,195,000</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |

## 2021 Road Program

| Bud. Item No.                                     | Project Description  | D.C. Item No.    | EA/ Design Property Utility Const. | Gross Cost         | Other    | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|--|------------------|------------------------------------|--------------------|----------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |  |                  |                                    |                    |          | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |  |                  |                                    |                    |          | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>D Special Levy for Growth Related Projects</b> |  |                  |                                    |                    |          |                         |                    |                                |                                   |                                |                                     |
| 2   | Brock Rd. / 7th Concession Rd. Intersection                          | 1.2              | C                                  | 2,300,000          | 0        | 230,000                 | 230,000            | 372,600                        | 82,800                            | 207,000                        | 1,407,600                           |
| 15  | Taunton Rd. / Anderson St. Intersection                              | 1.9              | C                                  | 800,000            | 0        | 80,000                  | 80,000             | 129,600                        | 28,800                            | 72,000                         | 489,600                             |
| 17  | Taunton Rd. / Courtice Rd. Intersection                              | 1.12             | C                                  | 2,900,000          | 0        | 290,000                 | 290,000            | 469,800                        | 104,400                           | 261,000                        | 1,774,800                           |
| 19  | Taunton Rd. / Region Rd.57 Intersection, incl. bridge replacement    | 1.13             | C                                  | 6,000,000          | 0        | 600,000                 | 600,000            | 972,000                        | 216,000                           | 540,000                        | 3,672,000                           |
| 20  | Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection   | 1.14             | P                                  | 200,000            | 0        | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 28  | Liberty Reg. Rd. 14 (Baseline Rd. - King St)                         | 14.1             | C                                  | 6,300,000          | 0        | 2,205,000               | 2,205,000          | 737,100                        | 163,800                           | 409,500                        | 2,784,600                           |
| 29  | Ritson Rd. / Beatrice St. Intersection                               | 1.15             | P                                  | 250,000            | 0        | 25,000                  | 25,000             | 40,500                         | 9,000                             | 22,500                         | 153,000                             |
| 30  | Ritson Rd (N. of Taunton Rd. - Conlin Rd.)                           | 16.1             | U                                  | 100,000            | 0        | 34,000                  | 34,000             | 11,880                         | 2,640                             | 6,600                          | 44,880                              |
| 35  | Bayly St. / Sandy Beach Rd. Intersection                             | 1.19             | P                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 38  | Bayly St. (Westney Rd. - Harwood Ave.)                               | 22.2             | EA                                 | 400,000            | 0        | 28,000                  | 28,000             | 66,960                         | 14,880                            | 37,200                         | 252,960                             |
| 40  | Victoria St. / Brock St. Intersection                                | 1.51             | P                                  | 300,000            | 0        | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 43  | Bloor St. (Harmony Rd. - Grandview St.)                              | 22.8             | D                                  | 400,000            | 0        | 12,000                  | 12,000             | 69,840                         | 15,520                            | 38,800                         | 263,840                             |
| 44  | Bloor St. (Prestonvale Rd. - Courtice Rd.)                           | 22.9             | EA                                 | 300,000            | 0        | 132,000                 | 132,000            | 30,240                         | 6,720                             | 16,800                         | 114,240                             |
| 46  | Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)                         | 23.2             | U                                  | 400,000            | 0        | 60,000                  | 60,000             | 61,200                         | 13,600                            | 34,000                         | 231,200                             |
| 54  | Thickson Rd. / Burns St. Intersection                                | 1.88             | C                                  | 600,000            | 0        | 60,000                  | 60,000             | 97,200                         | 21,600                            | 54,000                         | 367,200                             |
| 55  | Thickson Rd. / Rossland Rd. Intersection                             | 1.22             | C                                  | 3,500,000          | 0        | 350,000                 | 350,000            | 567,000                        | 126,000                           | 315,000                        | 2,142,000                           |
| 56  | Thickson Rd. (Taunton Rd. to Hwy 407)                                | 26.5             | U                                  | 1,000,000          | 0        | 160,000                 | 160,000            | 151,200                        | 33,600                            | 84,000                         | 571,200                             |
| 57  | Rossland Rd. / Cochrane St. Intersection                             | 1.24             | C                                  | 175,000            | 0        | 17,500                  | 17,500             | 28,350                         | 6,300                             | 15,750                         | 107,100                             |
| 61  | Rossland Rd. (Ritson Rd. - Harmony Rd.)                              | 28.1             | C                                  | 11,500,000         | 0        | 460,000                 | 460,000            | 1,987,200                      | 441,600                           | 1,104,000                      | 7,507,200                           |
| 63  | Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)   | 29.1             | C                                  | 2,500,000          | 0        | 150,000                 | 150,000            | 423,000                        | 94,000                            | 235,000                        | 1,598,000                           |
| 67  | Westney Rd. / (Harwood Ave., Monarch Ave., Finley Ave. Intersection) | 1.31, 1.32, 1.33 | U                                  | 300,000            | 0        | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 68  | Westney Rd. (Bayly St. to Hwy 401)                                   | 31.1             | D                                  | 200,000            | 0        | 16,000                  | 16,000             | 33,120                         | 7,360                             | 18,400                         | 125,120                             |
| 71  | Westney Rd. (South to North of Greenwood)                            | 31.5             | P                                  | 1,500,000          | 0        | 240,000                 | 240,000            | 226,800                        | 50,400                            | 126,000                        | 856,800                             |
| 75  | Finch Ave. (Altona Rd. - Brock Rd.)                                  | 37.1             | D                                  | 500,000            | 0        | 180,000                 | 180,000            | 57,600                         | 12,800                            | 32,000                         | 217,600                             |
| 77  | Whites Rd. (Kingston Rd. - Finch Ave.)                               | 38.2             | P                                  | 300,000            | 0        | 18,000                  | 18,000             | 50,760                         | 11,280                            | 28,200                         | 191,760                             |
| 79  | Salem Rd. / Rossland Rd. Intersection                                | 1.23             | U                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 82  | Thornton Rd. (Consumers Dr. - King St.)                              | 52.1             | U                                  | 100,000            | 0        | 7,000                   | 7,000              | 16,740                         | 3,720                             | 9,300                          | 63,240                              |
| 83  | Stevenson Rd. / Phillip Murray Ave. Intersection                     | 1.39             | D                                  | 70,000             | 0        | 7,000                   | 7,000              | 11,340                         | 2,520                             | 6,300                          | 42,840                              |
| 84  | Stevenson Rd. (CPR Belleville to Bond St.)                           | 53.1             | C                                  | 7,300,000          | 0        | 584,000                 | 584,000            | 1,208,880                      | 268,640                           | 671,600                        | 4,566,880                           |
| 85  | Stevenson Rd. (Bond St. to Rossland Rd.)                             | 53.2             | P                                  | 100,000            | 0        | 35,000                  | 35,000             | 11,700                         | 2,600                             | 6,500                          | 44,200                              |
| 91  | Region Road 57 / Concession 7 Intersection                           | 1.44             | P                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 97  | Gibb St. (E. of Stevenson Rd. - Simcoe St.)                          | 59.1             | C                                  | 9,150,000          | 0        | 1,647,000               | 1,647,000          | 1,350,540                      | 300,120                           | 750,300                        | 5,102,040                           |
| 98  | Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)        | 59.2             | P                                  | 500,000            | 0        | 15,000                  | 15,000             | 87,300                         | 19,400                            | 48,500                         | 329,800                             |
| 102   | King St. / Lambs Rd. Intersection                                    | 1.48             | P                                  | 50,000             | 0        | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 105   | Region Hwy 47 / Concession 6 Intersection                            | 1.99             | U                                  | 100,000            | 0        | 1,000                   | 1,000              | 17,820                         | 3,960                             | 9,900                          | 67,320                              |
| 118   | Miscellaneous Property Acquisition                                   | 0.2              | D                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 121   | Contingencies - Development Related                                  | 0.4              |                                    | 300,000            | 0        | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 123   | Region's Share - Dev. Related Projects                               | 0.8              | C                                  | 300,000            | 0        | 0                       | 0                  | 54,000                         | 12,000                            | 30,000                         | 204,000                             |
| <b>Total Special Roads Levy</b>                   |  |                  |                                    | <b>61,095,000</b>  | <b>0</b> | <b>7,798,500</b>        | <b>7,798,500</b>   | <b>9,593,370</b>               | <b>2,131,860</b>                  | <b>5,329,650</b>               | <b>36,241,620</b>                   |
| <b>Grand Total Financing</b>                      |  |                  |                                    | <b>108,765,000</b> | <b>0</b> | <b>52,309,000</b>       | <b>52,309,000</b>  | <b>10,162,080</b>              | <b>2,258,240</b>                  | <b>5,645,600</b>               | <b>38,390,080</b>                   |

## 2022 Road Program

| Bud. Item No.  | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other    | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|--|---|---------------|------------------------------------|-------------------|----------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |   |               |                                    |                   |          | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |   |               |                                    |                   |          | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                          |   |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 106  | Miscellaneous Road and Storm Sewer Reconstruction Projects    | O.9           | C                                  | 400,000           | 0        | 400,000                 | 400,000            | 0                              | 0                                 | 0                              | 0                                   |
| 107  | Resurfacing / Rehabilitation Preparatory Activities Allowance | O.10          | D,P,U                              | 350,000           | 0        | 350,000                 | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 108  | Resurfacing / Rehabilitation Program                          | O.10          | C                                  | 3,742,000         | 0        | 3,742,000               | 3,742,000          | 0                              | 0                                 | 0                              | 0                                   |
| 110  | Bridge and Pavement Management Program                        | O.1           |                                    | 200,000           | 0        | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 111  | Signal Installation Program                                   | 1.99          | C                                  | 1,700,000         | 0        | 170,000                 | 170,000            | 275,400                        | 61,200                            | 153,000                        | 1,040,400                           |
| 112  | Signal Modernization Program                                  | O.14          | C                                  | 700,000           | 0        | 700,000                 | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 113  | Accessible Pedestrian Signals Program                         | O.14          | C                                  | 500,000           | 0        | 500,000                 | 500,000            | 0                              | 0                                 | 0                              | 0                                   |
| 114  | ATMS Upgrades   | O.14          | C                                  | 170,000           | 0        | 170,000                 | 170,000            | 0                              | 0                                 | 0                              | 0                                   |
| 115  | Road Safety Protection Program                                | O.15          | C                                  | 600,000           | 0        | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 116  | Intelligent Transportation System Initiatives                 | O.6           | D,C                                | 480,000           | 0        | 48,000                  | 48,000             | 77,760                         | 17,280                            | 43,200                         | 293,760                             |
| 117  | Miscellaneous Engineering Activities                          | O.1           | E,A,D                              | 450,000           | 0        | 45,000                  | 45,000             | 72,900                         | 16,200                            | 40,500                         | 275,400                             |
| 119  | Misc. Landscaping Projects                                    | O.3           | C                                  | 150,000           | 0        | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 120  | Transportation Master Plan Studies                            | O.5           | D                                  | 100,000           | 0        | 0                       | 0                  | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| 122  | Contingencies - Non-Development Related                       | O.9           |                                    | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 124  | Deck Condition Surveys Program                                | O.12          | C                                  | 125,000           | 0        | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 125  | Miscellaneous Spall Repair and Deck Waterproofing Projects    | O.12          | C                                  | 365,000           | 0        | 365,000                 | 365,000            | 0                              | 0                                 | 0                              | 0                                   |
| 126  | Expansion Joint Replacement Program                           | O.12          | C                                  | 60,000            | 0        | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Normal Roads Program</b>                      |   |               |                                    | <b>10,192,000</b> | <b>0</b> | <b>7,410,000</b>        | <b>7,410,000</b>   | <b>500,760</b>                 | <b>111,280</b>                    | <b>278,200</b>                 | <b>1,891,760</b>                    |
| <b>B Special Rehabilitation Levy</b>                   |   |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 32   | Main St. (Winter St. to Station St.)                          | O.10          | P                                  | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 34   | Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)        | O.10          | P                                  | 200,000           | 0        | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 67   | Westney Rd. (Finley Ave. to Harwood Ave.)                     | O.10          | C                                  | 2,500,000         | 0        | 2,500,000               | 2,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 109  | Road Resurfacing/Rehabilitation Other Locations               | O.10          | C                                  | 24,108,000        | 0        | 24,108,000              | 24,108,000         | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Special Road Rehabilitation Levy</b>          |   |               |                                    | <b>26,908,000</b> | <b>0</b> | <b>26,908,000</b>       | <b>26,908,000</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |
| <b>C Structure Rehabilitation/Replacement Funding</b>  |   |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 131  | Reg. Rd. 3, Bickle Bridge                                     | O.12          | C                                  | 1,200,000         | 0        | 1,200,000               | 1,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 136  | Reg. Rd. 4, Wilmot Creek Bridge                               | O.12          | C                                  | 1,200,000         | 0        | 1,200,000               | 1,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 143  | Reg. Rd. 13, Laurie Bridge Replacement                        | O.11          | C                                  | 1,500,000         | 0        | 1,500,000               | 1,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 145  | Reg. Rd. 15, McRae Bridge                                     | O.12          | C                                  | 1,200,000         | 0        | 1,200,000               | 1,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 148  | Reg. Rd. 18, Kendal Bridge                                    | O.12          | D                                  | 150,000           | 0        | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 151  | Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge          | O.12          | C                                  | 1,200,000         | 0        | 1,200,000               | 1,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 158  | Reg. Rd. 33, Harmony Road South CPR Overhead                  | O.12          | D                                  | 200,000           | 0        | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 160  | Reg. Rd. 35, Wilson Road North Pedestrian Underpass           | O.12          | D                                  | 50,000            | 0        | 50,000                  | 50,000             | 0                              | 0                                 | 0                              | 0                                   |
| 163  | Reg. Rd. 45, Henry Street C.N.R. Overpass                     | O.12          | D                                  | 200,000           | 0        | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 174  | Reg. Rd. 57, Burketon Overpass Bridge Replacement             | O.11          | C                                  | 2,500,000         | 0        | 2,500,000               | 2,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Bridge Rehabilitation/Replacement Funding</b> |   |               |                                    | <b>9,400,000</b>  | <b>0</b> | <b>9,400,000</b>        | <b>9,400,000</b>   | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |



## 2022 Road Program

| Bud. Item No.                                     | Project Description   | D.C. Item No.    | EA/ Design Property Utility Const. | Gross Cost         | Other    | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|---|------------------|------------------------------------|--------------------|----------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |   |                  |                                    |                    |          | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |   |                  |                                    |                    |          | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>D Special Levy for Growth Related Projects</b> |   |                  |                                    |                    |          |                         |                    |                                |                                   |                                |                                     |
| 20  | Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection  | 1.14             | U                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 29  | Ritson Rd. / Beatrice St. Intersection                              | 1.15             | U                                  | 50,000             | 0        | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 30  | Ritson Rd (N. of Taunton Rd. - Conlin Rd.)                          | 16.1             | C                                  | 12,800,000         | 0        | 4,352,000               | 4,352,000          | 1,520,640                      | 337,920                           | 844,800                        | 5,744,640                           |
| 35  | Bayly St. / Sandy Beach Rd. Intersection                            | 1.19             | U                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 38  | Bayly St. (Westney Rd. - Harwood Ave.)                              | 22.2             | D                                  | 400,000            | 0        | 28,000                  | 28,000             | 66,960                         | 14,880                            | 37,200                         | 252,960                             |
| 40  | Victoria St. / Brock St. Intersection                               | 1.51             | U                                  | 200,000            | 0        | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 43  | Bloor St. (Harmony Rd. - Grandview St.)                             | 22.8             | P                                  | 600,000            | 0        | 18,000                  | 18,000             | 104,760                        | 23,280                            | 58,200                         | 395,760                             |
| 44  | Bloor St. (Prestonvale Rd. - Courtice Rd.)                          | 22.9             | D                                  | 200,000            | 0        | 88,000                  | 88,000             | 20,160                         | 4,480                             | 11,200                         | 76,160                              |
| 46  | Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)                        | 23.2             | C                                  | 7,600,000          | 0        | 1,140,000               | 1,140,000          | 1,162,800                      | 258,400                           | 646,000                        | 4,392,800                           |
| 56  | Thickson Rd. (Taunton Rd. to Hwy 407)                               | 26.5             | C                                  | 18,800,000         | 0        | 3,008,000               | 3,008,000          | 2,842,560                      | 631,680                           | 1,579,200                      | 10,738,560                          |
| 67  | Westney Rd. /(Harwood Ave., Monarch Ave., Finley Ave. Intersection) | 1.31, 1.32, 1.33 | C                                  | 2,300,000          | 0        | 230,000                 | 230,000            | 372,600                        | 82,800                            | 207,000                        | 1,407,600                           |
| 68  | Westney Rd. (Bayly St. to Hwy 401)                                  | 31.1             | P                                  | 300,000            | 0        | 24,000                  | 24,000             | 49,680                         | 11,040                            | 27,600                         | 187,680                             |
| 69  | Westney Rd. (Highway 401 - Kingston Rd.)                            | 31.2             | D                                  | 300,000            | 0        | 15,000                  | 15,000             | 51,300                         | 11,400                            | 28,500                         | 193,800                             |
| 71  | Westney Rd. (South to North of Greenwood)                           | 31.5             | U                                  | 500,000            | 0        | 80,000                  | 80,000             | 75,600                         | 16,800                            | 42,000                         | 285,600                             |
| 74  | Hopkins St Overpass   | 401.3            | D                                  | 500,000            | 0        | 0                       | 0                  | 90,000                         | 20,000                            | 50,000                         | 340,000                             |
| 75  | Finch Ave. (Altona Rd. - Brock Rd.)                                 | 37.1             | P                                  | 500,000            | 0        | 180,000                 | 180,000            | 57,600                         | 12,800                            | 32,000                         | 217,600                             |
| 77  | Whites Rd. (Kingston Rd. - Finch Ave.)                              | 38.2             | U                                  | 300,000            | 0        | 18,000                  | 18,000             | 50,760                         | 11,280                            | 28,200                         | 191,760                             |
| 79  | Salem Rd. / Rossland Rd. Intersection                               | 1.23             | C                                  | 1,600,000          | 0        | 160,000                 | 160,000            | 259,200                        | 57,600                            | 144,000                        | 979,200                             |
| 82  | Thornton Rd. (Consumers Dr. - King St.)                             | 52.1             | C                                  | 12,000,000         | 0        | 840,000                 | 840,000            | 2,008,800                      | 446,400                           | 1,116,000                      | 7,588,800                           |
| 83  | Stevenson Rd. / Phillip Murray Ave. Intersection                    | 1.39             | U                                  | 50,000             | 0        | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 85  | Stevenson Rd. (Bond St. to Rossland Rd.)                            | 53.2             | U                                  | 400,000            | 0        | 140,000                 | 140,000            | 46,800                         | 10,400                            | 26,000                         | 176,800                             |
| 91  | Region Road 57 / Concession 7 Intersection                          | 1.44             | U                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 96  | Adelaide Ave. (Townline Rd. - Trulls Rd.)                           | 58.2             | D                                  | 500,000            | 0        | 0                       | 0                  | 90,000                         | 20,000                            | 50,000                         | 340,000                             |
| 98  | Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)       | 59.2             | D                                  | 1,250,000          | 0        | 37,500                  | 37,500             | 218,250                        | 48,500                            | 121,250                        | 824,500                             |
| 102   | King St. / Lambs Rd. Intersection                                   | 1.48             | U                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 105   | Region Hwy 47 / Concession 6 Intersection                           | 199              | C                                  | 1,200,000          | 0        | 12,000                  | 12,000             | 213,840                        | 47,520                            | 118,800                        | 807,840                             |
| 118   | Miscellaneous Property Acquisition                                  | 0.2              | D                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 121   | Contingencies - Development Related                                 | 0.4              |                                    | 300,000            | 0        | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 123   | Region's Share - Dev. Related Projects                              | 0.8              | C                                  | 300,000            | 0        | 0                       | 0                  | 54,000                         | 12,000                            | 30,000                         | 204,000                             |
| <b>Total Special Roads Levy</b>                   |   |                  |                                    | <b>63,450,000</b>  | <b>0</b> | <b>10,480,500</b>       | <b>10,480,500</b>  | <b>9,534,510</b>               | <b>2,118,780</b>                  | <b>5,296,950</b>               | <b>36,019,260</b>                   |
| <b>Grand Total Financing</b>                      |   |                  |                                    | <b>109,950,000</b> | <b>0</b> | <b>54,198,500</b>       | <b>54,198,500</b>  | <b>10,035,270</b>              | <b>2,230,060</b>                  | <b>5,575,150</b>               | <b>37,911,020</b>                   |

## 2023 Road Program

| Bud. Item No.  | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other    | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|--|---|---------------|------------------------------------|-------------------|----------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |   |               |                                    |                   |          | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |   |               |                                    |                   |          | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                          |   |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 106  | Miscellaneous Road and Storm Sewer Reconstruction Projects    | O.9           | C                                  | 400,000           | 0        | 400,000                 | 400,000            | 0                              | 0                                 | 0                              | 0                                   |
| 107  | Resurfacing / Rehabilitation Preparatory Activities Allowance | O.10          | D,P,U                              | 350,000           | 0        | 350,000                 | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 108  | Resurfacing / Rehabilitation Program                          | O.10          | C                                  | 3,582,000         | 0        | 3,582,000               | 3,582,000          | 0                              | 0                                 | 0                              | 0                                   |
| 110  | Bridge and Pavement Management Program                        | O.1           |                                    | 200,000           | 0        | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 111  | Signal Installation Program                                   | I.99          | C                                  | 1,755,000         | 0        | 175,500                 | 175,500            | 284,310                        | 63,180                            | 157,950                        | 1,074,060                           |
| 112  | Signal Modernization Program                                  | O.14          | C                                  | 700,000           | 0        | 700,000                 | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 113  | Accessible Pedestrian Signals Program                         | O.14          | C                                  | 500,000           | 0        | 500,000                 | 500,000            | 0                              | 0                                 | 0                              | 0                                   |
| 114  | ATMS Upgrades   | O.14          | C                                  | 530,000           | 0        | 530,000                 | 530,000            | 0                              | 0                                 | 0                              | 0                                   |
| 115  | Road Safety Protection Program                                | O.15          | C                                  | 600,000           | 0        | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 116  | Intelligent Transportation System Initiatives                 | O.6           | D,C                                | 425,000           | 0        | 42,500                  | 42,500             | 68,850                         | 15,300                            | 38,250                         | 260,100                             |
| 117  | Miscellaneous Engineering Activities                          | O.1           | EA,D                               | 450,000           | 0        | 45,000                  | 45,000             | 72,900                         | 16,200                            | 40,500                         | 275,400                             |
| 119  | Misc. Landscaping Projects                                    | O.3           | C                                  | 150,000           | 0        | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 120  | Transportation Master Plan Studies                            | O.5           | D                                  | 100,000           | 0        | 0                       | 0                  | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| 122  | Contingencies - Non-Development Related                       | O.9           |                                    | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 124  | Deck Condition Surveys Program                                | O.12          | C                                  | 125,000           | 0        | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 125  | Miscellaneous Spall Repair and Deck Waterproofing Projects    | O.12          | C                                  | 365,000           | 0        | 365,000                 | 365,000            | 0                              | 0                                 | 0                              | 0                                   |
| 126  | Expansion Joint Replacement Program                           | O.12          | C                                  | 60,000            | 0        | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Normal Roads Program</b>                      |   |               |                                    | <b>10,392,000</b> | <b>0</b> | <b>7,610,000</b>        | <b>7,610,000</b>   | <b>500,760</b>                 | <b>111,280</b>                    | <b>278,200</b>                 | <b>1,891,760</b>                    |
| <b>B Special Rehabilitation Levy</b>                   |   |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 32   | Main St. (Winter St. to Station St.)                          | O.10          | U                                  | 300,000           | 0        | 300,000                 | 300,000            | 0                              | 0                                 | 0                              | 0                                   |
| 34   | Shirley Rd. (0.5km E. of Graham Rd. to Old Scuqog Rd.)        | O.10          | P                                  | 200,000           | 0        | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 109  | Road Resurfacing/Rehabilitation Other Locations               | O.10          | C                                  | 26,568,000        | 0        | 26,568,000              | 26,568,000         | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Special Road Rehabilitation Levy</b>          |   |               |                                    | <b>27,068,000</b> | <b>0</b> | <b>27,068,000</b>       | <b>27,068,000</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |
| <b>C Structure Rehabilitation/Replacement Funding</b>  |   |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 148  | Reg. Rd. 18, Kendal Bridge                                    | O.12          | C                                  | 1,200,000         | 0        | 1,200,000               | 1,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 158  | Reg. Rd. 33, Harmony Road South CPR Overhead                  | O.12          | C                                  | 1,800,000         | 0        | 1,800,000               | 1,800,000          | 0                              | 0                                 | 0                              | 0                                   |
| 160  | Reg. Rd. 35, Wilson Road North Pedestrian Underpass           | O.12          | C                                  | 400,000           | 0        | 400,000                 | 400,000            | 0                              | 0                                 | 0                              | 0                                   |
| 163  | Reg. Rd. 45, Henry Street C.N.R. Overpass                     | O.12          | C                                  | 1,200,000         | 0        | 1,200,000               | 1,200,000          | 0                              | 0                                 | 0                              | 0                                   |
| 165  | Reg. Rd. 46, Brock Street CNR Overpass Bridge                 | O.12          | D                                  | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 169  | Reg. Rd. 53, Stevenson Rd. CNR Overpass                       | O.12          | D                                  | 200,000           | 0        | 200,000                 | 200,000            | 0                              | 0                                 | 0                              | 0                                   |
| 171  | Reg. Rd. 54, Park Road C.P.R. Overpass                        | O.12          | D                                  | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 173  | Reg. Rd. 57, Robins Bridge                                    | O.12          | D                                  | 125,000           | 0        | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Bridge Rehabilitation/Replacement Funding</b> |   |               |                                    | <b>5,125,000</b>  | <b>0</b> | <b>5,125,000</b>        | <b>5,125,000</b>   | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |

## 2023 Road Program

| Bud. Item No.                                     | Project Description  | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost         | Other    | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|--|---------------|------------------------------------|--------------------|----------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |  |               |                                    |                    |          | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |  |               |                                    |                    |          | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>D Special Levy for Growth Related Projects</b> |  |               |                                    |                    |          |                         |                    |                                |                                   |                                |                                     |
| 20  | Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection | 1.14          | C                                  | 1,600,000          | 0        | 160,000                 | 160,000            | 259,200                        | 57,600                            | 144,000                        | 979,200                             |
| 29  | Ritson Rd. / Beatrice St. Intersection                             | 1.15          | C                                  | 700,000            | 0        | 70,000                  | 70,000             | 113,400                        | 25,200                            | 63,000                         | 428,400                             |
| 35  | Bayly St. / Sandy Beach Rd. Intersection                           | 1.19          | C                                  | 700,000            | 0        | 70,000                  | 70,000             | 113,400                        | 25,200                            | 63,000                         | 428,400                             |
| 38  | Bayly St. (Westney Rd. - Harwood Ave.)                             | 22.2          | P                                  | 400,000            | 0        | 28,000                  | 28,000             | 66,960                         | 14,880                            | 37,200                         | 252,960                             |
| 40  | Victoria St. / Brock St. Intersection                              | 1.51          | C                                  | 3,500,000          | 0        | 350,000                 | 350,000            | 567,000                        | 126,000                           | 315,000                        | 2,142,000                           |
| 43  | Bloor St. (Harmony Rd. - Grandview St.)                            | 22.8          | U                                  | 400,000            | 0        | 12,000                  | 12,000             | 69,840                         | 15,520                            | 38,800                         | 263,840                             |
| 44  | Bloor St. (Prestonvale Rd. - Courtice Rd.)                         | 22.9          | P                                  | 300,000            | 0        | 132,000                 | 132,000            | 30,240                         | 6,720                             | 16,800                         | 114,240                             |
| 62  | Rossland Rd. (Harmony Rd. - E. of Townline Rd.)                    | 28.2          | D                                  | 500,000            | 0        | 5,000                   | 5,000              | 89,100                         | 19,800                            | 49,500                         | 336,600                             |
| 68  | Westney Rd. (Bayly St. to Hwy 401)                                 | 31.1          | U                                  | 300,000            | 0        | 24,000                  | 24,000             | 49,680                         | 11,040                            | 27,600                         | 187,680                             |
| 69  | Westney Rd. (Highway 401 - Kingston Rd.)                           | 31.2          | P                                  | 300,000            | 0        | 15,000                  | 15,000             | 51,300                         | 11,400                            | 28,500                         | 193,800                             |
| 71  | Westney Rd. (South to North of Greenwood)                          | 31.5          | C                                  | 10,000,000         | 0        | 1,600,000               | 1,600,000          | 1,512,000                      | 336,000                           | 840,000                        | 5,712,000                           |
| 74  | Hopkins St Overpass  | 401.3         | P                                  | 400,000            | 0        | 0                       | 0                  | 72,000                         | 16,000                            | 40,000                         | 272,000                             |
| 75  | Finch Ave. (Altona Rd. - Brock Rd.)                                | 37.1          | U                                  | 1,000,000          | 0        | 360,000                 | 360,000            | 115,200                        | 25,600                            | 64,000                         | 435,200                             |
| 77  | Whites Rd. (Kingston Rd. - Finch Ave.)                             | 38.2          | C                                  | 19,800,000         | 0        | 1,188,000               | 1,188,000          | 3,350,160                      | 744,480                           | 1,861,200                      | 12,656,160                          |
| 83  | Stevenson Rd. / Phillip Murray Ave. Intersection                   | 1.39          | C                                  | 400,000            | 0        | 40,000                  | 40,000             | 64,800                         | 14,400                            | 36,000                         | 244,800                             |
| 85  | Stevenson Rd. (Bond St. to Rossland Rd.)                           | 53.2          | C                                  | 13,000,000         | 0        | 4,550,000               | 4,550,000          | 1,521,000                      | 338,000                           | 845,000                        | 5,746,000                           |
| 91  | Region Road 57 / Concession 7 Intersection                         | 1.44          | C                                  | 1,700,000          | 0        | 170,000                 | 170,000            | 275,400                        | 61,200                            | 153,000                        | 1,040,400                           |
| 96  | Adelaide Ave. (Townline Rd. - Trulls Rd.)                          | 58.2          | P                                  | 5,000,000          | 0        | 0                       | 0                  | 900,000                        | 200,000                           | 500,000                        | 3,400,000                           |
| 98  | Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)      | 59.2          | U                                  | 950,000            | 0        | 28,500                  | 28,500             | 165,870                        | 36,860                            | 92,150                         | 626,620                             |
| 100   | King St. from Townline Rd. to Courtice Rd.                         | 102.5         | EA                                 | 400,000            | 0        | 200,000                 | 200,000            | 36,000                         | 8,000                             | 20,000                         | 136,000                             |
| 102   | King St. / Lambs Rd. Intersection                                  | 1.48          | C                                  | 1,150,000          | 0        | 115,000                 | 115,000            | 186,300                        | 41,400                            | 103,500                        | 703,800                             |
| 118   | Miscellaneous Property Acquisition                                 | 0.2           | D                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 121   | Contingencies - Development Related                                | 0.4           |                                    | 300,000            | 0        | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 123   | Region's Share - Dev. Related Projects                             | 0.8           | C                                  | 300,000            | 0        | 0                       | 0                  | 54,000                         | 12,000                            | 30,000                         | 204,000                             |
| <b>Total Special Roads Levy</b>                   |  |               |                                    | <b>63,200,000</b>  | <b>0</b> | <b>9,157,500</b>        | <b>9,157,500</b>   | <b>9,727,650</b>               | <b>2,161,700</b>                  | <b>5,404,250</b>               | <b>36,748,900</b>                   |
| <b>Grand Total Financing</b>                      |  |               |                                    | <b>105,785,000</b> | <b>0</b> | <b>48,960,500</b>       | <b>48,960,500</b>  | <b>10,228,410</b>              | <b>2,272,980</b>                  | <b>5,682,450</b>               | <b>38,640,660</b>                   |

## 2024 Road Program

| Bud. Item No.  | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other    | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|--|---|---------------|------------------------------------|-------------------|----------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |   |               |                                    |                   |          | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |   |               |                                    |                   |          | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                          |   |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 106  | Miscellaneous Road and Storm Sewer Reconstruction Projects    | O.9           | C                                  | 400,000           | 0        | 400,000                 | 400,000            | 0                              | 0                                 | 0                              | 0                                   |
| 107  | Resurfacing / Rehabilitation Preparatory Activities Allowance | O.10          | D,P,U                              | 350,000           | 0        | 350,000                 | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 108  | Resurfacing / Rehabilitation Program                          | O.10          | C                                  | 4,008,500         | 0        | 4,008,500               | 4,008,500          | 0                              | 0                                 | 0                              | 0                                   |
| 110  | Bridge and Pavement Management Program                        | O.1           |                                    | 200,000           | 0        | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 111  | Signal Installation Program                                   | 1.99          | C                                  | 1,755,000         | 0        | 175,500                 | 175,500            | 284,310                        | 63,180                            | 157,950                        | 1,074,060                           |
| 112  | Signal Modernization Program                                  | O.14          | C                                  | 700,000           | 0        | 700,000                 | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 113  | Accessible Pedestrian Signals Program                         | O.14          | C                                  | 500,000           | 0        | 500,000                 | 500,000            | 0                              | 0                                 | 0                              | 0                                   |
| 114  | ATMS Upgrades   | O.14          | C                                  | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 115  | Road Safety Protection Program                                | O.15          | C                                  | 600,000           | 0        | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 116  | Intelligent Transportation System Initiatives                 | O.6           | D,C                                | 460,000           | 0        | 46,000                  | 46,000             | 74,520                         | 16,560                            | 41,400                         | 281,520                             |
| 117  | Miscellaneous Engineering Activities                          | O.1           | EA,D                               | 450,000           | 0        | 45,000                  | 45,000             | 72,900                         | 16,200                            | 40,500                         | 275,400                             |
| 119  | Misc. Landscaping Projects                                    | O.3           | C                                  | 150,000           | 0        | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 120  | Transportation Master Plan Studies                            | O.5           | D                                  | 100,000           | 0        | 0                       | 0                  | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| 122  | Contingencies - Non-Development Related                       | O.9           |                                    | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 124  | Deck Condition Surveys Program                                | O.12          | C                                  | 125,000           | 0        | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 125  | Miscellaneous Spall Repair and Deck Waterproofing Projects    | O.12          | C                                  | 365,000           | 0        | 365,000                 | 365,000            | 0                              | 0                                 | 0                              | 0                                   |
| 126  | Expansion Joint Replacement Program                           | O.12          | C                                  | 60,000            | 0        | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Normal Roads Program</b>                      |   |               |                                    | <b>10,423,500</b> | <b>0</b> | <b>7,610,000</b>        | <b>7,610,000</b>   | <b>506,430</b>                 | <b>112,540</b>                    | <b>281,350</b>                 | <b>1,913,180</b>                    |
| <b>B Special Rehabilitation Levy</b>                   |   |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 32   | Main St. (Winter St. to Station St.)                          | O.10          | C                                  | 2,000,000         | 0        | 2,000,000               | 2,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 34   | Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)        | O.10          | U                                  | 100,000           | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 109  | Road Resurfacing/Rehabilitation Other Locations               | O.10          | C                                  | 24,541,500        | 0        | 24,541,500              | 24,541,500         | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Special Road Rehabilitation Levy</b>          |   |               |                                    | <b>26,641,500</b> | <b>0</b> | <b>26,641,500</b>       | <b>26,641,500</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |
| <b>C Structure Rehabilitation/Replacement Funding</b>  |   |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 133  | Reg. Rd. 4, W.A. Twelvretres Bridge Rehabilitation            | O.12          | D                                  | 300,000           | 0        | 300,000                 | 300,000            | 0                              | 0                                 | 0                              | 0                                   |
| 135  | Reg. Rd. 4, Soper Creek Bridge                                | O.12          | D                                  | 125,000           | 0        | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 159  | Reg. Rd. 33, Hoskin Bridge                                    | O.12          | D                                  | 150,000           | 0        | 150,000                 | 150,000            | 0                              | 0                                 | 0                              | 0                                   |
| 165  | Reg. Rd. 46, Brock Street CNR Overpass Bridge                 | O.12          | C                                  | 1,000,000         | 0        | 1,000,000               | 1,000,000          | 0                              | 0                                 | 0                              | 0                                   |
| 169  | Reg. Rd. 53, Stevenson Rd. CNR Overpass                       | O.12          | C                                  | 1,600,000         | 0        | 1,600,000               | 1,600,000          | 0                              | 0                                 | 0                              | 0                                   |
| 171  | Reg. Rd. 54, Park Road C.P.R. Overpass                        | O.12          | C                                  | 500,000           | 0        | 500,000                 | 500,000            | 0                              | 0                                 | 0                              | 0                                   |
| 173  | Reg. Rd. 57, Robins Bridge                                    | O.12          | C                                  | 1,400,000         | 0        | 1,400,000               | 1,400,000          | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Bridge Rehabilitation/Replacement Funding</b> |   |               |                                    | <b>5,075,000</b>  | <b>0</b> | <b>5,075,000</b>        | <b>5,075,000</b>   | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |

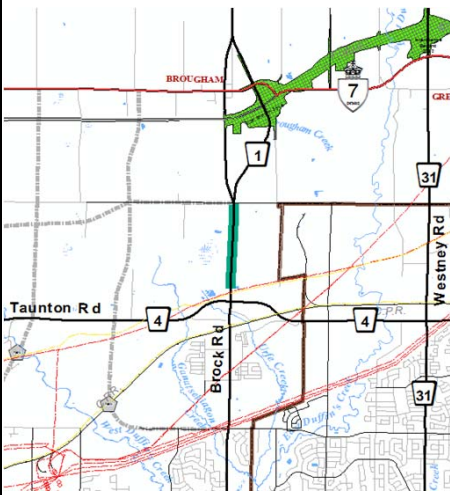
## 2024 Road Program

| Bud. Item No.                                     | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost         | Other    | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|---|---|---------------|------------------------------------|--------------------|----------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|   |   |               |                                    |                    |          | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|   |   |               |                                    |                    |          | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>D Special Levy for Growth Related Projects</b> |   |               |                                    |                    |          |                         |                    |                                |                                   |                                |                                     |
| 38  | Bayly St. (Westney Rd. - Harwood Ave.)                        | 22.2          | U                                  | 250,000            | 0        | 17,500                  | 17,500             | 41,850                         | 9,300                             | 23,250                         | 158,100                             |
| 43  | Bloor St. (Harmony Rd. - Grandview St.)                       | 22.8          | C                                  | 21,000,000         | 0        | 630,000                 | 630,000            | 3,666,600                      | 814,800                           | 2,037,000                      | 13,851,600                          |
| 44  | Bloor St. (Prestonvale Rd. - Courtice Rd.)                    | 22.9          | U                                  | 400,000            | 0        | 176,000                 | 176,000            | 40,320                         | 8,960                             | 22,400                         | 152,320                             |
| 62  | Rossland Rd. (Harmony Rd. - E. of Townline Rd.)               | 28.2          | P                                  | 500,000            | 0        | 5,000                   | 5,000              | 89,100                         | 19,800                            | 49,500                         | 336,600                             |
| 68  | Westney Rd. (Bayly St. to Hwy 401)                            | 31.1          | C                                  | 6,700,000          | 0        | 536,000                 | 536,000            | 1,109,520                      | 246,560                           | 616,400                        | 4,191,520                           |
| 69  | Westney Rd. (Highway 401 - Kingston Rd.)                      | 31.2          | U                                  | 350,000            | 0        | 17,500                  | 17,500             | 59,850                         | 13,300                            | 33,250                         | 226,100                             |
| 74  | Hopkins St Overpass   | 401.3         | U                                  | 400,000            | 0        | 0                       | 0                  | 72,000                         | 16,000                            | 40,000                         | 272,000                             |
| 75  | Finch Ave. (Altona Rd. - Brock Rd.)                           | 37.1          | C                                  | 22,500,000         | 0        | 8,100,000               | 8,100,000          | 2,592,000                      | 576,000                           | 1,440,000                      | 9,792,000                           |
| 96  | Adelaide Ave. (Townline Rd. - Trulls Rd.)                     | 58.2          | U                                  | 250,000            | 0        | 0                       | 0                  | 45,000                         | 10,000                            | 25,000                         | 170,000                             |
| 98  | Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.) | 59.2          | C                                  | 9,200,000          | 0        | 276,000                 | 276,000            | 1,606,320                      | 356,960                           | 892,400                        | 6,068,320                           |
| 100   | King St. from Townline Rd. to Courtice Rd.                    | 102.5         | D                                  | 200,000            | 0        | 100,000                 | 100,000            | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| 118   | Miscellaneous Property Acquisition                            | 0.2           | D                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 121   | Contingencies - Development Related                           | 0.4           |                                    | 300,000            | 0        | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 123   | Region's Share - Dev. Related Projects                        | 0.8           | C                                  | 300,000            | 0        | 0                       | 0                  | 54,000                         | 12,000                            | 30,000                         | 204,000                             |
| <b>Total Special Roads Levy</b>                   |   |               |                                    | <b>62,450,000</b>  | <b>0</b> | <b>9,898,000</b>        | <b>9,898,000</b>   | <b>9,459,360</b>               | <b>2,102,080</b>                  | <b>5,255,200</b>               | <b>35,735,360</b>                   |
| <b>Grand Total Financing</b>                      |   |               |                                    | <b>104,590,000</b> | <b>0</b> | <b>49,224,500</b>       | <b>49,224,500</b>  | <b>9,965,790</b>               | <b>2,214,620</b>                  | <b>5,536,550</b>               | <b>37,648,540</b>                   |

## 2025 Road Program

| Bud. Item No.  | Project Description   | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost         | Other    | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|--|---|---------------|------------------------------------|--------------------|----------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |   |               |                                    |                    |          | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |   |               |                                    |                    |          | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                          |   |               |                                    |                    |          |                         |                    |                                |                                   |                                |                                     |
| 106  | Miscellaneous Road and Storm Sewer Reconstruction Projects    | O.9           | C                                  | 400,000            | 0        | 400,000                 | 400,000            | 0                              | 0                                 | 0                              | 0                                   |
| 107  | Resurfacing / Rehabilitation Preparatory Activities Allowance | O.10          | D,P,U                              | 350,000            | 0        | 350,000                 | 350,000            | 0                              | 0                                 | 0                              | 0                                   |
| 108  | Resurfacing / Rehabilitation Program                          | O.10          | C                                  | 3,891,500          | 0        | 3,891,500               | 3,891,500          | 0                              | 0                                 | 0                              | 0                                   |
| 110  | Bridge and Pavement Management Program                        | O.1           |                                    | 200,000            | 0        | 20,000                  | 20,000             | 32,400                         | 7,200                             | 18,000                         | 122,400                             |
| 111  | Signal Installation Program                                   | I.99          | C                                  | 1,755,000          | 0        | 175,500                 | 175,500            | 284,310                        | 63,180                            | 157,950                        | 1,074,060                           |
| 112  | Signal Modernization Program                                  | O.14          | C                                  | 700,000            | 0        | 700,000                 | 700,000            | 0                              | 0                                 | 0                              | 0                                   |
| 113  | Accessible Pedestrian Signals Program                         | O.14          | C                                  | 500,000            | 0        | 500,000                 | 500,000            | 0                              | 0                                 | 0                              | 0                                   |
| 114  | ATMS Upgrades   | O.14          | C                                  | 230,000            | 0        | 230,000                 | 230,000            | 0                              | 0                                 | 0                              | 0                                   |
| 115  | Road Safety Protection Program                                | O.15          | C                                  | 600,000            | 0        | 600,000                 | 600,000            | 0                              | 0                                 | 0                              | 0                                   |
| 116  | Intelligent Transportation System Initiatives                 | O.6           | D,C                                | 330,000            | 0        | 33,000                  | 33,000             | 53,460                         | 11,880                            | 29,700                         | 201,960                             |
| 117  | Miscellaneous Engineering Activities                          | O.1           | EA,D                               | 450,000            | 0        | 45,000                  | 45,000             | 72,900                         | 16,200                            | 40,500                         | 275,400                             |
| 119  | Misc. Landscaping Projects                                    | O.3           | C                                  | 150,000            | 0        | 15,000                  | 15,000             | 24,300                         | 5,400                             | 13,500                         | 91,800                              |
| 120  | Transportation Master Plan Studies                            | O.5           | D                                  | 100,000            | 0        | 0                       | 0                  | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| 122  | Contingencies - Non-Development Related                       | O.9           |                                    | 100,000            | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 124  | Deck Condition Surveys Program                                | O.12          | C                                  | 125,000            | 0        | 125,000                 | 125,000            | 0                              | 0                                 | 0                              | 0                                   |
| 125  | Miscellaneous Spall Repair and Deck Waterproofing Projects    | O.12          | C                                  | 365,000            | 0        | 365,000                 | 365,000            | 0                              | 0                                 | 0                              | 0                                   |
| 126  | Expansion Joint Replacement Program                           | O.12          | C                                  | 60,000             | 0        | 60,000                  | 60,000             | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Normal Roads Program</b>                      |   |               |                                    | <b>10,306,500</b>  | <b>0</b> | <b>7,610,000</b>        | <b>7,610,000</b>   | <b>485,370</b>                 | <b>107,860</b>                    | <b>269,650</b>                 | <b>1,833,620</b>                    |
| <b>B Special Rehabilitation Levy</b>                   |   |               |                                    |                    |          |                         |                    |                                |                                   |                                |                                     |
| 34   | Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)        | O.10          | U                                  | 100,000            | 0        | 100,000                 | 100,000            | 0                              | 0                                 | 0                              | 0                                   |
| 109  | Road Resurfacing/Rehabilitation Other Locations               | O.10          | C                                  | 26,658,500         | 0        | 26,658,500              | 26,658,500         | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Special Road Rehabilitation Levy</b>          |   |               |                                    | <b>26,758,500</b>  | <b>0</b> | <b>26,758,500</b>       | <b>26,758,500</b>  | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |
| <b>C Structure Rehabilitation/Replacement Funding</b>  |   |               |                                    |                    |          |                         |                    |                                |                                   |                                |                                     |
| 133  | Reg. Rd. 4, W.A. Twelvretrees Bridge Rehabilitation           | O.12          | C                                  | 2,500,000          | 0        | 2,500,000               | 2,500,000          | 0                              | 0                                 | 0                              | 0                                   |
| 135  | Reg. Rd. 4, Soper Creek Bridge                                | O.12          | C                                  | 1,300,000          | 0        | 1,300,000               | 1,300,000          | 0                              | 0                                 | 0                              | 0                                   |
| 159  | Reg. Rd. 33, Hoskin Bridge                                    | O.12          | C                                  | 1,400,000          | 0        | 1,400,000               | 1,400,000          | 0                              | 0                                 | 0                              | 0                                   |
| <b>Total Bridge Rehabilitation/Replacement Funding</b> |   |               |                                    | <b>5,200,000</b>   | <b>0</b> | <b>5,200,000</b>        | <b>5,200,000</b>   | <b>0</b>                       | <b>0</b>                          | <b>0</b>                       | <b>0</b>                            |
| <b>D Special Levy for Growth Related Projects</b>      |   |               |                                    |                    |          |                         |                    |                                |                                   |                                |                                     |
| 9  | Simcoe St. (south of King St. - south of Greenway Blvd.)      | 2.2           | EA                                 | 200,000            | 0        | 30,000                  | 30,000             | 30,600                         | 6,800                             | 17,000                         | 115,600                             |
| 38   | Bayly St. (Westney Rd. - Harwood Ave.)                        | 22.2          | C                                  | 13,000,000         | 0        | 910,000                 | 910,000            | 2,176,200                      | 483,600                           | 1,209,000                      | 8,221,200                           |
| 44   | Bloor St. (Prestonvale Rd. - Courtice Rd.)                    | 22.9          | C                                  | 12,000,000         | 0        | 5,280,000               | 5,280,000          | 1,209,600                      | 268,800                           | 672,000                        | 4,569,600                           |
| 62   | Rossland Rd. (Harmony Rd. - E. of Townline Rd.)               | 28.2          | U                                  | 500,000            | 0        | 5,000                   | 5,000              | 89,100                         | 19,800                            | 49,500                         | 336,600                             |
| 69   | Westney Rd. (Highway 401 - Kingston Rd.)                      | 31.2          | C                                  | 4,600,000          | 0        | 230,000                 | 230,000            | 786,600                        | 174,800                           | 437,000                        | 2,971,600                           |
| 74   | Hopkins St Overpass   | 401.3         | C                                  | 13,800,000         | 0        | 0                       | 0                  | 2,484,000                      | 552,000                           | 1,380,000                      | 9,384,000                           |
| 96   | Adelaide Ave. (Townline Rd. - Trulls Rd.)                     | 58.2          | C                                  | 20,600,000         | 0        | 0                       | 0                  | 3,708,000                      | 824,000                           | 2,060,000                      | 14,008,000                          |
| 100  | King St. from Townline Rd. to Courtice Rd.                    | 102.5         | U                                  | 200,000            | 0        | 100,000                 | 100,000            | 18,000                         | 4,000                             | 10,000                         | 68,000                              |
| 118  | Miscellaneous Property Acquisition                            | O.2           | D                                  | 100,000            | 0        | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 121  | Contingencies - Development Related                           | O.4           |                                    | 300,000            | 0        | 30,000                  | 30,000             | 48,600                         | 10,800                            | 27,000                         | 183,600                             |
| 123  | Region's Share - Dev. Related Projects                        | O.8           | C                                  | 300,000            | 0        | 0                       | 0                  | 54,000                         | 12,000                            | 30,000                         | 204,000                             |
| <b>Total Special Roads Levy</b>                        |   |               |                                    | <b>65,600,000</b>  | <b>0</b> | <b>6,595,000</b>        | <b>6,595,000</b>   | <b>10,620,900</b>              | <b>2,360,200</b>                  | <b>5,900,500</b>               | <b>40,123,400</b>                   |
| <b>Grand Total Financing</b>                           |   |               |                                    | <b>107,865,000</b> | <b>0</b> | <b>46,163,500</b>       | <b>46,163,500</b>  | <b>11,106,270</b>              | <b>2,468,060</b>                  | <b>6,170,150</b>               | <b>41,957,020</b>                   |

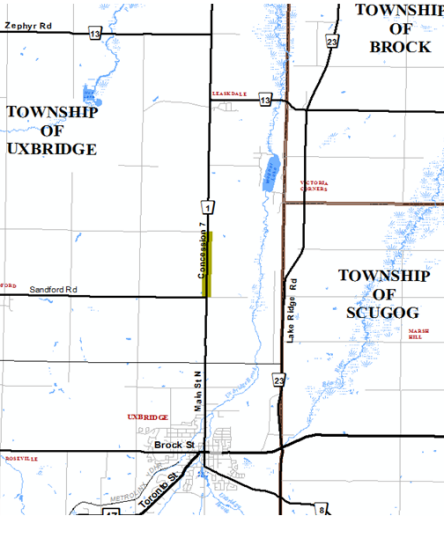
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |         |           |       |       |       |       |       |       |            |
|--|---------------------------------------|---------------------------|--------------------|---------|-----------|-------|-------|-------|-------|-------|-------|------------|
|  | (\$000'S)                             |                           |                    |         |           |       |       |       |       |       |       |            |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |           |       |       |       |       |       |       | TOTAL      |
| 2017   |                                       |                           | 2018               | 2019    | 2020      | 2021  | 2022  | 2023  | 2024  | 2025  |       |            |
| <b>BUDGET ITEM NO. 1</b>   |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| Program No. R0701<br>Reg. Rd. 1<br>Brock Rd. from Taunton Rd. to<br>5th Concession Rd.<br>Pickering 1.7 km   |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
|   |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| Total Prior Budget Allocations   | 2,350.000                             |                           |                    |         |           |       |       |       |       |       |       | 2,350.000  |
| Environmental Assessment   |                                       | 500.000                   |                    |         |           |       |       |       |       |       |       | 0.000      |
| Engineering/Design   |                                       |                           | 500.000            |         |           |       |       |       |       |       |       | 500.000    |
| Property Acquisition   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| Utility Relocation   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| Construction   |                                       |                           |                    | 240.000 | 8,800.000 |       |       |       |       |       |       | 9,040.000  |
| Contingency  |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| Other  |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| <b>TOTAL EXPENDITURES</b>  | 2,350.000                             | 500.000                   | 0.000              | 240.000 | 8,800.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 11,890.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES   | 1,331.900                             | 316.200                   |                    | 151.776 | 5,565.120 |       |       |       |       |       |       | 7,364.996  |
| NEW COMMERCIAL DEV. CHARGES*   | 299.400                               | 46.500                    |                    | 22.320  | 818.400   |       |       |       |       |       |       | 1,186.620  |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    | 8.928   | 327.360   |       |       |       |       |       |       | 336.288    |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    | 40.176  | 1,473.120 |       |       |       |       |       |       | 1,513.296  |
| GENERAL LEVY   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE  | 718.680                               | 137.300                   |                    | 16.800  | 616.000   |       |       |       |       |       |       | 1,488.780  |
| OTHER  |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| <b>TOTAL ATTRIBUTION</b>   | 2,349.980                             | 500.000                   | 0.000              | 240.000 | 8,800.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 11,889.980 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |         |           |       |       |       |       |       |       |            |

**NEED/EXPLANATION OF PROJECT**

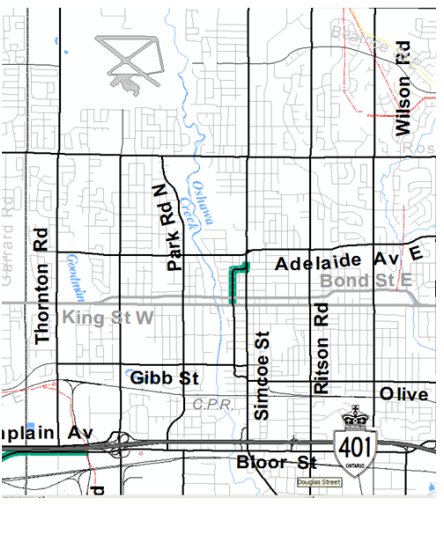
Phase I: 2018: Culvert extensions and other preliminary works.  
Phase II: 2019: Widen road from 2 to 4 lanes.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

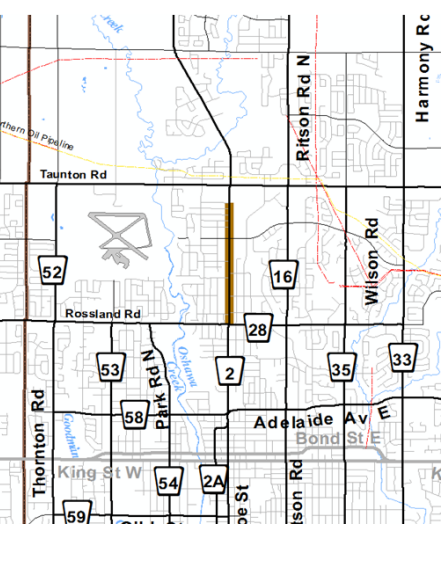
| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |           |       |       |       |       |       |       |       |           |
|--|--|---------------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       | TOTAL     |
|  |  |                           | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 4</b>   |  |                           |                    |           |       |       |       |       |       |       |       |           |
| Program No. R1501<br>Reg. Rd. 1<br>Conc. Rd. 7 from Reg. Rd. 11 to Ashworth Dr.<br><br>Uxbridge 2.7 km   |  |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |  |                           |                    |           |       |       |       |       |       |       |       |           |
| Associated Works:  |  |                           |                    |           |       |       |       |       |       |       |       |           |
|   |  |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |  |                           |                    |           |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 100.000  |                           |                    |           |       |       |       |       |       |       |       | 100.000   |
| Environmental Assessment   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |  | 100.000                   |                    |           |       |       |       |       |       |       |       | 100.000   |
| Property Acquisition   |  | 200.000                   |                    |           |       |       |       |       |       |       |       | 200.000   |
| Utility Relocation   |  |                           | 300.000            |           |       |       |       |       |       |       |       | 300.000   |
| Construction   |  |                           |                    | 4,000.000 |       |       |       |       |       |       |       | 4,000.000 |
| Contingency  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Other  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 100.000  | 300.000                   | 300.000            | 4,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 4,700.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |           |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   | 100.000  | 300.000                   | 300.000            | 4,000.000 |       |       |       |       |       |       |       | 4,700.000 |
| OTHER  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 100.000  | 300.000                   | 300.000            | 4,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 4,700.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |           |       |       |       |       |       |       |       |           |
| Road rehabilitation/reconstruction.  |  |                           |                    |           |       |       |       |       |       |       |       |           |



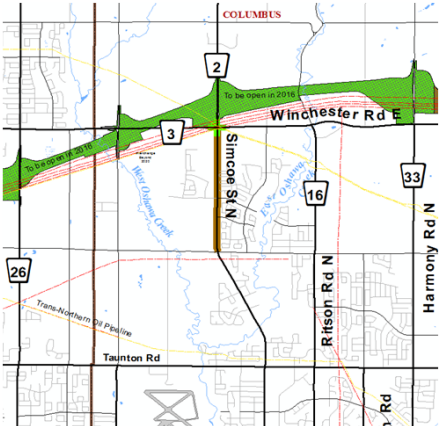
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |        |           |       |       |       |       |       |       |           |
|--|---------------------------------------|---------------------------|--------------------|--------|-----------|-------|-------|-------|-------|-------|-------|-----------|
|  | (\$000'S)                             |                           |                    |        |           |       |       |       |       |       |       |           |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |        |           |       |       |       |       |       |       | TOTAL     |
| EXPENDITURES:  | 2016                                  | BUDGET                    | 2017               | 2018   | 2019      | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | TOTAL     |
| <b>BUDGET ITEM NO. 6</b>   |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| Program No. R1601  |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| <u>Reg. Rd. 2A</u>   |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| Centre St. from Elgin St. to King St.  |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| Oshawa 0.7 km  |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| <u>Associated Works</u>  |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| Water Supply - \$710,000   |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| Sanitary Sewer - \$800,000   |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
|   |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| <b>TOTAL EXPENDITURES</b>  | 0.000                                 | 200.000                   | 50.000             | 50.000 | 3,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 3,300.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |        |           |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |        |           |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |        |           |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |        |           |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |        |           |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |        |           |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |        |           |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   |                                       | 200.000                   | 50.000             | 50.000 | 3,000.000 |       |       |       |       |       |       | 3,300.000 |
| OTHER  |                                       |                           |                    |        |           |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000                                 | 200.000                   | 50.000             | 50.000 | 3000.000  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 3300.000  |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |        |           |       |       |       |       |       |       |           |
| Road reconstruction.   |                                       |                           |                    |        |           |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 7</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Program No. R1502<br>Reg. Rd. 2<br>Simcoe St. from Rossland Rd. to Russett Ave.<br><br>Oshawa 1.8 km   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Associated Works<br>Water Supply - \$1,107,000<br>Sanitary Sewage - \$1,345,000  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 150.000                               |                           |                    |       |       |       |       |       |       |       |       | 150.000   |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       | 50.000                    |                    |       |       |       |       |       |       |       |       | 50.000    |
| Property Acquisition   |                                       | 50.000                    |                    |       |       |       |       |       |       |       |       | 50.000    |
| Utility Relocation   |                                       | 100.000                   |                    |       |       |       |       |       |       |       |       | 100.000   |
| Construction   |                                       |                           | 4,100.000          |       |       |       |       |       |       |       |       | 4,100.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 150.000                               | 200.000                   | 4,100.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 4,450.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   | 150.000                               | 200.000                   | 4,100.000          |       |       |       |       |       |       |       |       | 4,450.000 |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 150.000                               | 200.000                   | 4,100.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 4,450.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Road reconstruction including sanitary sewer and watermain replacement from Rossland Rd. to Robert St. and road rehabilitation from Robert St. to Russett Ave.   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

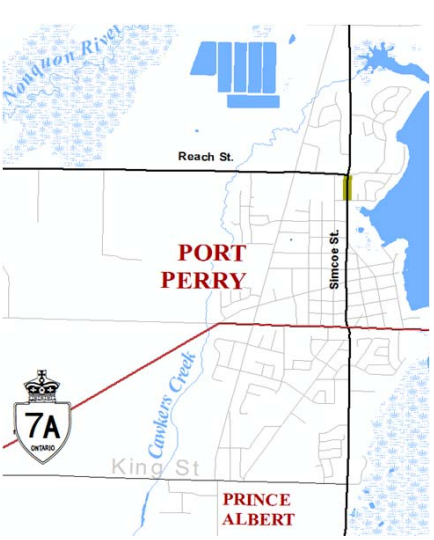
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL      |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|------------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |            |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |            |
| <b>BUDGET ITEM NO. 8</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| Program No. R1201<br>Reg. Rd. 2<br>Simcoe St. from north of Conlin Rd. to Winchester Rd.   |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| Oshawa 2.0 km  |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| Total Prior Budget Allocations   | 10,200.000                            |                           |                    |       |       |       |       |       |       |       |       | 10,200.000 |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Construction   |                                       | 1,400.000                 | 12,200.000         |       |       |       |       |       |       |       |       | 13,600.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| <b>TOTAL EXPENDITURES</b>  | 10,200.000                            | 1,400.000                 | 12,200.000         | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 23,800.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES   | 3,027.120                             | 818.720                   | 7,134.560          |       |       |       |       |       |       |       |       | 10,980.400 |
| NEW COMMERCIAL DEV. CHARGES*   | 527.400                               | 120.400                   | 1,049.200          |       |       |       |       |       |       |       |       | 1,697.000  |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           | 419.680            |       |       |       |       |       |       |       |       | 419.680    |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           | 1,888.560          |       |       |       |       |       |       |       |       | 1,888.560  |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE  | 1,645.480                             | 460.880                   | 1,708.000          |       |       |       |       |       |       |       |       | 3,814.360  |
| OTHER  | 5,000.000                             |                           |                    |       |       |       |       |       |       |       |       | 5,000.000  |
| <b>TOTAL ATTRIBUTION</b>   | 10,200.000                            | 1,400.000                 | 12,200.000         | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 23,800.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |            |

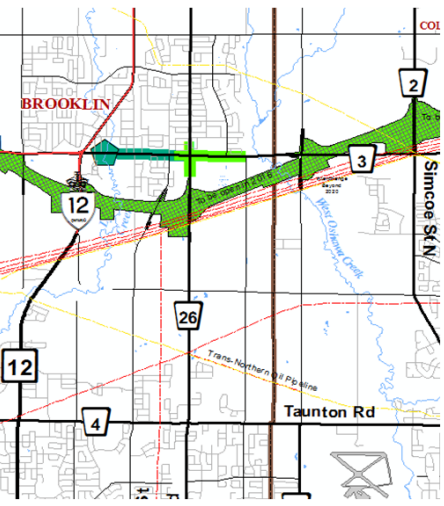
**NEED/EXPLANATION OF PROJECT**

Phase I: 2016 reconstruct and modify Simcoe St./Winchester Rd. intersection in partnership with the MTO (\$5 M).  
Phase II: 2017 Widen road from 2 to 5 lanes.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION  |                           |                    |         |           |       |       |       |       |       |       | TOTAL     |
|--|--|---------------------------|--------------------|---------|-----------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016   | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |           |       |       |       |       |       |       |           |
|  |  |                           | 2017               | 2018    | 2019      | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 10</b><br><br>Program No. R1602<br><u>Reg. Rd. 2</u><br>Simcoe St. from Beech St. to Reach St. (Reg. Rd. 8).<br><br>Scugog 0.3 km   |  |                           |                    |         |           |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |  |                           |                    |         |           |       |       |       |       |       |       |           |
| <u>Associated Works:</u>   |  |                           |                    |         |           |       |       |       |       |       |       |           |
|   | Total Prior Budget Allocations<br>Environmental Assessment<br>Engineering/Design<br>Property Acquisition<br>Utility Relocation<br>Construction<br>Contingency<br>Other   | 0.000                     | 100.000            | 100.000 | 1,200.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,400.000 |
|  | <b>TOTAL EXPENDITURES</b>  | 0.000                     | 100.000            | 100.000 | 1,200.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,400.000 |
|  | <b>ATTRIBUTION:</b><br><br>SUBSIDY/GRANTS<br>NEW RESIDENTIAL DEV. CHARGES<br>NEW COMMERCIAL DEV. CHARGES*<br>NEW INSTITUTIONAL DEV. CHARGES*<br>NEW INDUSTRIAL DEV. CHARGES*<br>GENERAL LEVY<br>ROADS CAPITAL RESERVE<br>ROADS REHAB RESERVE FUND<br>OTHER |                           | 100.000            | 100.000 | 1,200.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,400.000 |
|  | <b>TOTAL ATTRIBUTION</b>   | 0.000                     | 100.000            | 100.000 | 1,200.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,400.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |         |           |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |         |           |       |       |       |       |       |       |           |
| Road Rehabilitation including intersection modifications at Regional Road 8.   |  |                           |                    |         |           |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

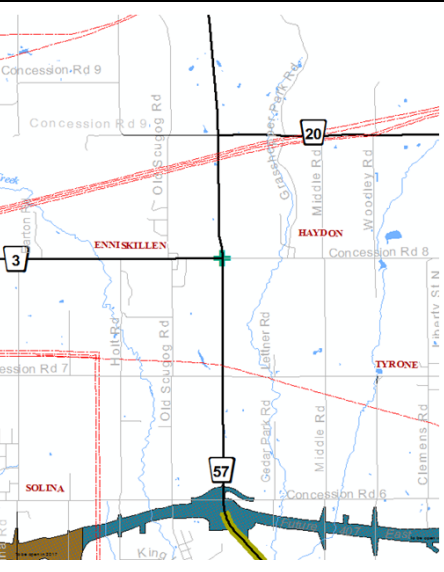
| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |         |           |       |       |       |       |       |       |            |
|--|--|---------------------------|--------------------|---------|-----------|-------|-------|-------|-------|-------|-------|------------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |           |       |       |       |       |       |       | TOTAL      |
|  |  |                           | 2017               | 2018    | 2019      | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |            |
| <b>BUDGET ITEM NO. 11</b>  |  |                           |                    |         |           |       |       |       |       |       |       |            |
| Program No. R0802<br>Reg. Rd. 3<br>Winchester Rd. from Baldwin St. to Garrard Rd.<br>Whitby 2.4 km |  |                           |                    |         |           |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>  |  |                           |                    |         |           |       |       |       |       |       |       |            |
|                   |  |                           |                    |         |           |       |       |       |       |       |       |            |
| <b>EXPENDITURES:</b>   |  |                           |                    |         |           |       |       |       |       |       |       |            |
| Total Prior Budget Allocations   | 1,700.000  |                           |                    |         |           |       |       |       |       |       |       | 1,700.000  |
| Environmental Assessment   |  |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| Engineering/Design   |  | 100.000                   | 600.000            |         |           |       |       |       |       |       |       | 700.000    |
| Property Acquisition   |  |                           | 50.000             |         |           |       |       |       |       |       |       | 50.000     |
| Utility Relocation   |  |                           |                    | 100.000 |           |       |       |       |       |       |       | 100.000    |
| Construction   |  | 8,100.000                 |                    |         | 5,500.000 |       |       |       |       |       |       | 13,600.000 |
| Contingency  |  |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| Other  |  |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| <b>TOTAL EXPENDITURES</b>  | 1,700.000  | 8,200.000                 | 650.000            | 100.000 | 5,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 16,150.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |         |           |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS   |  |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES   | 998.400  | 5,352.960                 | 424.320            | 65.280  | 3,590.400 |       |       |       |       |       |       | 10,431.360 |
| NEW COMMERCIAL DEV. CHARGES*   | 235.000  | 787.200                   | 62.400             | 9.600   | 528.000   |       |       |       |       |       |       | 1,622.200  |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           | 24.960             | 3.840   | 211.200   |       |       |       |       |       |       | 240.000    |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           | 112.320            | 17.280  | 950.400   |       |       |       |       |       |       | 1,080.000  |
| GENERAL LEVY   |  |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE  | 466.570  | 2,059.840                 | 26.000             | 4.000   | 220.000   |       |       |       |       |       |       | 2,776.410  |
| OTHER  |  |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| <b>TOTAL ATTRIBUTION</b>   | 1,699.970  | 8,200.000                 | 650.000            | 100.000 | 5,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 16,149.970 |

\* 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 is being phased in by July 1, 2016.  
Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

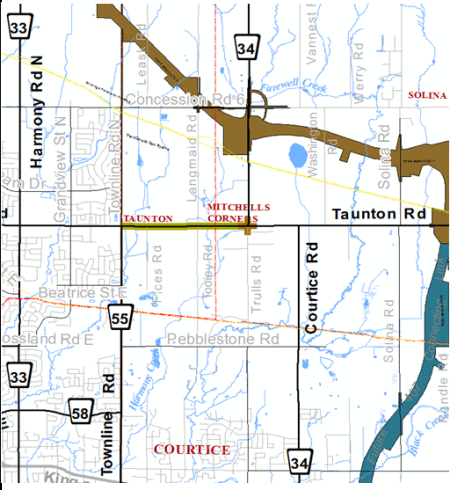
**NEED/EXPLANATION OF PROJECT**

Phase I: 2016 Winchester Rd. / Thickson Rd. Intersection modifications and widen to 5 lanes from Thickson Rd. to Garrard Rd.  
Phase II: 2019 widen to 3/4 lanes from Baldwin St. to Thickson Rd. including structure widening.

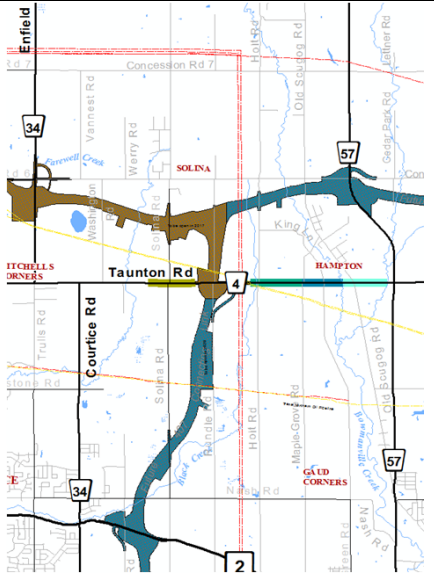
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |         |           |       |       |       |       |       |       |           |
|--|---------------------------------------|---------------------------|--------------------|---------|-----------|-------|-------|-------|-------|-------|-------|-----------|
|  | (\$000'S)                             |                           |                    |         |           |       |       |       |       |       |       |           |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |           |       |       |       |       |       |       | TOTAL     |
| 2017   |                                       |                           | 2018               | 2019    | 2020      | 2021  | 2022  | 2023  | 2024  | 2025  |       |           |
| <b>BUDGET ITEM NO. 14</b>  |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
| <b>Program No. R1603</b>   |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
| Reg. Rd. 3 (Conc. 8) / Region Road 57 Intersection   |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
| Clarington   |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
| <u>Associated Works:</u>   |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
|   |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0         |
| Environmental Assessment   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0         |
| Engineering/Design   |                                       | 500.000                   |                    |         |           |       |       |       |       |       |       | 500.000   |
| Property Acquisition   |                                       |                           | 300.000            |         |           |       |       |       |       |       |       | 300.000   |
| Utility Relocation   |                                       |                           |                    | 300.000 |           |       |       |       |       |       |       | 300.000   |
| Construction   |                                       |                           |                    |         | 1,500.000 |       |       |       |       |       |       | 1,500.000 |
| Contingency  |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 0.000                                 | 500.000                   | 300.000            | 300.000 | 1,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,600.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       | 306.000                   | 183.600            | 183.600 | 918.000   |       |       |       |       |       |       | 1,591.200 |
| NEW COMMERCIAL DEV. CHARGES*   |                                       | 45.000                    | 27.000             | 27.000  | 135.000   |       |       |       |       |       |       | 234.000   |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           | 10.800             | 10.800  | 54.000    |       |       |       |       |       |       | 75.600    |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           | 48.600             | 48.600  | 243.000   |       |       |       |       |       |       | 340.200   |
| GENERAL LEVY   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       | 149.000                   | 30.000             | 30.000  | 150.000   |       |       |       |       |       |       | 359.000   |
| ROADS REHAB RESERVE FUND   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| OTHER  |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000                                 | 500.000                   | 300.000            | 300.000 | 1,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,600.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |         |           |       |       |       |       |       |       |           |
| Reconstruct to roundabout.   |                                       |                           |                    |         |           |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |           |       |       |       |       |       |       |       |           |
|--|---------------------------------------|---------------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | (\$000'S)                             |                           |                    |           |       |       |       |       |       |       |       |           |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       | TOTAL     |
| EXPENDITURES:  | 2016                                  | BUDGET                    | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | TOTAL     |
| <b>BUDGET ITEM NO. 16</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>Program No. R1402</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <u>Reg. Rd. 4</u>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Taunton Rd. from east of Townline Rd. to west of Enfield Rd.   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Clarington 2.0 km  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <u>Associated Works:</u>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>TOTAL EXPENDITURES</b>  | 600.000                               | 700.000                   | 3,400.000          | 2,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 6,700.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   | 367.200                               | 306.000                   | 2,080.800          |           |       |       |       |       |       |       |       | 2,754.000 |
| NEW COMMERCIAL DEV. CHARGES*   | 54.000                                | 45.000                    | 306.000            |           |       |       |       |       |       |       |       | 405.000   |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           | 122.400            |           |       |       |       |       |       |       |       | 122.400   |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           | 550.800            |           |       |       |       |       |       |       |       | 550.800   |
| GENERAL LEVY   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  | 178.800                               | 149.000                   | 340.000            |           |       |       |       |       |       |       |       | 667.800   |
| ROADS REHAB RESERVE FUND   |                                       | 200.000                   |                    | 2,000.000 |       |       |       |       |       |       |       | 2,200.000 |
| OTHER  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 600.000                               | 700.000                   | 3,400.000          | 2,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 6,700.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| 2017: Taunton Rd. / Enfield Rd. intersection modifications<br>2018: Road rehabilitation from east of Townline Rd. to west of Enfield Rd.   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

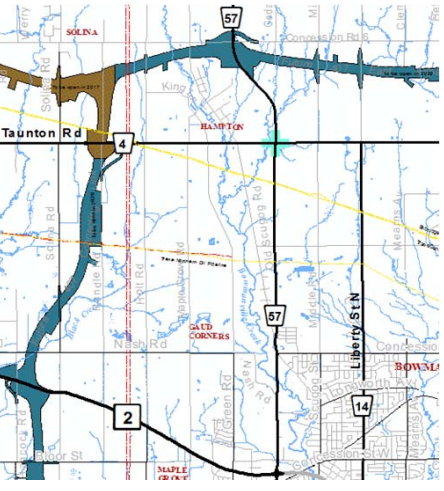
| PROJECT LOCATION & DESCRIPTION   | BUDGET PROVISION AND COST ATTRIBUTION (\$000'S) |                     |                    |           |           |           |           |           |       |       |       |       |           |
|--|---|---------------------|--------------------|-----------|-----------|-----------|-----------|-----------|-------|-------|-------|-------|-----------|
|  | BUDGET PRIOR TO 2016                            | 2016 CAPITAL BUDGET | Nine Year Forecast |           |           |           |           |           |       |       |       | TOTAL |           |
|  |   |                     | 2017               | 2018      | 2019      | 2020      | 2021      | 2022      | 2023  | 2024  | 2025  |       |           |
| <b>BUDGET ITEM NO. 18</b><br><br>Program No. R1608<br>Reg. Rd. 4<br>Taunton Rd. from 0.4km west of Solina Rd. to Reg. Rd. 57<br><br>Clarington 4.6 km  |   |                     |                    |           |           |           |           |           |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |   |                     |                    |           |           |           |           |           |       |       |       |       |           |
| Associated Works:  |   |                     |                    |           |           |           |           |           |       |       |       |       |           |
|   |   |                     |                    |           |           |           |           |           |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |   |                     |                    |           |           |           |           |           |       |       |       |       |           |
| Total Prior Budget Allocations   | 0.000   |                     |                    |           |           |           |           |           |       |       |       |       | 0.000     |
| Environmental Assessment   |   |                     |                    |           |           |           |           |           |       |       |       |       | 0.000     |
| Engineering/Design   |   | 350.000             |                    |           |           |           |           |           |       |       |       |       | 350.000   |
| Property Acquisition   |   |                     | 50.000             | 50.000    | 50.000    | 50.000    |           |           |       |       |       |       | 200.000   |
| Utility Relocation   |   |                     | 50.000             | 50.000    | 50.000    | 50.000    |           |           |       |       |       |       | 200.000   |
| Construction   |   |                     |                    | 1,500.000 | 1,500.000 | 1,500.000 | 1,500.000 |           |       |       |       |       | 6,000.000 |
| Contingency  |   |                     |                    |           |           |           |           |           |       |       |       |       | 0.000     |
| Other  |   |                     |                    |           |           |           |           |           |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 0.000   | 350.000             | 100.000            | 1,600.000 | 1,600.000 | 1,600.000 | 1,500.000 | 0.000     | 0.000 | 0.000 | 0.000 |       | 6,750.000 |
| <b>ATTRIBUTION:</b>  |   |                     |                    |           |           |           |           |           |       |       |       |       |           |
| SUBSIDY/GRANTS   |   |                     |                    |           |           |           |           |           |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |   |                     |                    |           |           |           |           |           |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |   |                     |                    |           |           |           |           |           |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |   |                     |                    |           |           |           |           |           |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |   |                     |                    |           |           |           |           |           |       |       |       |       | 0.000     |
| GENERAL LEVY   |   | 350.000             | 100.000            |           |           |           |           |           |       |       |       |       | 450.000   |
| ROADS CAPITAL RESERVE  |   |                     |                    |           | 1,600.000 | 1,600.000 | 1,600.000 | 1,500.000 |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   |   |                     |                    |           |           |           |           |           |       |       |       |       | 6,300.000 |
| OTHER  |   |                     |                    |           |           |           |           |           |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000   | 350.000             | 100.000            | 1,600.000 | 1,600.000 | 1,600.000 | 1,500.000 | 0.000     | 0.000 | 0.000 | 0.000 |       | 6,750.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |   |                     |                    |           |           |           |           |           |       |       |       |       |           |

**NEED/EXPLANATION OF PROJECT**

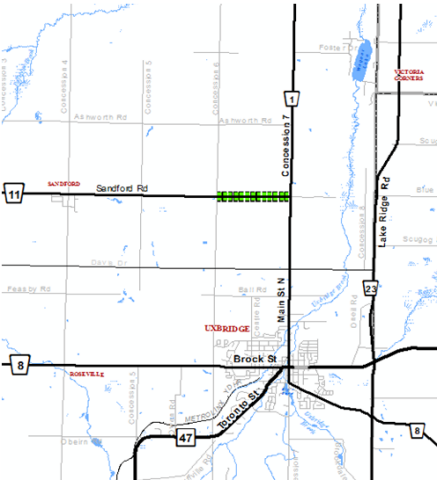
Road rehabilitation.



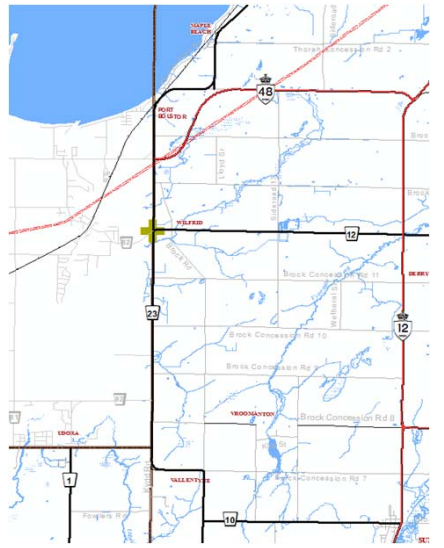
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION & DESCRIPTION   | BUDGET PROVISION AND COST ATTRIBUTION (\$000'S) |                     |                    |         |         |       |           |           |       |       |       |           |
|--|---|---------------------|--------------------|---------|---------|-------|-----------|-----------|-------|-------|-------|-----------|
|  | BUDGET PRIOR TO 2016                            | 2016 CAPITAL BUDGET | Nine Year Forecast |         |         |       |           |           |       |       |       | TOTAL     |
|  |   |                     | 2017               | 2018    | 2019    | 2020  | 2021      | 2022      | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 19</b><br><br>Program No. R1609<br>Reg. Rd. 4<br>Taunton Rd. / Region Rd. 57 Intersection<br><br>Clarington   |   |                     |                    |         |         |       |           |           |       |       |       |           |
| <b>RELATED PROJECTS</b>  |   |                     |                    |         |         |       |           |           |       |       |       |           |
| Associated Works:  |   |                     |                    |         |         |       |           |           |       |       |       |           |
|   |   |                     |                    |         |         |       |           |           |       |       |       |           |
| <b>EXPENDITURES:</b>   |   |                     |                    |         |         |       |           |           |       |       |       |           |
| Total Prior Budget Allocations   | 0.000   |                     |                    |         |         |       |           |           |       |       |       | 0.000     |
| Environmental Assessment   |   | 150.000             |                    |         |         |       |           |           |       |       |       | 150.000   |
| Engineering/Design   |   |                     | 300.000            |         |         |       |           |           |       |       |       | 300.000   |
| Property Acquisition   |   |                     |                    | 250.000 |         |       |           |           |       |       |       | 250.000   |
| Utility Relocation   |   |                     |                    |         | 300.000 |       |           |           |       |       |       | 300.000   |
| Construction   |   |                     |                    |         |         |       |           | 6,000.000 |       |       |       | 6,000.000 |
| Contingency  |   |                     |                    |         |         |       |           |           |       |       |       | 0.000     |
| Other  |   |                     |                    |         |         |       |           |           |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 0.000   | 150.000             | 300.000            | 250.000 | 300.000 | 0.000 | 6,000.000 | 0.000     | 0.000 | 0.000 | 0.000 | 7,000.000 |
| <b>ATTRIBUTION:</b>  |   |                     |                    |         |         |       |           |           |       |       |       |           |
| SUBSIDY/GRANTS   |   |                     |                    |         |         |       |           |           |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |   | 91.800              | 183.600            | 153.000 | 183.600 |       | 3,672.000 |           |       |       |       | 4,284.000 |
| NEW COMMERCIAL DEV. CHARGES*   |   | 13.500              | 27.000             | 22.500  | 27.000  |       | 540.000   |           |       |       |       | 630.000   |
| NEW INSTITUTIONAL DEV. CHARGES*  |   |                     | 10.800             | 9.000   | 10.800  |       | 216.000   |           |       |       |       | 246.600   |
| NEW INDUSTRIAL DEV. CHARGES*   |   |                     | 48.600             | 40.500  | 48.600  |       | 972.000   |           |       |       |       | 1,109.700 |
| GENERAL LEVY   |   |                     |                    |         |         |       |           |           |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |   | 44.700              | 30.000             | 25.000  | 30.000  |       | 600.000   |           |       |       |       | 729.700   |
| OTHER  |   |                     |                    |         |         |       |           |           |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000   | 150.000             | 300.000            | 250.000 | 300.000 | 0.000 | 6,000.000 | 0.000     | 0.000 | 0.000 | 0.000 | 7,000.000 |
| * 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 is being phased in by July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |   |                     |                    |         |         |       |           |           |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |   |                     |                    |         |         |       |           |           |       |       |       |           |
| Reconstruct and modify intersection and replace and widen bridge on west leg of intersection.  |   |                     |                    |         |         |       |           |           |       |       |       |           |

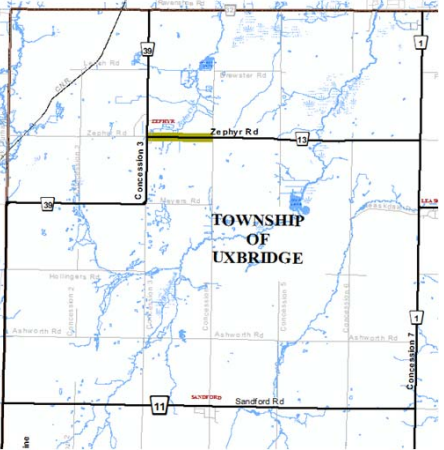
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION   |  |                    |       |       |       |       |       |       |       |       | TOTAL  |  |
|--|---|--|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|--|--|
|  | BUDGET<br>PRIOR TO<br>2016  | 2016<br>CAPITAL<br>BUDGET                                  | Nine Year Forecast |       |       |       |       |       |       |       |       |  |  |
|  |   |  | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |  |  |
| <b>BUDGET ITEM NO. 22</b><br><br>Program No. R1610<br><u>Reg. Rd. 11</u><br>Sandford Rd. from Conc. 6 to Conc. 7 (Reg. Rd. 1)<br><br>Uxbridge 1.8 km   |   |  |                    |       |       |       |       |       |       |       |       |  |  |
| <b>RELATED PROJECTS</b>  |   |  |                    |       |       |       |       |       |       |       |       |  |  |
| <u>Associated Works:</u>   |   |  |                    |       |       |       |       |       |       |       |       |  |  |
|   | Total Prior Budget Allocations<br>Environmental Assessment<br>Engineering/Design<br>Property Acquisition<br>Utility Relocation<br>Construction<br>Contingency<br>Other  | 0.000<br><br><br><br><br><br><br><br><br><br><br>1,000.000 |                    |       |       |       |       |       |       |       |       | 0.000<br><br><br><br><br><br><br><br><br><br><br>1,000.000 |  |
|  | <b>TOTAL EXPENDITURES</b>   | 0.000  | 1,000.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000  | 1,000.000  |
|  | <b>ATTRIBUTION:</b>   |  |                    |       |       |       |       |       |       |       |       |  |  |
|  | SUBSIDY/GRANTS<br>NEW RESIDENTIAL DEV. CHARGES<br>NEW COMMERCIAL DEV. CHARGES*<br>NEW INSTITUTIONAL DEV. CHARGES*<br>NEW INDUSTRIAL DEV. CHARGES*<br>GENERAL LEVY<br>ROADS CAPITAL RESERVE<br>ROADS REHAB RESERVE FUND<br>OTHER | 1,000.000  |                    |       |       |       |       |       |       |       |       |  | 0.000<br>0.000<br>0.000<br>0.000<br>0.000<br>0.000<br>1,000.000<br>0.000 |
|  | <b>TOTAL ATTRIBUTION</b>  | 0.000  | 1,000.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000  | 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.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |   |  |                    |       |       |       |       |       |       |       |       |  |  |
| <b>NEED/EXPLANATION OF PROJECT</b>   |   |  |                    |       |       |       |       |       |       |       |       |  |  |
| Road rehabilitation.   |   |  |                    |       |       |       |       |       |       |       |       |  |  |

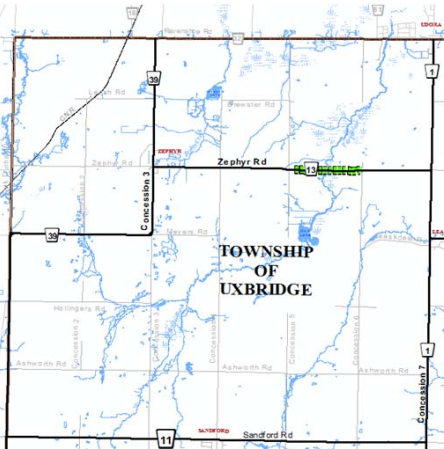
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$'000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$'000'S) |                           |                    |                  |              |              |              |              |              |              |              |                  |
|--|---|---------------------------|--------------------|------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------|
|  | BUDGET<br>PRIOR TO<br>2016                          | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |                  |              |              |              |              |              |              |              | TOTAL            |
|  |   |                           | 2017               | 2018             | 2019         | 2020         | 2021         | 2022         | 2023         | 2024         | 2025         |                  |
| <b>BUDGET ITEM NO. 23</b>  |   |                           |                    |                  |              |              |              |              |              |              |              |                  |
| Program No. R1403<br>Reg. Rd. 12 / 23<br>Reg. Rd. 12 / Lake Ridge Rd. Intersection<br>Brock  |   |                           |                    |                  |              |              |              |              |              |              |              |                  |
| <b>RELATED PROJECTS</b>  |   |                           |                    |                  |              |              |              |              |              |              |              |                  |
| Associated Works:  |   |                           |                    |                  |              |              |              |              |              |              |              |                  |
|   |   |                           |                    |                  |              |              |              |              |              |              |              |                  |
| <b>EXPENDITURES:</b>   |   |                           |                    |                  |              |              |              |              |              |              |              |                  |
| Total Prior Budget Allocations   | 300.000   |                           |                    |                  |              |              |              |              |              |              |              | 300.000          |
| Environmental Assessment   |   |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| Engineering/Design   |   |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| Property Acquisition   |   | 200.000                   |                    |                  |              |              |              |              |              |              |              | 200.000          |
| Utility Relocation   |   |                           | 300.000            |                  |              |              |              |              |              |              |              | 300.000          |
| Construction   |   |                           |                    | 1,800.000        |              |              |              |              |              |              |              | 1,800.000        |
| Contingency  |   |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| Other  |   |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| <b>TOTAL EXPENDITURES</b>  | <b>300.000</b>                                      | <b>200.000</b>            | <b>300.000</b>     | <b>1,800.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>2,600.000</b> |
| <b>ATTRIBUTION:</b>  |   |                           |                    |                  |              |              |              |              |              |              |              |                  |
| SUBSIDY/GRANTS   |   |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| NEW RESIDENTIAL DEV. CHARGES   | 183.600   | 122.400                   | 183.600            | 1,101.600        |              |              |              |              |              |              |              | 1,591.200        |
| NEW COMMERCIAL DEV. CHARGES*   | 27.000  | 18.000                    | 27.000             | 162.000          |              |              |              |              |              |              |              | 234.000          |
| NEW INSTITUTIONAL DEV. CHARGES*  |   |                           | 10.800             | 64.800           |              |              |              |              |              |              |              | 75.600           |
| NEW INDUSTRIAL DEV. CHARGES*   |   |                           | 48.600             | 291.600          |              |              |              |              |              |              |              | 340.200          |
| GENERAL LEVY   |   |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| ROADS CAPITAL RESERVE  | 89.400  | 59.600                    | 30.000             | 180.000          |              |              |              |              |              |              |              | 359.000          |
| OTHER  |   |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| <b>TOTAL ATTRIBUTION</b>   | <b>300.000</b>                                      | <b>200.000</b>            | <b>300.000</b>     | <b>1,800.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>2,600.000</b> |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |   |                           |                    |                  |              |              |              |              |              |              |              |                  |
| <b>NEED/EXPLANATION OF PROJECT</b>   |   |                           |                    |                  |              |              |              |              |              |              |              |                  |
| Reconstruct to roundabout.   |   |                           |                    |                  |              |              |              |              |              |              |              |                  |

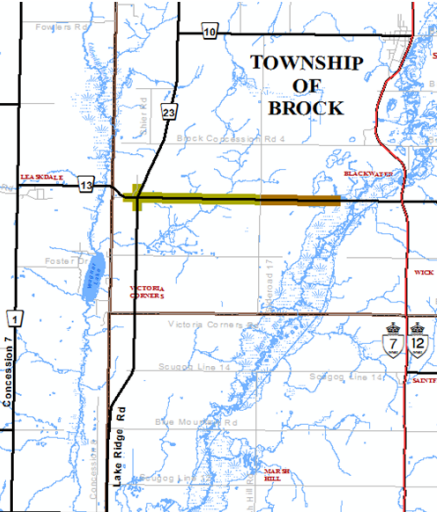
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |         |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|---------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018    | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 25</b>  |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| Program No. R1503<br><u>Reg. Rd. 13</u><br>Zephyr Rd. from Scott Conc. 3 (Reg. Rd. 39) to Conc. 4<br><br>Uxbridge 2.0 km   |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| <u>Associated Works:</u>   |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 100.000                               |                           |                    |         |       |       |       |       |       |       |       | 100.000   |
| Environmental Assessment   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       | 100.000                   |                    |         |       |       |       |       |       |       |       | 100.000   |
| Utility Relocation   |                                       |                           | 100.000            |         |       |       |       |       |       |       |       | 100.000   |
| Construction   |                                       |                           |                    | 800.000 |       |       |       |       |       |       |       | 800.000   |
| Contingency  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 100.000                               | 100.000                   | 100.000            | 800.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,100.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   | 100.000                               | 100.000                   | 100.000            | 800.000 |       |       |       |       |       |       |       | 1,100.000 |
| OTHER  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 100.000                               | 100.000                   | 100.000            | 800.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 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.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| Road rehabilitation.   |                                       |                           |                    |         |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION  |  |                    |       |       |       |       |       |       |       |       | TOTAL  |         |
|--|--|--|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|--|---------|
|  | BUDGET<br>PRIOR TO<br>2016   | 2016<br>CAPITAL<br>BUDGET                          | Nine Year Forecast |       |       |       |       |       |       |       |       |  |         |
|  |  |  | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |  |         |
| <b>BUDGET ITEM NO. 26</b><br><br>Program No. R1509<br><u>Reg. Rd. 13</u><br>Zephyr Rd. from 0.1km E. of Conc. 5 to Conc. 6<br><br>Uxbridge 2.0 km  |  |  |                    |       |       |       |       |       |       |       |       |  |         |
| <b>RELATED PROJECTS</b>  |  |  |                    |       |       |       |       |       |       |       |       |  |         |
| <u>Associated Works:</u>   |  |  |                    |       |       |       |       |       |       |       |       |  |         |
|   | Total Prior Budget Allocations<br>Environmental Assessment<br>Engineering/Design<br>Property Acquisition<br>Utility Relocation<br>Construction<br>Contingency<br>Other | 100.000<br><br><br><br><br><br><br><br><br>700.000 |                    |       |       |       |       |       |       |       |       | 100.000<br><br><br><br><br><br><br><br><br>700.000<br><br><br><br><br><br><br><br><br>800.000  |         |
|  | <b>TOTAL EXPENDITURES</b>  | 100.000  | 700.000            | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000  | 800.000 |
|  | <b>ATTRIBUTION:</b>  |  |                    |       |       |       |       |       |       |       |       |  |         |
| SUBSIDY/GRANTS<br>NEW RESIDENTIAL DEV. CHARGES<br>NEW COMMERCIAL DEV. CHARGES*<br>NEW INSTITUTIONAL DEV. CHARGES*<br>NEW INDUSTRIAL DEV. CHARGES*<br>GENERAL LEVY<br>ROADS CAPITAL RESERVE<br>ROADS REHAB RESERVE FUND<br>OTHER  | 100.000<br><br><br><br><br><br><br><br><br>700.000   |  |                    |       |       |       |       |       |       |       |       | 0.000<br><br><br><br><br><br><br><br><br>0.000<br><br><br><br><br><br><br><br><br>800.000<br><br><br><br><br><br><br><br><br>800.000 |         |
| <b>TOTAL ATTRIBUTION</b>   | 100.000  | 700.000  | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 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.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |  |                    |       |       |       |       |       |       |       |       |  |         |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |  |                    |       |       |       |       |       |       |       |       |  |         |
| Road rehabilitation.   |  |  |                    |       |       |       |       |       |       |       |       |  |         |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

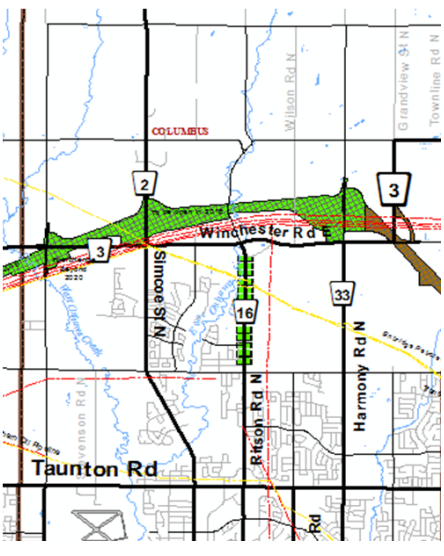
| PROJECT LOCATION<br>& DESCRIPTION   | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |           |       |       |       |       |       |       |       | TOTAL      |
|---|---------------------------------------|---------------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|------------|
|   | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       |            |
|   |                                       |                           | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |            |
| <b>BUDGET ITEM NO. 27</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |            |
| Program No. R0901<br><u>Reg. Rd. 13</u><br>3rd Concession from Lake Ridge Rd. to 1.5 km<br>west of Highway 12<br>Brock 3.9 km |                                       |                           |                    |           |       |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |            |
| <u>Associated Works:</u>  |                                       |                           |                    |           |       |       |       |       |       |       |       |            |
|    |                                       |                           |                    |           |       |       |       |       |       |       |       |            |
| <b>EXPENDITURES:</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |            |
| Total Prior Budget Allocations  | 3,000.000                             |                           |                    |           |       |       |       |       |       |       |       | 3,000.000  |
| Environmental Assessment  |                                       | 500.000                   |                    |           |       |       |       |       |       |       |       | 500.000    |
| Engineering/Design  |                                       | 335.000                   |                    |           |       |       |       |       |       |       |       | 335.000    |
| Property Acquisition  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| Utility Relocation  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| Construction  |                                       | 200.000                   | 8,800.000          | 8,340.000 |       |       |       |       |       |       |       | 17,340.000 |
| Contingency   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| Other   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| <b>TOTAL EXPENDITURES</b>   | 3,000.000                             | 1,035.000                 | 8,800.000          | 8,340.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 21,175.000 |
| <b>ATTRIBUTION:</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES  |                                       |                           |                    | 2,778.480 |       |       |       |       |       |       |       | 2,778.480  |
| NEW COMMERCIAL DEV. CHARGES*  |                                       |                           |                    | 408.600   |       |       |       |       |       |       |       | 408.600    |
| NEW INSTITUTIONAL DEV. CHARGES*   |                                       |                           |                    | 163.440   |       |       |       |       |       |       |       | 163.440    |
| NEW INDUSTRIAL DEV. CHARGES*  |                                       |                           |                    | 735.480   |       |       |       |       |       |       |       | 735.480    |
| GENERAL LEVY  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE   |                                       |                           |                    | 454.000   |       |       |       |       |       |       |       | 454.000    |
| ROADS REHAB RESERVE FUND  | 3,000.000                             | 1,035.000                 | 8,800.000          | 3,800.000 |       |       |       |       |       |       |       | 16,635.000 |
| OTHER   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| <b>TOTAL ATTRIBUTION</b>  | 3,000.000                             | 1,035.000                 | 8,800.000          | 8,340.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 21,175.000 |

\* 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 is being phased in by 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.  
Phase I: 2017 road reconstruction from west Sideroad 17 to 1.5km west of Hwy 7/12  
Phase II: 2018 Intersection modifications at Reg. Rd. 13/23 & road reconstruction from east of Lake Ridge Rd. to west of Sideroad 17

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

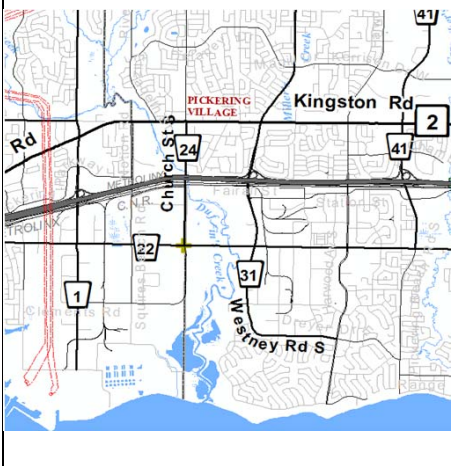
| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 31</b><br><br>Program No. R1510<br><u>Reg. Rd. 16</u><br>Ritson Rd. from Maine St. to Winchester Rd. (Reg. Rd. 3)<br><br>Oshawa 2.1km   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <u>Associated Works:</u><br>Water Supply - \$530,000<br>Sanitary Sewage - \$400,000  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 1,350.000                             |                           |                    |       |       |       |       |       |       |       |       | 1,350.000 |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |                                       | 4,900.000                 |                    |       |       |       |       |       |       |       |       | 4,900.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 1,350.000                             | 4,900.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 6,250.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   | 1,350.000                             | 4,900.000                 |                    |       |       |       |       |       |       |       |       | 6,250.000 |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 1,350.000                             | 4,900.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 6,250.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Road reconstruction and alignment shift.   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

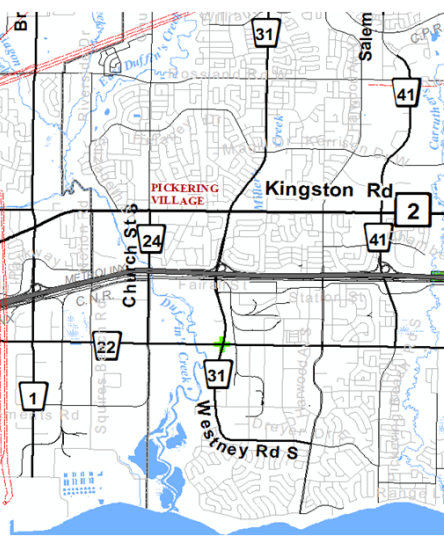
| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 33</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Program No. R1511<br><u>Reg. Rd.17</u><br>Main St.. from Mill St. to Taunton Rd. (Reg. Rd. 4)<br><br>Clarington 1.5 km   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <u>Associated Works:</u><br>Water Supply - \$1,270,000   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 100.000                               |                           |                    |       |       |       |       |       |       |       |       | 100.000   |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       | 50.000                    |                    |       |       |       |       |       |       |       |       | 50.000    |
| Utility Relocation   |                                       | 500.000                   |                    |       |       |       |       |       |       |       |       | 500.000   |
| Construction   |                                       |                           | 2,800.000          |       |       |       |       |       |       |       |       | 2,800.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 100.000                               | 550.000                   | 2,800.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 3,450.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   | 100.000                               | 550.000                   | 2,800.000          |       |       |       |       |       |       |       |       | 3,450.000 |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 100.000                               | 550.000                   | 2,800.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 3,450.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Road rehabilitation.   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |



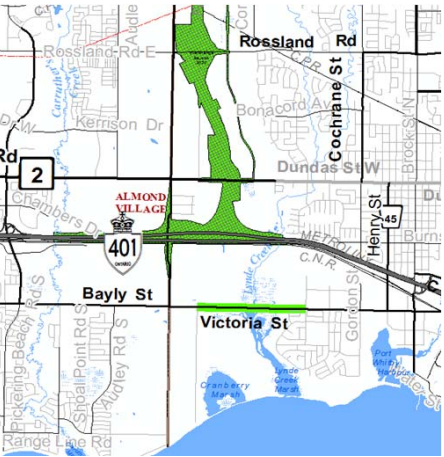
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |           |       |       |       |       |       |       |       |           |
|--|--|---------------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       | TOTAL     |
|  |  |                           | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 36</b>  |  |                           |                    |           |       |       |       |       |       |       |       |           |
| Program No. R1611<br>Reg. Rd. 22<br>Bayly St. / Church St. Intersection<br>Pickering   |  |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |  |                           |                    |           |       |       |       |       |       |       |       |           |
| Associated Works:  |  |                           |                    |           |       |       |       |       |       |       |       |           |
|   |  |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |  |                           |                    |           |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 0.000  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Environmental Assessment   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |  | 100.000                   |                    |           |       |       |       |       |       |       |       | 100.000   |
| Property Acquisition   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |  |                           | 150.000            |           |       |       |       |       |       |       |       | 150.000   |
| Construction   |  |                           |                    | 1,000.000 |       |       |       |       |       |       |       | 1,000.000 |
| Contingency  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Other  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 0.000  | 100.000                   | 150.000            | 1,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,250.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |           |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |  | 61.200                    | 91.800             | 612.000   |       |       |       |       |       |       |       | 765.000   |
| NEW COMMERCIAL DEV. CHARGES*   |  | 9.000                     | 13.500             | 90.000    |       |       |       |       |       |       |       | 112.500   |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           | 5.400              | 36.000    |       |       |       |       |       |       |       | 41.400    |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           | 24.300             | 162.000   |       |       |       |       |       |       |       | 186.300   |
| GENERAL LEVY   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |  | 29.800                    | 15.000             | 100.000   |       |       |       |       |       |       |       | 144.800   |
| OTHER  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000  | 100.000                   | 150.000            | 1,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,250.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |           |       |       |       |       |       |       |       |           |
| Intersection modifications.  |  |                           |                    |           |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION   | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |       |       |       |       |       |       |       |       |       |         |
|---|--|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------|
|   | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       | TOTAL |         |
|   |  |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |       |         |
| <b>BUDGET ITEM NO. 37</b>   |  |                           |                    |       |       |       |       |       |       |       |       |       |         |
| Program No. R1617<br>Reg. Rd. 22<br>Bayly St. / Westney Rd. Intersection<br>Ajax  |  |                           |                    |       |       |       |       |       |       |       |       |       |         |
| <b>RELATED PROJECTS</b>   |  |                           |                    |       |       |       |       |       |       |       |       |       |         |
| Associated Works:   |  |                           |                    |       |       |       |       |       |       |       |       |       |         |
|    |  |                           |                    |       |       |       |       |       |       |       |       |       |         |
| <b>EXPENDITURES:</b>  |  |                           |                    |       |       |       |       |       |       |       |       |       |         |
| Total Prior Budget Allocations  | 0.000  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| Environmental Assessment  |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| Engineering/Design  |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| Property Acquisition  |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| Utility Relocation  |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| Construction  |  | 550.000                   |                    |       |       |       |       |       |       |       |       |       | 550.000 |
| Contingency   |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| Other   |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL EXPENDITURES</b>   | 0.000  | 550.000                   | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 550.000 |
| <b>ATTRIBUTION:</b>   |  |                           |                    |       |       |       |       |       |       |       |       |       |         |
| SUBSIDY/GRANTS  |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| NEW RESIDENTIAL DEV. CHARGES  |  | 336.600                   |                    |       |       |       |       |       |       |       |       |       | 336.600 |
| NEW COMMERCIAL DEV. CHARGES*  |  | 49.500                    |                    |       |       |       |       |       |       |       |       |       | 49.500  |
| NEW INSTITUTIONAL DEV. CHARGES*   |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| NEW INDUSTRIAL DEV. CHARGES*  |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| GENERAL LEVY  |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| ROADS CAPITAL RESERVE   |  | 163.900                   |                    |       |       |       |       |       |       |       |       |       | 163.900 |
| OTHER   |  |                           |                    |       |       |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL ATTRIBUTION</b>  | 0.000  | 550.000                   | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 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.<br/>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br/>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p> |  |                           |                    |       |       |       |       |       |       |       |       |       |         |
| <b>NEED/EXPLANATION OF PROJECT</b>  |  |                           |                    |       |       |       |       |       |       |       |       |       |         |
| Intersection modifications. Add east bound right turn lane at intersection.   |  |                           |                    |       |       |       |       |       |       |       |       |       |         |

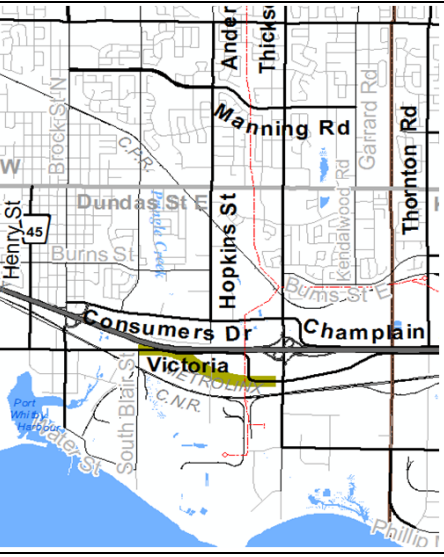
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL      |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|------------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |            |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |            |
| <b>BUDGET ITEM NO. 39</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| <b>Program No. R1310</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| <u>Reg. Rd. 22</u>   |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| Victoria St. from Halls Rd. to Seaboard Gate.  |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| Whitby 1.5 km  |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| <u>Associated Works:</u>   |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| Total Prior Budget Allocations   | 19,750.000                            |                           |                    |       |       |       |       |       |       |       |       | 19,750.000 |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Construction   |                                       | 7,600.000                 |                    |       |       |       |       |       |       |       |       | 7,600.000  |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| <b>TOTAL EXPENDITURES</b>  | 19,750.000                            | 7,600.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 27,350.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES   | 9,763.000                             | 3,617.600                 |                    |       |       |       |       |       |       |       |       | 13,380.600 |
| NEW COMMERCIAL DEV. CHARGES*   | 1,802.500                             | 532.000                   |                    |       |       |       |       |       |       |       |       | 2,334.500  |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE  | 8,184.500                             | 3,450.400                 |                    |       |       |       |       |       |       |       |       | 11,634.900 |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| <b>TOTAL ATTRIBUTION</b>   | 19,750.000                            | 7,600.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 27,350.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |            |

**NEED/EXPLANATION OF PROJECT**

Reconstruct and widen road to 4 lanes

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION   |
|---|
| <p><b>BUDGET ITEM NO. 41</b></p> <p>Program No. R1102<br/>Reg. Rd. 22<br/>Victoria St. from South Blair St. to west of Thickson Rd.<br/>Whitby 1.6 km</p> |
| RELATED PROJECTS  |
| <p>Associated Works:<br/>Water Supply - \$1,300,000<br/>Sanitary Sewer - \$1,040,000<br/>Feedermain - \$15,600,000</p>                                    |
|    |

| BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                            |                           |                    |                  |              |              |              |              |              |              |              |                   |
|--|----------------------------|---------------------------|--------------------|------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------------|
| EXPENDITURES:                                      | BUDGET<br>PRIOR TO<br>2016 | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |                  |              |              |              |              |              |              |              | TOTAL             |
|  |                            |                           | 2017               | 2018             | 2019         | 2020         | 2021         | 2022         | 2023         | 2024         | 2025         |                   |
| Total Prior Budget Allocations                     | 2,522.000                  |                           |                    |                  |              |              |              |              |              |              |              | 2,522.000         |
| Environmental Assessment                           |                            |                           |                    |                  |              |              |              |              |              |              |              | 0.000             |
| Engineering/Design                                 |                            |                           |                    |                  |              |              |              |              |              |              |              | 0.000             |
| Property Acquisition                               |                            |                           |                    |                  |              |              |              |              |              |              |              | 0.000             |
| Utility Relocation                                 |                            |                           |                    |                  |              |              |              |              |              |              |              | 0.000             |
| Construction                                       |                            | 670.000                   |                    | 8,900.000        |              |              |              |              |              |              |              | 9,570.000         |
| Contingency  |                            |                           |                    |                  |              |              |              |              |              |              |              | 0.000             |
| Other  |                            |                           |                    |                  |              |              |              |              |              |              |              | 0.000             |
| <b>TOTAL EXPENDITURES</b>                          | <b>2,522.000</b>           | <b>670.000</b>            | <b>0.000</b>       | <b>8,900.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>12,092.000</b> |
| <b>ATTRIBUTION:</b>                                |                            |                           |                    |                  |              |              |              |              |              |              |              |                   |
| SUBSIDY/GRANTS                                     |                            |                           |                    |                  |              |              |              |              |              |              |              | 0.000             |
| NEW RESIDENTIAL DEV. CHARGES                       | 1,189.774                  | 387.260                   |                    | 5,144.200        |              |              |              |              |              |              |              | 6,721.234         |
| NEW COMMERCIAL DEV. CHARGES*                       | 195.326                    | 56.950                    |                    | 756.500          |              |              |              |              |              |              |              | 1,008.776         |
| NEW INSTITUTIONAL DEV. CHARGES*                    |                            |                           |                    | 302.600          |              |              |              |              |              |              |              | 302.600           |
| NEW INDUSTRIAL DEV. CHARGES*                       |                            |                           |                    | 1,361.700        |              |              |              |              |              |              |              | 1,361.700         |
| GENERAL LEVY                                       |                            |                           |                    |                  |              |              |              |              |              |              |              | 0.000             |
| ROADS CAPITAL RESERVE                              | 905.661                    | 225.790                   |                    | 1,335.000        |              |              |              |              |              |              |              | 2,466.451         |
| ROADS REHAB RESERVE FUND                           | 5.394                      |                           |                    |                  |              |              |              |              |              |              |              | 5.394             |
| OTHER  | 225.464                    |                           |                    |                  |              |              |              |              |              |              |              | 225.464           |
| <b>TOTAL ATTRIBUTION</b>                           | <b>2,521.619</b>           | <b>670.000</b>            | <b>0.000</b>       | <b>8,900.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>12,091.619</b> |

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

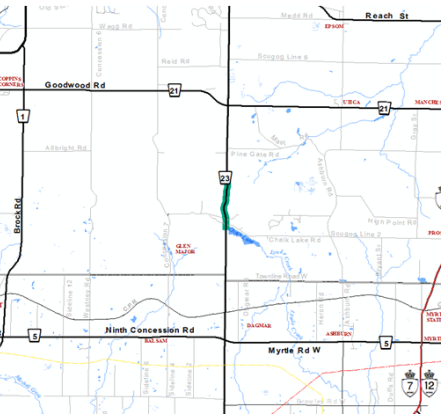
**NEED/EXPLANATION OF PROJECT**

Construct new alignment and widen road to 5 lanes

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |         |           |       |       |       |       |       |       |            |
|--|---------------------------------------|---------------------------|--------------------|---------|-----------|-------|-------|-------|-------|-------|-------|------------|
|  | (\$000'S)                             |                           |                    |         |           |       |       |       |       |       |       |            |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |           |       |       |       |       |       |       | TOTAL      |
| 2017   |                                       |                           | 2018               | 2019    | 2020      | 2021  | 2022  | 2023  | 2024  | 2025  |       |            |
| <b>BUDGET ITEM NO. 42</b><br><br>Program No. R0803<br><u>Reg. Rd. 22</u><br>Victoria St./Bloor St. from east of Thickson Rd. to west of Stevenson Rd. 1.8 km<br>Whitby / Oshawa  |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| <u>Associated Works:</u><br>Water Supply - \$11,800,000  |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
|  |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| Total Prior Budget Allocations   | 1,100.000                             |                           |                    |         |           |       |       |       |       |       |       | 1,100.000  |
| Environmental Assessment   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| Engineering/Design   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| Property Acquisition   |                                       | 750.000                   |                    |         |           |       |       |       |       |       |       | 750.000    |
| Utility Relocation   |                                       |                           |                    | 600.000 |           |       |       |       |       |       |       | 600.000    |
| Construction   |                                       |                           |                    |         | 9,400.000 |       |       |       |       |       |       | 9,400.000  |
| Contingency  |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| Other  |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| <b>TOTAL EXPENDITURES</b>  | 1,100.000                             | 750.000                   | 0.000              | 600.000 | 9,400.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 11,850.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES   | 613.520                               | 418.200                   |                    | 334.560 | 5,241.440 |       |       |       |       |       |       | 6,607.720  |
| NEW COMMERCIAL DEV. CHARGES*   | 146.400                               | 61.500                    |                    | 49.200  | 770.800   |       |       |       |       |       |       | 1,027.900  |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    | 19.680  | 308.320   |       |       |       |       |       |       | 328.000    |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    | 88.560  | 1,387.440 |       |       |       |       |       |       | 1,476.000  |
| GENERAL LEVY   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE  | 340.066                               | 270.300                   |                    | 108.000 | 1,692.000 |       |       |       |       |       |       | 2,410.366  |
| ROADS REHAB RESERVE FUND   |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| OTHER  |                                       |                           |                    |         |           |       |       |       |       |       |       | 0.000      |
| <b>TOTAL ATTRIBUTION</b>   | 1,099.986                             | 750.000                   | 0.000              | 600.000 | 9,400.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 11,849.986 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |         |           |       |       |       |       |       |       |            |
| Widen road from 2/3 to 4/5 lanes.  |                                       |                           |                    |         |           |       |       |       |       |       |       |            |

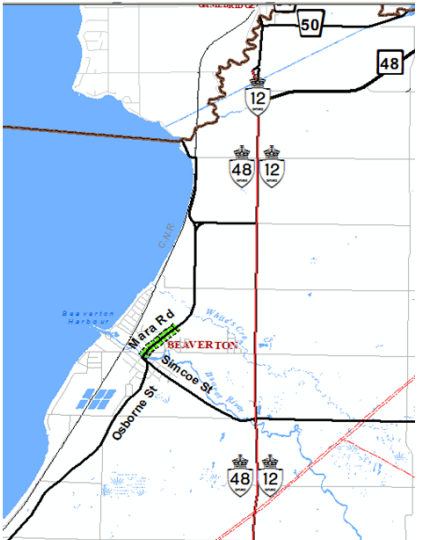
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |         |           |       |       |       |       |       |       |           |
|--|--|---------------------------|--------------------|---------|-----------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |           |       |       |       |       |       |       | TOTAL     |
|  |  |                           | 2017               | 2018    | 2019      | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 49</b>  |  |                           |                    |         |           |       |       |       |       |       |       |           |
| <b>Program No. R1618</b>   |  |                           |                    |         |           |       |       |       |       |       |       |           |
| <u>Reg. Rd. 23</u>   |  |                           |                    |         |           |       |       |       |       |       |       |           |
| Lake Ridge Rd. from Chalk Lake Rd. to 1.5km north of<br>Chalk Lake Rd.   |  |                           |                    |         |           |       |       |       |       |       |       |           |
| Scugog/Uxbridge 1.5 km   |  |                           |                    |         |           |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |  |                           |                    |         |           |       |       |       |       |       |       |           |
| <u>Associated Works:</u>   |  |                           |                    |         |           |       |       |       |       |       |       |           |
|   |  |                           |                    |         |           |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |  |                           |                    |         |           |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 0.000  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| Environmental Assessment   |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |  | 150.000                   |                    |         |           |       |       |       |       |       |       | 150.000   |
| Property Acquisition   |  |                           | 50.000             |         |           |       |       |       |       |       |       | 50.000    |
| Utility Relocation   |  |                           |                    | 100.000 |           |       |       |       |       |       |       | 100.000   |
| Construction   |  |                           |                    |         | 2,200.000 |       |       |       |       |       |       | 2,200.000 |
| Contingency  |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| Other  |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 0.000  | 150.000                   | 50.000             | 100.000 | 2,200.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,500.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |         |           |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   |  | 150.000                   | 50.000             | 100.000 | 2,200.000 |       |       |       |       |       |       | 2,500.000 |
| OTHER  |  |                           |                    |         |           |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000  | 150.000                   | 50.000             | 100.000 | 2,200.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,500.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>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.

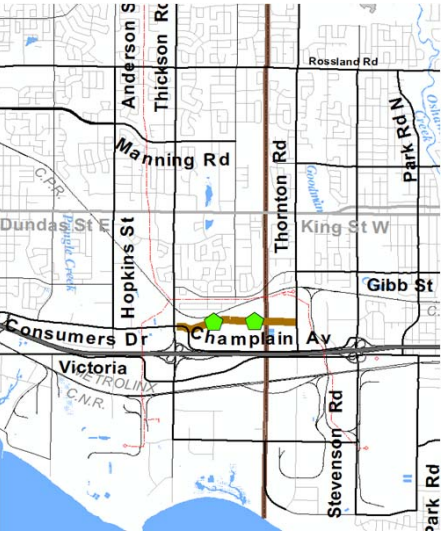
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 50</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>Program No. R1518</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <u>Reg. Rd. 23</u>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Mara Rd. from south of Main St. to north of Franklin St.   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Brock 0.8 km   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <u>Associated Works</u>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Water Supply - \$1,620,000   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 300.000                               |                           |                    |       |       |       |       |       |       |       |       | 300.000   |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |                                       | 3,100.000                 |                    |       |       |       |       |       |       |       |       | 3,100.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 300.000                               | 3,100.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 3,400.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   | 300.000                               | 3,100.000                 |                    |       |       |       |       |       |       |       |       | 3,400.000 |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 300.000                               | 3,100.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 3,400.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

**NEED/EXPLANATION OF PROJECT**

Road reconstruction including watermain replacement.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

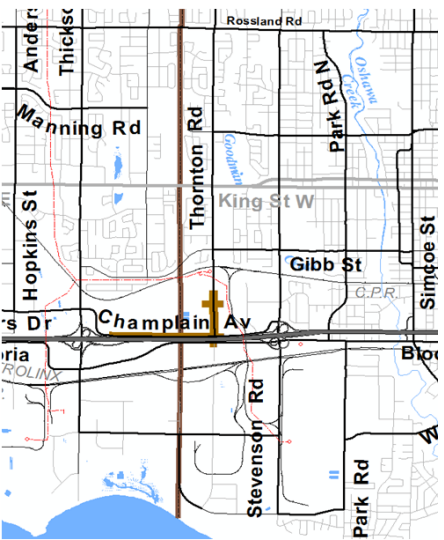
| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |       |       |       |       |       |       |       |       |            |
|--|--|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|------------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       | TOTAL      |
|  |  |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |            |
| <b>BUDGET ITEM NO. 51</b>  |  |                           |                    |       |       |       |       |       |       |       |       |            |
| <b>Program No. R1320</b>   |  |                           |                    |       |       |       |       |       |       |       |       |            |
| <u>Reg. Rd. 25</u>   |  |                           |                    |       |       |       |       |       |       |       |       |            |
| Consumers Dr. extension from east of Thickson Rd. to Thornton Rd.  |  |                           |                    |       |       |       |       |       |       |       |       |            |
| Whitby/Oshawa 1.7km  |  |                           |                    |       |       |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>  |  |                           |                    |       |       |       |       |       |       |       |       |            |
| Water Supply - \$1,322,900   |  |                           |                    |       |       |       |       |       |       |       |       |            |
| Sanitary Sewer - \$1,330,000   |  |                           |                    |       |       |       |       |       |       |       |       |            |
|   |  |                           |                    |       |       |       |       |       |       |       |       |            |
| <b>EXPENDITURES:</b>   |  |                           |                    |       |       |       |       |       |       |       |       |            |
| Total Prior Budget Allocations   | 980.000  |                           |                    |       |       |       |       |       |       |       |       | 980.000    |
| Environmental Assessment   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Engineering/Design   |  | 80.000                    |                    |       |       |       |       |       |       |       |       | 80.000     |
| Property Acquisition   |  | 150.000                   |                    |       |       |       |       |       |       |       |       | 150.000    |
| Utility Relocation   |  | 175.000                   |                    |       |       |       |       |       |       |       |       | 175.000    |
| Construction   |  | 7,900.000                 | 9,700.000          |       |       |       |       |       |       |       |       | 17,600.000 |
| Contingency  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| Other  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| <b>TOTAL EXPENDITURES</b>  | 980.000  | 8,305.000                 | 9,700.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 18,985.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |       |       |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES   | 625.136  | 5,590.926                 | 6,530.040          |       |       |       |       |       |       |       |       | 12,746.102 |
| NEW COMMERCIAL DEV. CHARGES*   | 146.520  | 822.195                   | 960.300            |       |       |       |       |       |       |       |       | 1,929.015  |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           | 384.120            |       |       |       |       |       |       |       |       | 384.120    |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           | 1,728.540          |       |       |       |       |       |       |       |       | 1,728.540  |
| GENERAL LEVY   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE  | 208.344  | 1,891.879                 | 97.000             |       |       |       |       |       |       |       |       | 2,197.223  |
| OTHER  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000      |
| <b>TOTAL ATTRIBUTION</b>   | 980.000  | 8,305.000                 | 9,700.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 18,985.000 |
| * 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 is being phased in by 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**

Phase I: 2016, Consumers Dr. extension, grading, pre-loading and two culverts.  
Phase II: 2017, 3 lane urban extension of Consumers Dr. easterly to Thornton Rd.



2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

|   |
|---|
| <b>PROJECT LOCATION &amp; DESCRIPTION</b>   |
| <b>BUDGET ITEM NO. 52</b>   |
| Program No. R1407<br>Reg. Rd. 25<br>Champlain Ave. from east of Thicksn Rd. to Thornton Rd.<br><br>Whitby/Oshawa 1.1 km |
| <b>RELATED PROJECTS</b>   |
| Associated Works<br>Water Supply - \$70,000   |
|                                        |

| BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)  |                      |                     |                    |              |              |              |              |              |              |              |              |                  |
|--|----------------------|---------------------|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------|
| EXPENDITURES:  | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | Nine Year Forecast |              |              |              |              |              |              |              |              | TOTAL            |
|  |                      |                     | 2017               | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         | 2024         | 2025         |                  |
| Total Prior Budget Allocations   | 500.000              |                     |                    |              |              |              |              |              |              |              |              | 500.000          |
| Environmental Assessment   |                      |                     |                    |              |              |              |              |              |              |              |              | 0.000            |
| Engineering/Design   |                      | 200.000             |                    |              |              |              |              |              |              |              |              | 200.000          |
| Property Acquisition   |                      | 100.000             |                    |              |              |              |              |              |              |              |              | 100.000          |
| Utility Relocation   |                      | 200.000             |                    |              |              |              |              |              |              |              |              | 200.000          |
| Construction   |                      | 100.000             | 5,800.000          |              |              |              |              |              |              |              |              | 5,900.000        |
| Contingency  |                      |                     |                    |              |              |              |              |              |              |              |              | 0.000            |
| Other  |                      |                     |                    |              |              |              |              |              |              |              |              | 0.000            |
| <b>TOTAL EXPENDITURES</b>  | <b>500.000</b>       | <b>600.000</b>      | <b>5,800.000</b>   | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>6,900.000</b> |
| <b>ATTRIBUTION:</b>  |                      |                     |                    |              |              |              |              |              |              |              |              |                  |
| SUBSIDY/GRANTS   |                      |                     |                    |              |              |              |              |              |              |              |              | 0.000            |
| NEW RESIDENTIAL DEV. CHARGES   | 214.200              | 306.000             | 2,937.600          |              |              |              |              |              |              |              |              | 3,457.800        |
| NEW COMMERCIAL DEV. CHARGES*   | 31.500               | 45.000              | 432.000            |              |              |              |              |              |              |              |              | 508.500          |
| NEW INSTITUTIONAL DEV. CHARGES*  |                      |                     | 172.800            |              |              |              |              |              |              |              |              | 172.800          |
| NEW INDUSTRIAL DEV. CHARGES*   |                      |                     | 777.600            |              |              |              |              |              |              |              |              | 777.600          |
| GENERAL LEVY   |                      | 100.000             | 881.000            |              |              |              |              |              |              |              |              | 981.000          |
| ROADS CAPITAL RESERVE  | 104.300              | 149.000             | 480.000            |              |              |              |              |              |              |              |              | 733.300          |
| ROADS REHAB RESERVE FUND   | 150.000              |                     |                    |              |              |              |              |              |              |              |              | 150.000          |
| OTHER  |                      |                     | 119.000            |              |              |              |              |              |              |              |              | 119.000          |
| <b>TOTAL ATTRIBUTION</b>   | <b>500.000</b>       | <b>600.000</b>      | <b>5,800.000</b>   | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>6,900.000</b> |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                      |                     |                    |              |              |              |              |              |              |              |              |                  |

**NEED/EXPLANATION OF PROJECT**

Signalize and modify Champlain Ave. / Thornton Rd. intersection including rehabilitation of Champlain Ave. from 0.6 km east of Thicksn to west of Thornton Rd. Includes reconstruction and widening of Thornton Rd. from Champlain Ave. northerly to south of C.P.R. tracks.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 58**

Program No. R1619  
Reg. Rd. 28  
Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection  
Whitby

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**RELATED PROJECTS**

Associated Works:

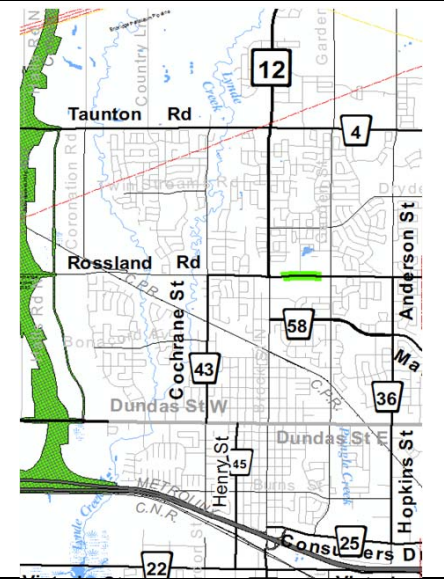
| BUDGET PROVISION AND COST ATTRIBUTION (\$000'S) |                      |                     |                    |           |       |       |       |       |       |       |       |           |
|---|----------------------|---------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|-----------|
| EXPENDITURES:                                   | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       | TOTAL     |
|   |                      |                     | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| Total Prior Budget Allocations                  | 0.000                |                     |                    |           |       |       |       |       |       |       |       | 0.000     |
| Environmental Assessment                        |                      |                     |                    |           |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design                              |                      | 200.000             |                    |           |       |       |       |       |       |       |       | 200.000   |
| Property Acquisition                            |                      | 400.000             |                    |           |       |       |       |       |       |       |       | 400.000   |
| Utility Relocation                              |                      |                     | 200.000            |           |       |       |       |       |       |       |       | 200.000   |
| Construction                                    |                      |                     | 150.000            | 6,000.000 |       |       |       |       |       |       |       | 6,150.000 |
| Contingency                                     |                      |                     |                    |           |       |       |       |       |       |       |       | 0.000     |
| Other   |                      |                     |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>                       | 0.000                | 600.000             | 350.000            | 6,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 6,950.000 |
| <b>ATTRIBUTION:</b>                             |                      |                     |                    |           |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS                                  |                      |                     |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES                    |                      | 354.960             | 207.060            | 3,549.600 |       |       |       |       |       |       |       | 4,111.620 |
| NEW COMMERCIAL DEV. CHARGES*                    |                      | 52.200              | 30.450             | 522.000   |       |       |       |       |       |       |       | 604.650   |
| NEW INSTITUTIONAL DEV. CHARGES*                 |                      |                     | 12.180             | 208.800   |       |       |       |       |       |       |       | 220.980   |
| NEW INDUSTRIAL DEV. CHARGES*                    |                      |                     | 54.810             | 939.600   |       |       |       |       |       |       |       | 994.410   |
| GENERAL LEVY                                    |                      |                     |                    |           |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE                           |                      | 192.840             | 45.500             | 780.000   |       |       |       |       |       |       |       | 1,018.340 |
| OTHER   |                      |                     |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>                        | 0.000                | 600.000             | 350.000            | 6,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 6,950.000 |

\* 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 is being phased in by 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.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$'000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$'000'S) |                           |                    |       |       |       |       |       |       |       |       |       |           |
|--|---|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016                          | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       | TOTAL |           |
|  |   |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |       |           |
| <b>BUDGET ITEM NO. 59</b>  |   |                           |                    |       |       |       |       |       |       |       |       |       |           |
| Program No. R1203<br>Reg. Rd. 28<br>Rossland Rd. from west of Civic Centre Dr. to west of Garden St.<br>Whitby 0.5km   |   |                           |                    |       |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |   |                           |                    |       |       |       |       |       |       |       |       |       |           |
| Associated Works:  |   |                           |                    |       |       |       |       |       |       |       |       |       |           |
|   |   |                           |                    |       |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |   |                           |                    |       |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 100.000   |                           |                    |       |       |       |       |       |       |       |       |       | 100.000   |
| Environmental Assessment   |   |                           |                    |       |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |   |                           |                    |       |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |   |                           |                    |       |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |   | 50.000                    |                    |       |       |       |       |       |       |       |       |       | 50.000    |
| Construction   |   | 1,900.000                 |                    |       |       |       |       |       |       |       |       |       | 1,900.000 |
| Contingency  |   |                           |                    |       |       |       |       |       |       |       |       |       | 0.000     |
| Other  |   |                           |                    |       |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 100.000   | 1,950.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,050.000 |
| <b>ATTRIBUTION:</b>  |   |                           |                    |       |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |   |                           |                    |       |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   | 54.000  | 1,009.800                 |                    |       |       |       |       |       |       |       |       |       | 1,063.800 |
| NEW COMMERCIAL DEV. CHARGES*   | 17.000  | 148.500                   |                    |       |       |       |       |       |       |       |       |       | 165.500   |
| NEW INSTITUTIONAL DEV. CHARGES*  |   | 59.400                    |                    |       |       |       |       |       |       |       |       |       | 59.400    |
| NEW INDUSTRIAL DEV. CHARGES*   |   | 213.840                   |                    |       |       |       |       |       |       |       |       |       | 213.840   |
| GENERAL LEVY   |   |                           |                    |       |       |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  | 29.000  | 218.460                   |                    |       |       |       |       |       |       |       |       |       | 247.460   |
| ROADS REHAB RESERVE FUND   |   | 300.000                   |                    |       |       |       |       |       |       |       |       |       | 300.000   |
| OTHER  |   |                           |                    |       |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 100.000   | 1,950.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,050.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>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 4 to 5 lanes.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 60**

Program No. R1620  
Reg. Rd. 28  
Rossland Rd. / Garden St. Intersection  
Whitby

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**RELATED PROJECTS**

Associated Works:

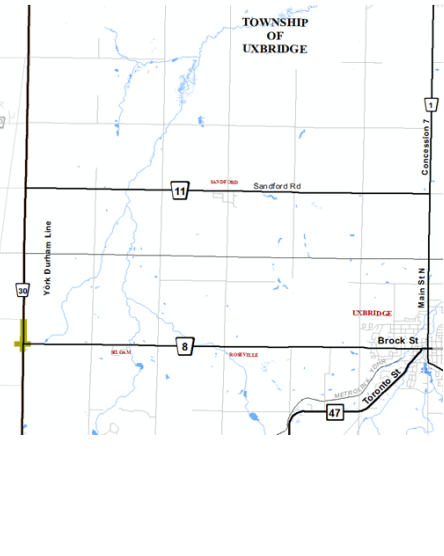
| EXPENDITURES:                   | BUDGET PROVISION AND COST ATTRIBUTION (\$000'S) |                     |                    |         |        |           |       |       |       |       |       |           |
|---------------------------------|---|---------------------|--------------------|---------|--------|-----------|-------|-------|-------|-------|-------|-----------|
|                                 | BUDGET PRIOR TO 2016                            | 2016 CAPITAL BUDGET | Nine Year Forecast |         |        |           |       |       |       |       |       | TOTAL     |
|                                 |   |                     | 2017               | 2018    | 2019   | 2020      | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| Total Prior Budget Allocations  | 0.000   |                     |                    |         |        |           |       |       |       |       |       | 0.000     |
| Environmental Assessment        |   |                     |                    |         |        |           |       |       |       |       |       | 0.000     |
| Engineering/Design              |   | 100.000             |                    |         |        |           |       |       |       |       |       | 100.000   |
| Property Acquisition            |   |                     | 50.000             |         |        |           |       |       |       |       |       | 50.000    |
| Utility Relocation              |   |                     |                    | 100.000 | 50.000 |           |       |       |       |       |       | 150.000   |
| Construction                    |   |                     |                    |         |        | 2,200.000 |       |       |       |       |       | 2,200.000 |
| Contingency                     |   |                     |                    |         |        |           |       |       |       |       |       | 0.000     |
| Other                           |   |                     |                    |         |        |           |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>       | 0.000   | 100.000             | 50.000             | 100.000 | 50.000 | 2,200.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,500.000 |
| <b>ATTRIBUTION:</b>             |   |                     |                    |         |        |           |       |       |       |       |       |           |
| SUBSIDY/GRANTS                  |   |                     |                    |         |        |           |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES    |   | 61.200              | 30.600             | 61.200  | 30.600 | 1,346.400 |       |       |       |       |       | 1,530.000 |
| NEW COMMERCIAL DEV. CHARGES*    |   | 9.000               | 4.500              | 9.000   | 4.500  | 198.000   |       |       |       |       |       | 225.000   |
| NEW INSTITUTIONAL DEV. CHARGES* |   |                     | 1.800              | 3.600   | 1.800  | 79.200    |       |       |       |       |       | 86.400    |
| NEW INDUSTRIAL DEV. CHARGES*    |   |                     | 8.100              | 16.200  | 8.100  | 356.400   |       |       |       |       |       | 388.800   |
| GENERAL LEVY                    |   |                     |                    |         |        |           |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE           |   | 29.800              | 5.000              | 10.000  | 5.000  | 220.000   |       |       |       |       |       | 269.800   |
| OTHER                           |   |                     |                    |         |        |           |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>        | 0.000   | 100.000             | 50.000             | 100.000 | 50.000 | 2,200.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,500.000 |

\* 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 is being phased in by July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

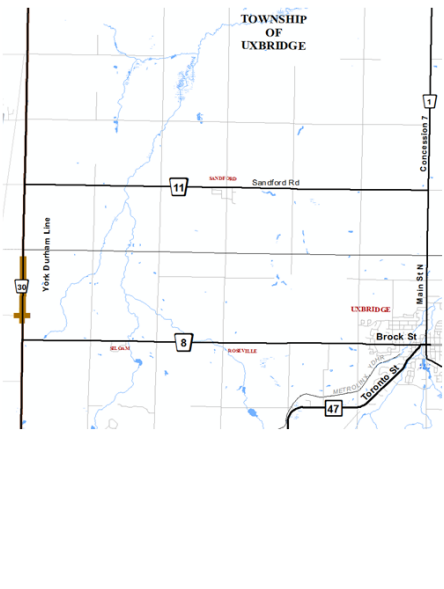
**NEED/EXPLANATION OF PROJECT**

Intersection modifications at Garden St.

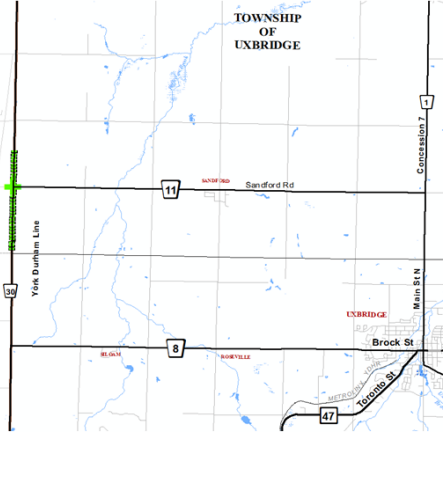
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |           |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 64</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Program No. R1525<br><u>Reg. Rd. 30</u><br>Townline Rd. from Reg. Rd. 8 to Vivian Rd.<br><br>Uxbridge 0.75 KM  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 50.000                                |                           |                    |           |       |       |       |       |       |       |       | 50.000    |
| Environmental Assessment   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       | 50.000                    |                    |           |       |       |       |       |       |       |       | 50.000    |
| Property Acquisition   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           | 100.000            |           |       |       |       |       |       |       |       | 100.000   |
| Construction   |                                       |                           |                    | 1,300.000 |       |       |       |       |       |       |       | 1,300.000 |
| Contingency  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 50.000                                | 50.000                    | 100.000            | 1,300.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,500.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    | 30.600    |       |       |       |       |       |       |       | 30.600    |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    | 4.500     |       |       |       |       |       |       |       | 4.500     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    | 1.800     |       |       |       |       |       |       |       | 1.800     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    | 8.100     |       |       |       |       |       |       |       | 8.100     |
| GENERAL LEVY   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       |                           |                    | 5.000     |       |       |       |       |       |       |       | 5.000     |
| ROADS REHAB RESERVE FUND   | 50.000                                | 50.000                    | 100.000            | 1,250.000 |       |       |       |       |       |       |       | 1,450.000 |
| OTHER  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 50.000                                | 50.000                    | 100.000            | 1,300.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,500.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Road rehabilitation including intersection modifications at Region Rd. 8.  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |

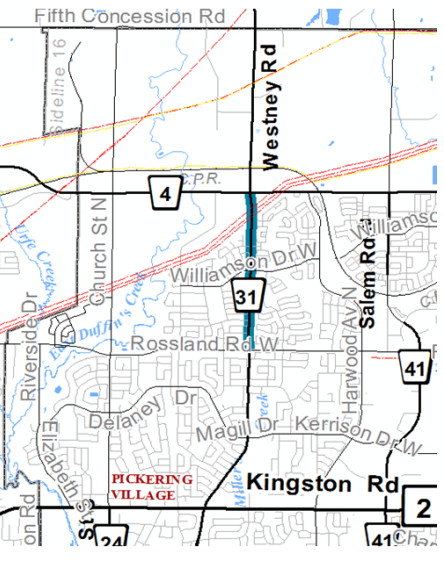
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 65</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>Program No. R1526</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <u>Reg. Rd. 30</u>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Townline Rd. from Vivian Rd. to 0.2 km south of Davis Dr.  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Uxbridge 1.9 KM  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 50.000                                |                           |                    |       |       |       |       |       |       |       |       | 50.000    |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       | 100.000                   |                    |       |       |       |       |       |       |       |       | 100.000   |
| Construction   |                                       |                           | 1,575.000          |       |       |       |       |       |       |       |       | 1,575.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 50.000                                | 100.000                   | 1,575.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,725.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           | 45.900             |       |       |       |       |       |       |       |       | 45.900    |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           | 6.750              |       |       |       |       |       |       |       |       | 6.750     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           | 2.700              |       |       |       |       |       |       |       |       | 2.700     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           | 12.150             |       |       |       |       |       |       |       |       | 12.150    |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       |                           | 7.500              |       |       |       |       |       |       |       |       | 7.500     |
| ROADS REHAB RESERVE FUND   | 50.000                                | 100.000                   | 1,500.000          |       |       |       |       |       |       |       |       | 1,650.000 |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 50.000                                | 100.000                   | 1,575.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,725.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Road rehabilitation including intersection modifications at Vivian Rd.   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 66</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>Program No. R1527</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <u>Reg. Rd. 30</u>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Townline Rd from north of Davis Dr. to 1.1km north of Sandford Rd.   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Uxbridge 3.1 KM  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 100.000                               |                           |                    |       |       |       |       |       |       |       |       | 100.000   |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |                                       | 2,300.000                 |                    |       |       |       |       |       |       |       |       | 2,300.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 100.000                               | 2,300.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,400.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       | 428.400                   |                    |       |       |       |       |       |       |       |       | 428.400   |
| NEW COMMERCIAL DEV. CHARGES*   |                                       | 63.000                    |                    |       |       |       |       |       |       |       |       | 63.000    |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       | 1,600.000                 |                    |       |       |       |       |       |       |       |       | 1,600.000 |
| ROADS CAPITAL RESERVE  |                                       | 208.600                   |                    |       |       |       |       |       |       |       |       | 208.600   |
| ROADS REHAB RESERVE FUND   | 100.000                               |                           |                    |       |       |       |       |       |       |       |       | 100.000   |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 100.000                               | 2,300.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,400.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Road rehabilitation including intersection modifications at Sandford Rd.   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |         |         |           |       |       |       |       |       |           |
|--|---------------------------------------|---------------------------|--------------------|---------|---------|-----------|-------|-------|-------|-------|-------|-----------|
|  | (\$000'S)                             |                           |                    |         |         |           |       |       |       |       |       |           |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |         |           |       |       |       |       |       | TOTAL     |
|  |                                       |                           | 2017               | 2018    | 2019    | 2020      | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 70</b>  |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
| Program No. R1621  |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
| Reg. Rd. 31  |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
| Westney Rd. from north of Rossland Rd. to Taunton Rd.  |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
| Ajax 2.0 KM  |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
|  |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
|   |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 0.000                                 |                           |                    |         |         |           |       |       |       |       |       | 0.000     |
| Environmental Assessment   |                                       |                           |                    |         |         |           |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |         |         |           |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       | 200.000                   |                    |         |         |           |       |       |       |       |       | 200.000   |
| Utility Relocation   |                                       |                           |                    | 300.000 | 300.000 |           |       |       |       |       |       | 600.000   |
| Construction   |                                       |                           |                    |         |         | 8,500.000 |       |       |       |       |       | 8,500.000 |
| Contingency  |                                       |                           |                    |         |         |           |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |         |         |           |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 0.000                                 | 200.000                   | 0.000              | 300.000 | 300.000 | 8,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 9,300.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |         |         |           |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       | 130.560                   |                    | 195.840 | 195.840 | 5,548.800 |       |       |       |       |       | 6,071.040 |
| NEW COMMERCIAL DEV. CHARGES*   |                                       | 19.200                    |                    | 28.800  | 28.800  | 816.000   |       |       |       |       |       | 892.800   |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    | 11.520  | 11.520  | 326.400   |       |       |       |       |       | 349.440   |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    | 51.840  | 51.840  | 1,468.800 |       |       |       |       |       | 1,572.480 |
| GENERAL LEVY   |                                       |                           |                    |         |         |           |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       | 50.240                    |                    | 12.000  | 12.000  | 340.000   |       |       |       |       |       | 414.240   |
| ROADS REHAB RESERVE FUND   |                                       |                           |                    |         |         |           |       |       |       |       |       | 0.000     |
| OTHER  |                                       |                           |                    |         |         |           |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000                                 | 200.000                   | 0.000              | 300.000 | 300.000 | 8,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 9,300.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |         |         |           |       |       |       |       |       |           |
| Widen road to 4 lanes.   |                                       |                           |                    |         |         |           |       |       |       |       |       |           |



2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |           |       |       |       |       |       |       |       |            |
|--|--|---------------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|------------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       | TOTAL      |
|  |  |                           | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |            |
| <b>BUDGET ITEM NO. 72</b><br><br>Program No. R0716<br><u>Reg. Rd. 33</u><br>Harmony Rd. from Rossland Rd. to Taunton Rd.<br><br>Oshawa 2.0km   |  |                           |                    |           |       |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>  |  |                           |                    |           |       |       |       |       |       |       |       |            |
| Associated Works<br>Water Supply - \$290,000<br>Sanitary Sewer - \$445,000   |  |                           |                    |           |       |       |       |       |       |       |       |            |
|  |  |                           |                    |           |       |       |       |       |       |       |       |            |
| <b>EXPENDITURES:</b>   |  |                           |                    |           |       |       |       |       |       |       |       |            |
| Total Prior Budget Allocations   | 1,100.000  |                           |                    |           |       |       |       |       |       |       |       | 1,100.000  |
| Environmental Assessment   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| Engineering/Design   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| Property Acquisition   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| Utility Relocation   |  | 600.000                   |                    |           |       |       |       |       |       |       |       | 600.000    |
| Construction   |  |                           |                    | 8,800.000 |       |       |       |       |       |       |       | 8,800.000  |
| Contingency  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| Other  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| <b>TOTAL EXPENDITURES</b>  | 1,100.000  | 600.000                   | 0.000              | 8,800.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 10,500.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |           |       |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES   | 610.000  | 383.520                   |                    | 5,624.960 |       |       |       |       |       |       |       | 6,618.480  |
| NEW COMMERCIAL DEV. CHARGES*   | 158.000  | 56.400                    |                    | 827.200   |       |       |       |       |       |       |       | 1,041.600  |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    | 330.880   |       |       |       |       |       |       |       | 330.880    |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    | 1,488.960 |       |       |       |       |       |       |       | 1,488.960  |
| GENERAL LEVY   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE  | 332.000  | 160.080                   |                    | 528.000   |       |       |       |       |       |       |       | 1,020.080  |
| ROADS REHAB RESERVE FUND   |  |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| OTHER  |  |                           |                    |           |       |       |       |       |       |       |       | 0.000      |
| <b>TOTAL ATTRIBUTION</b>   | 1,100.000  | 600.000                   | 0.000              | 8,800.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 10,500.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |           |       |       |       |       |       |       |       |            |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |           |       |       |       |       |       |       |       |            |
| Widen road to 4/5 lanes.   |  |                           |                    |           |       |       |       |       |       |       |       |            |

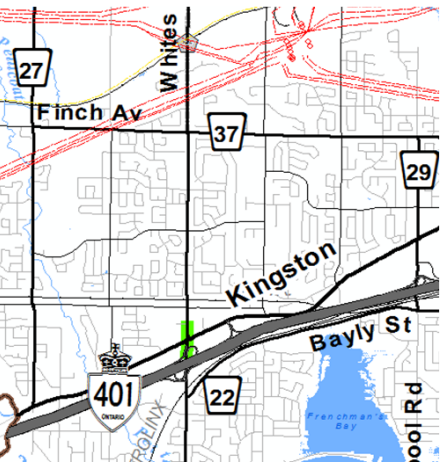
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |       |           |       |       |       |       |       |       |            |
|--|--|---------------------------|--------------------|-------|-----------|-------|-------|-------|-------|-------|-------|------------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |           |       |       |       |       |       |       | TOTAL      |
|  |  |                           | 2017               | 2018  | 2019      | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |            |
| <b>BUDGET ITEM NO. 73</b><br><br>Program No. R1532<br><u>Reg. Rd. 33</u><br>Harmony Rd. from Taunton Rd. to Conlin Rd.<br><br>Oshawa 2.0km   |  |                           |                    |       |           |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>  |  |                           |                    |       |           |       |       |       |       |       |       |            |
| Associated Works:<br>Water Supply - \$25,000 (2012), \$1,000,000 (2013)<br>Sanitary Sewer - \$25,000 (2012), \$100,000 (2013)  |  |                           |                    |       |           |       |       |       |       |       |       |            |
|  |  |                           |                    |       |           |       |       |       |       |       |       |            |
| <b>EXPENDITURES:</b>   |  |                           |                    |       |           |       |       |       |       |       |       |            |
| Total Prior Budget Allocations   | 3,202.000  |                           |                    |       |           |       |       |       |       |       |       | 3,202.000  |
| Environmental Assessment   |  |                           |                    |       |           |       |       |       |       |       |       | 0.000      |
| Engineering/Design   |  |                           |                    |       |           |       |       |       |       |       |       | 0.000      |
| Property Acquisition   |  |                           |                    |       |           |       |       |       |       |       |       | 0.000      |
| Utility Relocation   |  |                           | 350.000            |       |           |       |       |       |       |       |       | 350.000    |
| Construction   |  | 1,350.000                 |                    |       | 5,400.000 |       |       |       |       |       |       | 6,750.000  |
| Contingency  |  |                           |                    |       |           |       |       |       |       |       |       | 0.000      |
| Other  |  |                           |                    |       |           |       |       |       |       |       |       | 0.000      |
| <b>TOTAL EXPENDITURES</b>  | 3,202.000  | 1,350.000                 | 350.000            | 0.000 | 5,400.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 10,302.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |       |           |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS   |  |                           |                    |       |           |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES   | 1,807.209  | 761.940                   | 197.540            |       | 3,047.760 |       |       |       |       |       |       | 5,814.449  |
| NEW COMMERCIAL DEV. CHARGES*   | 265.766  | 112.050                   | 29.050             |       | 448.200   |       |       |       |       |       |       | 855.066    |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           | 11.620             |       | 179.280   |       |       |       |       |       |       | 190.900    |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           | 52.290             |       | 806.760   |       |       |       |       |       |       | 859.050    |
| GENERAL LEVY   |  |                           |                    |       |           |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE  | 1,129.025  | 476.010                   | 59.500             |       | 918.000   |       |       |       |       |       |       | 2,582.535  |
| OTHER  |  |                           |                    |       |           |       |       |       |       |       |       | 0.000      |
| <b>TOTAL ATTRIBUTION</b>   | 3,202.000  | 1,350.000                 | 350.000            | 0.000 | 5,400.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 10,302.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |       |           |       |       |       |       |       |       |            |

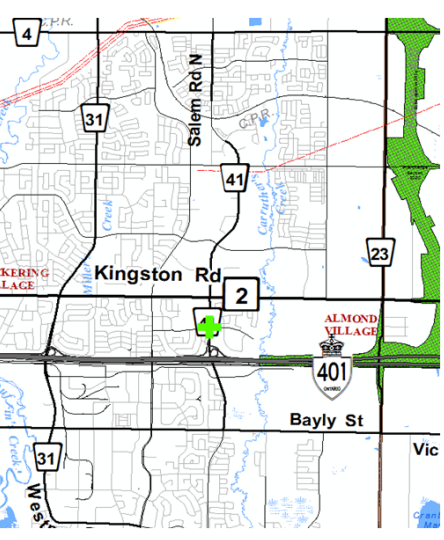
**NEED/EXPLANATION OF PROJECT**

Phase I: 2016 Intersection modifications at Coldstream Dr. including additional southbound lane to Taunton Rd.  
Phase II: 2019 widen from 2/3 to 5 lanes from Coldstream Dr. to Conlin Rd.

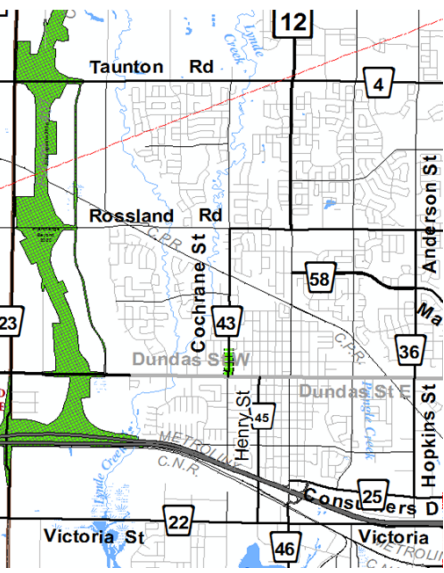
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |       |       |       |       |       |       |       |       |           |
|--|--|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       | TOTAL     |
|  |  |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 76</b>  |  |                           |                    |       |       |       |       |       |       |       |       |           |
| Program No. R1307<br><u>Reg. Rd. 38</u><br>Whites Rd. from north and south of Kingston Rd.<br><br>Pickering 0.4 km   |  |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |  |                           |                    |       |       |       |       |       |       |       |       |           |
| <u>Associated Works:</u>   |  |                           |                    |       |       |       |       |       |       |       |       |           |
|   |  |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |  |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 1,300.000  |                           |                    |       |       |       |       |       |       |       |       | 1,300.000 |
| Environmental Assessment   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |  | 2,600.000                 |                    |       |       |       |       |       |       |       |       | 2,600.000 |
| Contingency  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 1,300.000  | 2,600.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 3,900.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   | 816.400  | 1,298.800                 |                    |       |       |       |       |       |       |       |       | 2,115.200 |
| NEW COMMERCIAL DEV. CHARGES*   | 150.500  | 191.000                   |                    |       |       |       |       |       |       |       |       | 341.500   |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  | 333.100  | 510.200                   |                    |       |       |       |       |       |       |       |       | 843.300   |
| ROADS REHAB RESERVE FUND   |  | 600.000                   |                    |       |       |       |       |       |       |       |       | 600.000   |
| OTHER  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 1,300.000  | 2,600.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 3,900.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |       |       |       |       |       |       |       |       |           |
| Widen Whites Rd. 200m north and south of Kingston Rd. in conjunction with BRT Hwy 2 project.   |  |                           |                    |       |       |       |       |       |       |       |       |           |

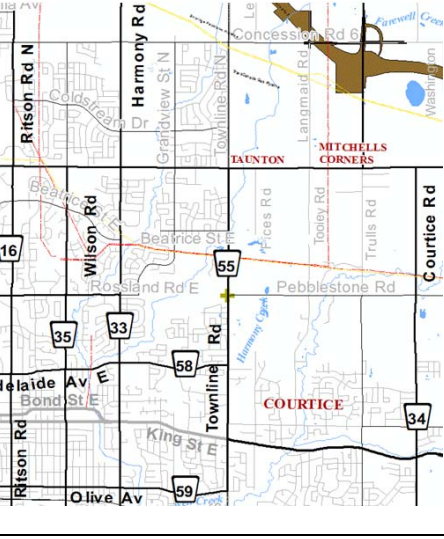
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       |         |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|---------|
|  | (\$000'S)                             |                           |                    |       |       |       |       |       |       |       |       |         |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       | TOTAL   |
| EXPENDITURES:  | 2016                                  | BUDGET                    | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | TOTAL   |
| <b>BUDGET ITEM NO. 78</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
| Program No. R1308  |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
| Reg. Rd. 41  |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
| Salem Rd. / Mandrake St. Intersection  |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
| Ajax   |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
| Associated Works:  |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
| <b>TOTAL EXPENDITURES</b>  | 90.000                                | 450.000                   | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 540.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW RESIDENTIAL DEV. CHARGES   | 51.600                                | 275.400                   |                    |       |       |       |       |       |       |       |       | 327.000 |
| NEW COMMERCIAL DEV. CHARGES*   | 11.500                                | 40.500                    |                    |       |       |       |       |       |       |       |       | 52.000  |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| ROADS CAPITAL RESERVE  | 26.900                                | 134.100                   |                    |       |       |       |       |       |       |       |       | 161.000 |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL ATTRIBUTION</b>   | 90.000                                | 450.000                   | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 540.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |         |
| Add south bound right turn lane at intersection.   |                                       |                           |                    |       |       |       |       |       |       |       |       |         |

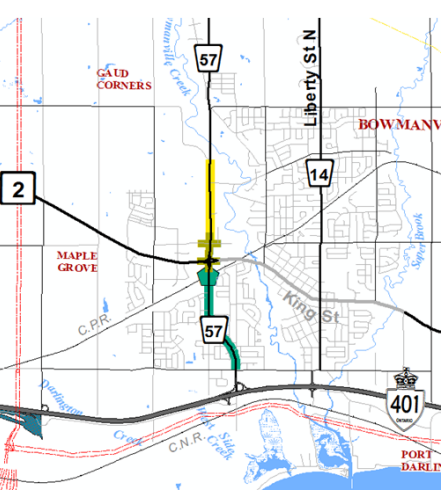
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       |           |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | (\$000'S)                             |                           |                    |       |       |       |       |       |       |       |       |           |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       | TOTAL     |
| 2017   |                                       |                           | 2018               | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |       |           |
| <b>BUDGET ITEM NO. 80</b><br><br>Program No. R1519<br><u>Reg. Rd. 43</u><br>Cochrane St. from Dundas St. W. to Ferguson St.<br><br>Whitby 0.4 KM   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 1,550.000                             |                           |                    |       |       |       |       |       |       |       |       | 1,550.000 |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |                                       | 300.000                   |                    |       |       |       |       |       |       |       |       | 300.000   |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 1,550.000                             | 300.000                   | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,850.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   | 1,550.000                             | 300.000                   |                    |       |       |       |       |       |       |       |       | 1,850.000 |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 1,550.000                             | 300.000                   | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,850.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Road rehabilitation/reconstruction.  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |         |       |       |       |       |       |       |       | TOTAL   |
|--|---------------------------------------|---------------------------|--------------------|---------|-------|-------|-------|-------|-------|-------|-------|---------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |       |       |       |       |       |       |       |         |
|  |                                       |                           | 2017               | 2018    | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |         |
| <b>BUDGET ITEM NO. 86</b>  |                                       |                           |                    |         |       |       |       |       |       |       |       |         |
| Program No. R1622<br>Reg. Rd. 55<br>Townline Rd. / Pebblestone Rd. Intersection<br>Oshawa/Clarington   |                                       |                           |                    |         |       |       |       |       |       |       |       |         |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |         |       |       |       |       |       |       |       |         |
| Associated Works:  |                                       |                           |                    |         |       |       |       |       |       |       |       |         |
|   |                                       |                           |                    |         |       |       |       |       |       |       |       |         |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |         |       |       |       |       |       |       |       |         |
| Total Prior Budget Allocations   | 0.000                                 |                           |                    |         |       |       |       |       |       |       |       | 0.000   |
| Environmental Assessment   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000   |
| Engineering/Design   |                                       | 50.000                    |                    |         |       |       |       |       |       |       |       | 50.000  |
| Property Acquisition   |                                       | 50.000                    |                    |         |       |       |       |       |       |       |       | 50.000  |
| Utility Relocation   |                                       |                           | 100.000            |         |       |       |       |       |       |       |       | 100.000 |
| Construction   |                                       |                           |                    | 400.000 |       |       |       |       |       |       |       | 400.000 |
| Contingency  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000   |
| Other  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL EXPENDITURES</b>  | 0.000                                 | 100.000                   | 100.000            | 400.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 600.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |         |       |       |       |       |       |       |       |         |
| SUBSIDY/GRANTS   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000   |
| NEW RESIDENTIAL DEV. CHARGES   |                                       | 61.200                    | 61.200             | 244.800 |       |       |       |       |       |       |       | 367.200 |
| NEW COMMERCIAL DEV. CHARGES*   |                                       | 9.000                     | 9.000              | 36.000  |       |       |       |       |       |       |       | 54.000  |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           | 3.600              | 14.400  |       |       |       |       |       |       |       | 18.000  |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           | 16.200             | 64.800  |       |       |       |       |       |       |       | 81.000  |
| GENERAL LEVY   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000   |
| ROADS CAPITAL RESERVE  |                                       | 29.800                    | 10.000             | 40.000  |       |       |       |       |       |       |       | 79.800  |
| OTHER  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL ATTRIBUTION</b>   | 0.000                                 | 100.000                   | 100.000            | 400.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 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.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |         |       |       |       |       |       |       |       |         |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |         |       |       |       |       |       |       |       |         |
| Intersection modifications.  |                                       |                           |                    |         |       |       |       |       |       |       |       |         |

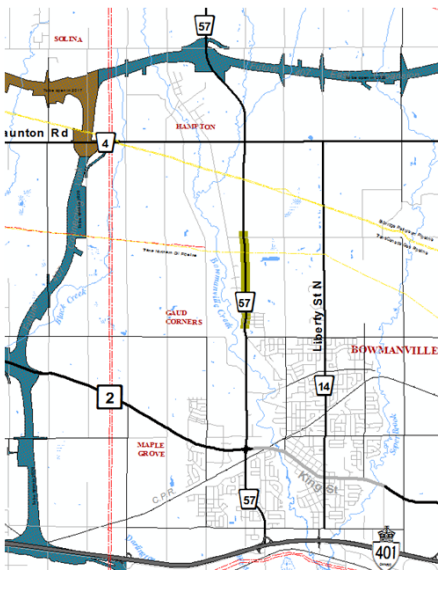
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |           |           |       |       |       |       |       |       |            |
|--|--|---------------------------|--------------------|-----------|-----------|-------|-------|-------|-------|-------|-------|------------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |           |       |       |       |       |       |       | TOTAL      |
|  |  |                           | 2017               | 2018      | 2019      | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |            |
| <b>BUDGET ITEM NO. 88</b>  |  |                           |                    |           |           |       |       |       |       |       |       |            |
| <b>Program No. R1309</b>   |  |                           |                    |           |           |       |       |       |       |       |       |            |
| <u>Reg. Rd. 57</u>   |  |                           |                    |           |           |       |       |       |       |       |       |            |
| Martin Rd. from Baseline Rd. to Nash Rd.   |  |                           |                    |           |           |       |       |       |       |       |       |            |
| Clarington 2.1 km  |  |                           |                    |           |           |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>  |  |                           |                    |           |           |       |       |       |       |       |       |            |
| <u>Associated Works:</u>   |  |                           |                    |           |           |       |       |       |       |       |       |            |
| Water Supply - \$125,000   |  |                           |                    |           |           |       |       |       |       |       |       |            |
| Sanitary Sewer - \$2,980,000   |  |                           |                    |           |           |       |       |       |       |       |       |            |
|   |  |                           |                    |           |           |       |       |       |       |       |       |            |
| <b>EXPENDITURES:</b>   |  |                           |                    |           |           |       |       |       |       |       |       |            |
| Total Prior Budget Allocations   | 1,000.000  |                           |                    |           |           |       |       |       |       |       |       | 1,000.000  |
| Environmental Assessment   |  |                           |                    |           |           |       |       |       |       |       |       | 0.000      |
| Engineering/Design   |  |                           |                    |           |           |       |       |       |       |       |       | 0.000      |
| Property Acquisition   |  | 50.000                    |                    |           |           |       |       |       |       |       |       | 50.000     |
| Utility Relocation   |  |                           | 300.000            |           |           |       |       |       |       |       |       | 300.000    |
| Construction   |  |                           |                    | 4,500.000 | 8,000.000 |       |       |       |       |       |       | 12,500.000 |
| Contingency  |  |                           |                    |           |           |       |       |       |       |       |       | 0.000      |
| Other  |  |                           |                    |           |           |       |       |       |       |       |       | 0.000      |
| <b>TOTAL EXPENDITURES</b>  | 1,000.000  | 50.000                    | 300.000            | 4,500.000 | 8,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 13,850.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |           |           |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS   |  |                           |                    |           |           |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES   | 550.000  | 27.200                    | 163.200            | 2,448.000 | 4,352.000 |       |       |       |       |       |       | 7,540.400  |
| NEW COMMERCIAL DEV. CHARGES*   | 131.000  | 4.000                     | 24.000             | 360.000   | 640.000   |       |       |       |       |       |       | 1,159.000  |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           | 9.600              | 144.000   | 256.000   |       |       |       |       |       |       | 409.600    |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           | 43.200             | 648.000   | 1,152.000 |       |       |       |       |       |       | 1,843.200  |
| GENERAL LEVY   |  |                           |                    |           |           |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE  | 319.000  | 18.800                    | 60.000             | 900.000   | 1,600.000 |       |       |       |       |       |       | 2,897.800  |
| OTHER  |  |                           |                    |           |           |       |       |       |       |       |       | 0.000      |
| <b>TOTAL ATTRIBUTION</b>   | 1,000.000  | 50.000                    | 300.000            | 4,500.000 | 8,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 13,850.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |           |           |       |       |       |       |       |       |            |

**NEED/EXPLANATION OF PROJECT**

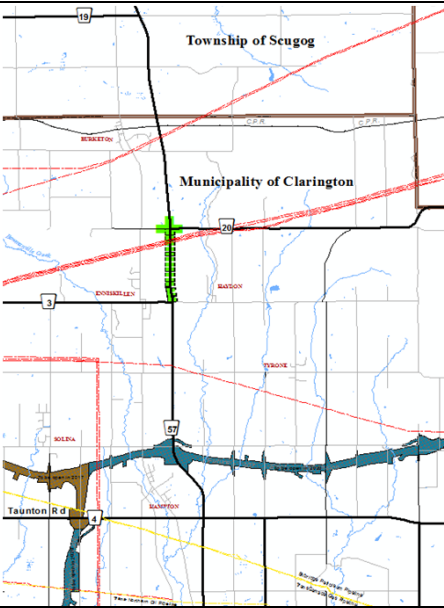
PH I: 2018 Intersection modifications at Reg. Hwy. 2 and Stevens Rd.  
PH II: 2019 widen road to 4 lanes from Baseline Rd. to Hwy 2, including structure widening.  
PH II: Beyond forecast widen road from Stevens Rd. to Nash Rd.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)


| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |           |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 90</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>Program No. R1520</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <u>Reg. Rd. 57</u>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Region Rd. 57 from Old Scugog to 0.13km N. of  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Conc. Rd. 4  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Clarington 2.2 KM  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 100.000                               |                           |                    |           |       |       |       |       |       |       |       | 100.000   |
| Environmental Assessment   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       | 50.000                    |                    |           |       |       |       |       |       |       |       | 50.000    |
| Property Acquisition   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           | 100.000            |           |       |       |       |       |       |       |       | 100.000   |
| Construction   |                                       |                           |                    | 2,500.000 |       |       |       |       |       |       |       | 2,500.000 |
| Contingency  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 100.000                               | 50.000                    | 100.000            | 2,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,750.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           | 100.000            |           |       |       |       |       |       |       |       | 100.000   |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   | 100.000                               | 50.000                    |                    | 2,500.000 |       |       |       |       |       |       |       | 2,650.000 |
| OTHER  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 100.000                               | 50.000                    | 100.000            | 2,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,750.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Road rehabilitation/reconstruction.  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |



2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 92</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Program No. R1521<br>Reg. Rd. 57<br>Region Rd. 57 from N. of Region Rd. 3 to Region Rd. 20<br><br>Clarington 1.9 KM  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 100.000                               |                           |                    |       |       |       |       |       |       |       |       | 100.000   |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |                                       | 4,800.000                 |                    |       |       |       |       |       |       |       |       | 4,800.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 100.000                               | 4,800.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 4,900.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       | 489.600                   |                    |       |       |       |       |       |       |       |       | 489.600   |
| NEW COMMERCIAL DEV. CHARGES*   |                                       | 72.000                    |                    |       |       |       |       |       |       |       |       | 72.000    |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  |                                       | 238.400                   |                    |       |       |       |       |       |       |       |       | 238.400   |
| ROADS REHAB RESERVE FUND   | 100.000                               | 4,000.000                 |                    |       |       |       |       |       |       |       |       | 4,100.000 |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 100.000                               | 4,800.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 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.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Road rehabilitation from north of Reg. Rd. 3 to Reg. Rd. 20 (Mosport Rd.) including intersection modifications at Region Rd. 20  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 93</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>Program No. R1522</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <u>Reg. Rd. 57</u>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Region Rd. 57 from 0.9km N/E of St. Christopher to<br>E. of View Lake Rd.  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Scugog 1.9 KM  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 1,800.000                             |                           |                    |       |       |       |       |       |       |       |       | 1,800.000 |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |                                       | 800.000                   |                    |       |       |       |       |       |       |       |       | 800.000   |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 1,800.000                             | 800.000                   | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,600.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS REHAB RESERVE FUND   | 1,800.000                             | 800.000                   |                    |       |       |       |       |       |       |       |       | 2,600.000 |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 1,800.000                             | 800.000                   | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,600.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Road rehabilitation/reconstruction.  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

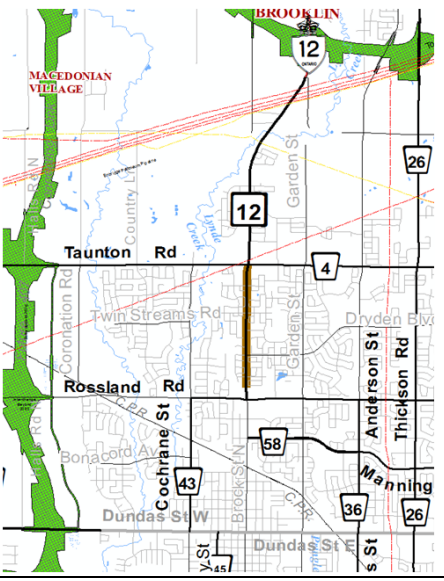
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |           |       |       |       |       |       |       |       |           |
|--|---------------------------------------|---------------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | (\$000'S)                             |                           |                    |           |       |       |       |       |       |       |       |           |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       | TOTAL     |
| EXPENDITURES:  | 2016                                  | BUDGET                    | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | TOTAL     |
| <b>BUDGET ITEM NO. 94</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Program No. R1523  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Reg. Rd. 58  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Manning Rd. / Brock St. Intersection   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Whitby   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
|  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>TOTAL EXPENDITURES</b>  | 150.000                               | 150.000                   | 350.000            | 2,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,650.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   | 91.800                                | 91.800                    | 214.200            | 1,224.000 |       |       |       |       |       |       |       | 1,621.800 |
| NEW COMMERCIAL DEV. CHARGES*   | 13.500                                | 13.500                    | 31.500             | 180.000   |       |       |       |       |       |       |       | 238.500   |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           | 12.600             | 72.000    |       |       |       |       |       |       |       | 84.600    |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           | 56.700             | 324.000   |       |       |       |       |       |       |       | 380.700   |
| GENERAL LEVY   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  | 44.700                                | 44.700                    | 35.000             | 200.000   |       |       |       |       |       |       |       | 324.400   |
| ROADS REHAB RESERVE FUND   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| OTHER  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 150.000                               | 150.000                   | 350.000            | 2,000.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,650.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Intersection modifications.  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 101</b><br><br>Program No. R1524<br><u>Reg. Hwy. 2</u><br>King St. / Maple Grove Rd. Intersection<br>Clarington   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 70.000                                |                           |                    |       |       |       |       |       |       |       |       | 70.000    |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |                                       | 1,700.000                 |                    |       |       |       |       |       |       |       |       | 1,700.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 70.000                                | 1,700.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,770.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   | 42.840                                | 1,040.400                 |                    |       |       |       |       |       |       |       |       | 1,083.240 |
| NEW COMMERCIAL DEV. CHARGES*   | 6.300                                 | 153.000                   |                    |       |       |       |       |       |       |       |       | 159.300   |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| ROADS CAPITAL RESERVE  | 20.860                                | 506.600                   |                    |       |       |       |       |       |       |       |       | 527.460   |
| ROADS REHAB RESERVE FUND   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 70.000                                | 1,700.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,770.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Intersection modifications.  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION & DESCRIPTION   | BUDGET PROVISION AND COST ATTRIBUTION (\$000'S) |                     |                    |       |       |       |       |       |       |       |       |            |
|--|---|---------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|------------|
|  | BUDGET PRIOR TO 2016                            | 2016 CAPITAL BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       | TOTAL      |
| EXPENDITURES:  | 2016  | BUDGET              | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | TOTAL      |
| <b>BUDGET ITEM NO. 103</b>   |   |                     |                    |       |       |       |       |       |       |       |       |            |
| <b>Program No. R0419</b>   |   |                     |                    |       |       |       |       |       |       |       |       |            |
| <u>Reg. Hwy. 12</u>  |   |                     |                    |       |       |       |       |       |       |       |       |            |
| Brock St. from north of Rossland Rd. to Taunton Rd.  |   |                     |                    |       |       |       |       |       |       |       |       |            |
| Whitby 1.9 km  |   |                     |                    |       |       |       |       |       |       |       |       |            |
| <b>RELATED PROJECTS</b>  |   |                     |                    |       |       |       |       |       |       |       |       |            |
|   |   |                     |                    |       |       |       |       |       |       |       |       |            |
| <b>TOTAL EXPENDITURES</b>  | 100.000   | 975.000             | 10,300.000         | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 11,375.000 |
| <b>ATTRIBUTION:</b>  |   |                     |                    |       |       |       |       |       |       |       |       |            |
| SUBSIDY/GRANTS   |   |                     |                    |       |       |       |       |       |       |       |       | 0.000      |
| NEW RESIDENTIAL DEV. CHARGES   | 59.160  | 576.810             | 6,093.480          |       |       |       |       |       |       |       |       | 6,729.450  |
| NEW COMMERCIAL DEV. CHARGES*   | 8.700   | 84.825              | 896.100            |       |       |       |       |       |       |       |       | 989.625    |
| NEW INSTITUTIONAL DEV. CHARGES*  |   |                     | 358.440            |       |       |       |       |       |       |       |       | 358.440    |
| NEW INDUSTRIAL DEV. CHARGES*   |   |                     | 1,612.980          |       |       |       |       |       |       |       |       | 1,612.980  |
| GENERAL LEVY   |   |                     |                    |       |       |       |       |       |       |       |       | 0.000      |
| ROADS CAPITAL RESERVE  | 32.140  | 313.365             | 1,339.000          |       |       |       |       |       |       |       |       | 1,684.505  |
| OTHER  |   |                     |                    |       |       |       |       |       |       |       |       | 0.000      |
| <b>TOTAL ATTRIBUTION</b>   | 100.000   | 975.000             | 10,300.000         | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 11,375.000 |
| * 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 is being phased in by July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |   |                     |                    |       |       |       |       |       |       |       |       |            |
| <b>NEED/EXPLANATION OF PROJECT</b>   |   |                     |                    |       |       |       |       |       |       |       |       |            |
| Widen road from 3 to 5 lanes.  |   |                     |                    |       |       |       |       |       |       |       |       |            |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION   |
|---|
| <p><b>BUDGET ITEM NO. 104</b></p> <p>Program No. R1623<br/><u>Reg. Hwy. 12</u><br/>Baldwin St. from 0.35 km north of Taunton Rd. to Garden St.</p> <p>Whitby 3.0 km</p> |
| RELATED PROJECTS  |
|   |

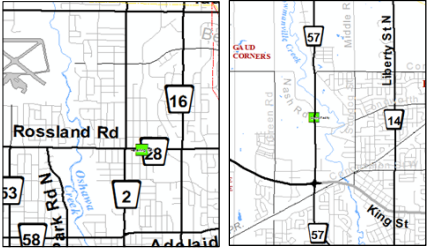

| BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                            |                           |                    |                |                  |                   |              |              |              |              |              |                   |
|--|----------------------------|---------------------------|--------------------|----------------|------------------|-------------------|--------------|--------------|--------------|--------------|--------------|-------------------|
| EXPENDITURES:                                      | BUDGET<br>PRIOR TO<br>2016 | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |                |                  |                   |              |              |              |              |              | TOTAL             |
|  |                            |                           | 2017               | 2018           | 2019             | 2020              | 2021         | 2022         | 2023         | 2024         | 2025         |                   |
| Total Prior Budget Allocations                     | 0.000                      |                           |                    |                |                  |                   |              |              |              |              |              | 0.000             |
| Environmental Assessment                           |                            | 500.000                   |                    |                |                  |                   |              |              |              |              |              | 500.000           |
| Engineering/Design                                 |                            |                           | 500.000            |                |                  |                   |              |              |              |              |              | 500.000           |
| Property Acquisition                               |                            |                           |                    | 500.000        |                  |                   |              |              |              |              |              | 500.000           |
| Utility Relocation                                 |                            |                           |                    |                | 1,400.000        |                   |              |              |              |              |              | 1,400.000         |
| Construction                                       |                            |                           |                    |                |                  | 13,000.000        |              |              |              |              |              | 13,000.000        |
| Contingency  |                            |                           |                    |                |                  |                   |              |              |              |              |              | 0.000             |
| Other  |                            |                           |                    |                |                  |                   |              |              |              |              |              | 0.000             |
| <b>TOTAL EXPENDITURES</b>                          | <b>0.000</b>               | <b>500.000</b>            | <b>500.000</b>     | <b>500.000</b> | <b>1,400.000</b> | <b>13,000.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>15,900.000</b> |
| <b>ATTRIBUTION:</b>                                |                            |                           |                    |                |                  |                   |              |              |              |              |              |                   |
| SUBSIDY/GRANTS                                     |                            |                           |                    |                |                  |                   |              |              |              |              |              | 0.000             |
| NEW RESIDENTIAL DEV. CHARGES                       |                            | 299.200                   | 299.200            | 299.200        | 837.760          | 7,779.200         |              |              |              |              |              | 9,514.560         |
| NEW COMMERCIAL DEV. CHARGES*                       |                            | 44.000                    | 44.000             | 44.000         | 123.200          | 1,144.000         |              |              |              |              |              | 1,399.200         |
| NEW INSTITUTIONAL DEV. CHARGES*                    |                            |                           | 17.600             | 17.600         | 49.280           | 457.600           |              |              |              |              |              | 542.080           |
| NEW INDUSTRIAL DEV. CHARGES*                       |                            |                           | 79.200             | 79.200         | 221.760          | 2,059.200         |              |              |              |              |              | 2,439.360         |
| GENERAL LEVY                                       |                            |                           |                    |                |                  |                   |              |              |              |              |              | 0.000             |
| ROADS CAPITAL RESERVE                              |                            | 156.800                   | 60.000             | 60.000         | 168.000          | 1,560.000         |              |              |              |              |              | 2,004.800         |
| OTHER  |                            |                           |                    |                |                  |                   |              |              |              |              |              | 0.000             |
| <b>TOTAL ATTRIBUTION</b>                           | <b>0.000</b>               | <b>500.000</b>            | <b>500.000</b>     | <b>500.000</b> | <b>1,400.000</b> | <b>13,000.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>15,900.000</b> |

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.  
As well, the Region approved a full Industrial Development Charge which is being phased in by 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 4/5 lanes.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |         |         |         |         |         |         |         |         | TOTAL<br>Proposed<br>and<br>Forecast |
|--|---------------------------------------|---------------------------|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|--------------------------------------|
|  | (\$000'S)                             |                           |                    |         |         |         |         |         |         |         |         |                                      |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |         |         |         |         |         |         |         |                                      |
|  |                                       | 2017                      | 2018               | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    | 2025    |         |                                      |
| <b>BUDGET ITEM NO. 106</b>   |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
| <b>Program No. M1653</b>   |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
| Miscellaneous Road and Storm Sewer Reconstruction Projects   |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
| Oshawa: Rossland Rd / Mary St. retaining wall<br>Clarington: Region Rd. 57 cycling facility<br>Uxbridge: Retaining Wall  |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
|    |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
|   |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
| Environmental Assessment   |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| Engineering/Design   |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| Property Acquisition   |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| Utility Relocation   |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| Construction   | 390.000                               | 420.000                   | 350.000            | 350.000 | 450.000 | 400.000 | 400.000 | 400.000 | 400.000 | 400.000 | 400.000 | 3,970.000                            |
| Contingency  |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| Other  |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| <b>TOTAL EXPENDITURES</b>  | 390.000                               | 420.000                   | 350.000            | 350.000 | 450.000 | 400.000 | 400.000 | 400.000 | 400.000 | 400.000 | 400.000 | 3,970.000                            |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
| SUBSIDY/GRANTS   |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| GENERAL LEVY   | 390.000                               | 420.000                   | 350.000            | 350.000 | 450.000 | 400.000 | 400.000 | 400.000 | 400.000 | 400.000 | 400.000 | 3,970.000                            |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| OTHER  |                                       |                           |                    |         |         |         |         |         |         |         |         | 0.000                                |
| <b>TOTAL ATTRIBUTION</b>   | 390.000                               | 420.000                   | 350.000            | 350.000 | 450.000 | 400.000 | 400.000 | 400.000 | 400.000 | 400.000 | 400.000 | 3,970.000                            |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |
| Oshawa: Rossland Rd / Mary St. retaining wall, Clarington: Region Rd. 57 cycling facility, Uxbridge: Retaining Wall  |                                       |                           |                    |         |         |         |         |         |         |         |         |                                      |







2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |           |            |            |            |            |            |            |            | TOTAL<br>Proposed<br>and<br>Forecast |
|--|--|---------------------------|--------------------|-----------|------------|------------|------------|------------|------------|------------|------------|--------------------------------------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |            |            |            |            |            |            |            |                                      |
|  |  |                           | 2017               | 2018      | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       | 2025       |                                      |
| <b>BUDGET ITEM NO. 109</b>   |  |                           |                    |           |            |            |            |            |            |            |            |                                      |
| <b>Program No. R1699</b>   |  |                           |                    |           |            |            |            |            |            |            |            |                                      |
| Road Resurfacing/Rehabilitation Other Locations  |  |                           |                    |           |            |            |            |            |            |            |            |                                      |
| <b>RELATED PROJECTS</b>  |  |                           |                    |           |            |            |            |            |            |            |            |                                      |
| Crack Sealing Program  |  |                           |                    |           |            |            |            |            |            |            |            |                                      |
| Rejuvenator Sealing Program  |  |                           |                    |           |            |            |            |            |            |            |            |                                      |
| Additional Location and Engineering Allowance  |  |                           |                    |           |            |            |            |            |            |            |            |                                      |
| <b>EXPENDITURES:</b>   |  |                           |                    |           |            |            |            |            |            |            |            |                                      |
| Environmental Assessment   |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| Engineering/Design   |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| Property Acquisition   |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| Utility Relocation   |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| Construction   | 15,145.000   | 2,610.000                 | 6,642.000          | 1,262.000 | 20,067.500 | 11,293.000 | 20,505.500 | 24,108.000 | 26,568.000 | 24,541.500 | 26,658.500 | 164,256.000                          |
| Contingency  |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| Other  |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| <b>TOTAL EXPENDITURES</b>  | 15,145.000   | 2,610.000                 | 6,642.000          | 1,262.000 | 20,067.500 | 11,293.000 | 20,505.500 | 24,108.000 | 26,568.000 | 24,541.500 | 26,658.500 | 164,256.000                          |
| <b>ATTRIBUTION:</b>  |  |                           |                    |           |            |            |            |            |            |            |            |                                      |
| SUBSIDY/GRANTS   |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| NEW RESIDENTIAL DEV. CHARGES   |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| NEW COMMERCIAL DEV. CHARGES*   |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| GENERAL LEVY   |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| ROADS CAPITAL RESERVE  |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| ROADS REHAB RESERVE FUND   | 15,145.000   | 2,610.000                 | 6,642.000          | 1,262.000 | 20,067.500 | 11,293.000 | 20,505.500 | 24,108.000 | 26,568.000 | 24,541.500 | 26,658.500 | 164,256.000                          |
| OTHER  |  |                           |                    |           |            |            |            |            |            |            |            | 0.000                                |
| <b>TOTAL ATTRIBUTION</b>   | 15,145.000   | 2,610.000                 | 6,642.000          | 1,262.000 | 20,067.500 | 11,293.000 | 20,505.500 | 24,108.000 | 26,568.000 | 24,541.500 | 26,658.500 | 164,256.000                          |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |           |            |            |            |            |            |            |            |                                      |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |           |            |            |            |            |            |            |            |                                      |



2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION   | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |           |           |           |           |           |           |           |           | TOTAL<br>Proposed<br>and<br>Forecast |       |
|---|---------------------------------------|---------------------------|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------------------------------|-------|
|   | (\$000'S)                             |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
|   | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |           |           |           |           |           |           |           |                                      |       |
|   |                                       |                           | 2017               | 2018      | 2019      | 2020      | 2021      | 2022      | 2023      | 2024      | 2025      |                                      |       |
| <b>BUDGET ITEM NO. 111</b>  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| <b>Program No. M1621</b>  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| Signal Installation Program   |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| <b>SUB-PROGRAMS</b>   |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| <u>New Signal Installations: \$700</u>  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| - R.R20 at R.R.57 - New Signal  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| - R.R.57 at Conc 3 - New Signal   |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| - Construction of 2 new signals - locations TBD   |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| - Designs for future traffic control devices  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| <b>TOTAL EXPENDITURES</b>   | 1,575.000                             | 1,600.000                 | 1,600.000          | 1,650.000 | 1,650.000 | 1,675.000 | 1,700.000 | 1,700.000 | 1,755.000 | 1,755.000 | 1,755.000 | 16,840.000                           |       |
| <b>EXPENDITURES:</b>  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| Environmental Assessment  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      | 0.000 |
| Engineering/Design  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      | 0.000 |
| Property Acquisition  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      | 0.000 |
| Utility Relocation  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      | 0.000 |
| Construction  | 1,575.000                             | 1,600.000                 | 1,600.000          | 1,650.000 | 1,650.000 | 1,675.000 | 1,700.000 | 1,700.000 | 1,755.000 | 1,755.000 | 1,755.000 | 16,840.000                           |       |
| Contingency   |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      | 0.000 |
| Other   |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      | 0.000 |
| <b>ATTRIBUTION:</b>   |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| SUBSIDY/GRANTS  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      | 0.000 |
| NEW RESIDENTIAL DEV. CHARGES  | 846.000                               | 979.200                   | 979.200            | 1,009.800 | 1,009.800 | 1,025.100 | 1,040.400 | 1,040.400 | 1,074.060 | 1,074.060 | 1,074.060 | 10,306.080                           |       |
| NEW COMMERCIAL DEV. CHARGES*  | 277.000                               | 144.000                   | 144.000            | 148.500   | 148.500   | 150.750   | 153.000   | 153.000   | 157.950   | 157.950   | 157.950   | 1,515.600                            |       |
| NEW INSTITUTIONAL DEV. CHARGES*   |                                       |                           | 57.600             | 59.400    | 59.400    | 60.300    | 61.200    | 61.200    | 63.180    | 63.180    | 63.180    | 548.640                              |       |
| NEW INDUSTRIAL DEV. CHARGES*  |                                       |                           | 259.200            | 267.300   | 267.300   | 271.350   | 275.400   | 275.400   | 284.310   | 284.310   | 284.310   | 2,468.880                            |       |
| GENERAL LEVY  | 452.000                               | 476.800                   | 160.000            | 165.000   | 165.000   | 167.500   | 170.000   | 170.000   | 175.500   | 175.500   | 175.500   | 2,000.800                            |       |
| ROADS CAPITAL RESERVE   |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      | 0.000 |
| OTHER   |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      | 0.000 |
| <b>TOTAL ATTRIBUTION</b>  | 1,575.000                             | 1,600.000                 | 1,600.000          | 1,650.000 | 1,650.000 | 1,675.000 | 1,700.000 | 1,700.000 | 1,755.000 | 1,755.000 | 1,755.000 | 16,840.000                           |       |
| <p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br/>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br/>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p> |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| <b>NEED/EXPLANATION OF PROJECT</b>  |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |
| New traffic signals, rebuilds and underground infrastructure modifications.   |                                       |                           |                    |           |           |           |           |           |           |           |           |                                      |       |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |           |         |         |         |         |         |         |         | TOTAL<br>Proposed<br>and<br>Forecast |
|--|---------------------------------------|---------------------------|--------------------|-----------|---------|---------|---------|---------|---------|---------|---------|--------------------------------------|
|  | (\$000'S)                             |                           |                    |           |         |         |         |         |         |         |         |                                      |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |         |         |         |         |         |         |         |                                      |
|  |                                       | 2017                      | 2018               | 2019      | 2020    | 2021    | 2022    | 2023    | 2024    | 2025    |         |                                      |
| <b>BUDGET ITEM NO. 112</b>   |                                       |                           |                    |           |         |         |         |         |         |         |         |                                      |
| <b>Program No. M1622</b>   |                                       |                           |                    |           |         |         |         |         |         |         |         |                                      |
| Signal Modernization Program   |                                       |                           |                    |           |         |         |         |         |         |         |         |                                      |
| <b>SUB-PROGRAMS</b>  |                                       |                           |                    |           |         |         |         |         |         |         |         |                                      |
| <u>Operational Modifications</u>   |                                       |                           |                    |           |         |         |         |         |         |         |         |                                      |
| - Controller Replacements  |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| - Advance Phasing Requests   |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| - Pedestrian Button Replacement  |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| - Countdown Pedestrian Signal  |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| - Miscellaneous  |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |           |         |         |         |         |         |         |         |                                      |
| Environmental Assessment   |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| Engineering/Design   |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| Property Acquisition   |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| Utility Relocation   |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| Construction   | 620.000                               | 700.000                   | 1,350.000          | 1,350.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 8,300.000                            |
| Contingency  |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| Other  |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| <b>TOTAL EXPENDITURES</b>  | 620.000                               | 700.000                   | 1,350.000          | 1,350.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 8,300.000                            |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |           |         |         |         |         |         |         |         |                                      |
| SUBSIDY/GRANTS   |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| GENERAL LEVY   | 620.000                               | 700.000                   | 1,350.000          | 1,350.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 8,300.000                            |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| OTHER  |                                       |                           |                    |           |         |         |         |         |         |         |         | 0.000                                |
| <b>TOTAL ATTRIBUTION</b>   | 620.000                               | 700.000                   | 1,350.000          | 1,350.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 700.000 | 8,300.000                            |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |           |         |         |         |         |         |         |         |                                      |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |           |         |         |         |         |         |         |         |                                      |
| 12 -15 year life-cycle upgrades and operational modifications.   |                                       |                           |                    |           |         |         |         |         |         |         |         |                                      |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |                |                |                |                |                |                |                |                | TOTAL<br>Proposed<br>and<br>Forecast |                  |
|--|--|---------------------------|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------------------------|------------------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |                |                |                |                |                |                |                |                |                                      |                  |
|  |  |                           | 2017               | 2018           | 2019           | 2020           | 2021           | 2022           | 2023           | 2024           | 2025           |                                      |                  |
| <b>BUDGET ITEM NO. 113</b>   |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| <b>Program No. T1646</b>   |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Accessible Pedestrian Signals Program  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| <b>SUB-PROGRAMS</b>  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Modifications at 5-8 traffic signal locations to improve accessibility along exterior paths of travel  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Environmental Assessment   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Engineering/Design   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Property Acquisition   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Utility Relocation   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Construction   | 300.000  | 450.000                   | 500.000            | 500.000        | 500.000        | 500.000        | 500.000        | 500.000        | 500.000        | 500.000        | 500.000        | 500.000                              | 4,950.000        |
| Contingency  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Other  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| <b>TOTAL EXPENDITURES</b>  | <b>300.000</b>                                     | <b>450.000</b>            | <b>500.000</b>     | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b>                       | <b>4,950.000</b> |
| <b>ATTRIBUTION:</b>  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| SUBSIDY/GRANTS   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW RESIDENTIAL DEV. CHARGES   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW COMMERCIAL DEV. CHARGES*   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| GENERAL LEVY   | 300.000  | 450.000                   | 500.000            | 500.000        | 500.000        | 500.000        | 500.000        | 500.000        | 500.000        | 500.000        | 500.000        | 500.000                              | 4,950.000        |
| ROADS CAPITAL RESERVE  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| OTHER  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| <b>TOTAL ATTRIBUTION</b>   | <b>300.000</b>                                     | <b>450.000</b>            | <b>500.000</b>     | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b> | <b>500.000</b>                       | <b>4,950.000</b> |
| Compliance to Accessibility for Ontarians with Disabilities Act  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |

**NEED/EXPLANATION OF PROJECT**

Audible buttons and infrastructure modifications to conform with AODA.  
 The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) became Ontario legislation with the goal of creating standards to improve accessibility across the province. The Act was passed into law to ensure a barrier free Ontario by 2025. The Accessible Customer Service Standard (ACCS) details specific requirements for all service providers who must deliver their service in a way that preserves the dignity and independence of people with disabilities.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
|--|---------------------------------------|----------------------------|---------------------------|--------------------|---------|---------|---------|---------|---------|---------|---------|--------------------------------------|-----------|
|  | (\$000'S)                             |                            |                           |                    |         |         |         |         |         |         |         | TOTAL<br>Proposed<br>and<br>Forecast |           |
|  | EXPENDITURES:                         | BUDGET<br>PRIOR TO<br>2016 | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |         |         |         |         |         |         |                                      |           |
| 2017   |                                       |                            |                           | 2018               | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    | 2025    |                                      |           |
| <b>BUDGET ITEM NO. 114</b>   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| Program No. T1641<br>ATMS Upgrade Program  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| <b>SUB-PROGRAMS</b>  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| Upgrade ATMS Hardware and Software   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| Environmental Assessment   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| Engineering/Design   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| Property Acquisition   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| Utility Relocation   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| Construction   | 100.000                               | 100.000                    | 320.000                   | 100.000            | 100.000 | 100.000 | 100.000 | 170.000 | 170.000 | 530.000 | 100.000 | 230.000                              | 1,920.000 |
| Contingency  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| Other  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 100.000                               | 100.000                    | 320.000                   | 100.000            | 100.000 | 100.000 | 100.000 | 170.000 | 170.000 | 530.000 | 100.000 | 230.000                              | 1,920.000 |
| <b>ATTRIBUTION:</b>  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| SUBSIDY/GRANTS   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| GENERAL LEVY   | 100.000                               | 100.000                    | 320.000                   | 100.000            | 100.000 | 100.000 | 100.000 | 170.000 | 170.000 | 530.000 | 100.000 | 230.000                              | 1,920.000 |
| ROADS CAPITAL RESERVE  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| OTHER  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 100.000                               | 100.000                    | 320.000                   | 100.000            | 100.000 | 100.000 | 100.000 | 170.000 | 170.000 | 530.000 | 100.000 | 230.000                              | 1,920.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| System replacement, display wall upgrades, infrastructure modifications.   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |         |         |         |         |         |         |         |         | TOTAL<br>Proposed<br>and<br>Forecast |           |
|--|--|---------------------------|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|--------------------------------------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |         |         |         |         |         |         |         |                                      |           |
|  |  |                           | 2017               | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    | 2025    |                                      |           |
| <b>BUDGET ITEM NO. 115</b>   |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| Program No. M1652<br>Road Safety Protection Program  |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| <b>RELATED PROJECTS</b>  |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| System Upgrades and Modifications<br>at potentially 24 locations (2.2 km)  |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| Road Safety Strategic Plan   |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| <b>EXPENDITURES:</b>   |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| Environmental Assessment   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| Engineering/Design   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| Property Acquisition   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| Utility Relocation   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| Construction   | 600.000  | 600.000                   | 600.000            | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000                              | 6,000.000 |
| Contingency  |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| Other  |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 600.000  | 600.000                   | 600.000            | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000                              | 6,000.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| SUBSIDY/GRANTS   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| GENERAL LEVY   | 600.000  | 600.000                   | 600.000            | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000                              | 6,000.000 |
| ROADS CAPITAL RESERVE  |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| OTHER  |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 600.000  | 600.000                   | 600.000            | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000 | 600.000                              | 6,000.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| New installations and upgrades of guide rail systems. Road Safety Strategic Plan.  |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |



2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |                |                |                |                |                |                |                |                | TOTAL<br>Proposed<br>and<br>Forecast |       |
|--|--|---------------------------|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------------------------|-------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |                |                |                |                |                |                |                |                |                                      |       |
|  |  |                           | 2017               | 2018           | 2019           | 2020           | 2021           | 2022           | 2023           | 2024           | 2025           |                                      |       |
| <b>BUDGET ITEM NO. 116</b>   |  |                           |                    |                |                |                |                |                |                |                |                |                                      |       |
| <b>Program No. T1640</b><br>Intelligent Transportation System Projects   |  |                           |                    |                |                |                |                |                |                |                |                |                                      |       |
| <b>RELATED PROJECTS</b>  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |       |
| Environmental Assessment   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000 |
| Engineering/Design   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000 |
| Property Acquisition   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000 |
| Utility Relocation   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000 |
| Construction   | 570.000  | 600.000                   | 570.000            | 670.000        | 725.000        | 555.000        | 455.000        | 480.000        | 425.000        | 460.000        | 330.000        | 5,270.000                            |       |
| Contingency  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000 |
| Other  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000 |
| <b>TOTAL EXPENDITURES</b>  | <b>570.000</b>                                     | <b>600.000</b>            | <b>570.000</b>     | <b>670.000</b> | <b>725.000</b> | <b>555.000</b> | <b>455.000</b> | <b>480.000</b> | <b>425.000</b> | <b>460.000</b> | <b>330.000</b> | <b>5,270.000</b>                     |       |
| <b>ATTRIBUTION:</b>  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |       |
| SUBSIDY/GRANTS   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000 |
| NEW RESIDENTIAL DEV. CHARGES   | 348.840  | 367.200                   | 348.840            | 410.040        | 443.700        | 339.660        | 278.460        | 293.760        | 260.100        | 281.520        | 201.960        | 3,225.240                            |       |
| NEW COMMERCIAL DEV. CHARGES*   | 51.300   | 54.000                    | 51.300             | 60.300         | 65.250         | 49.950         | 40.950         | 43.200         | 38.250         | 41.400         | 29.700         | 474.300                              |       |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           | 20.520             | 24.120         | 26.100         | 19.980         | 16.380         | 17.280         | 15.300         | 16.560         | 11.880         | 168.120                              |       |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           | 92.340             | 108.540        | 117.450        | 89.910         | 73.710         | 77.760         | 68.850         | 74.520         | 53.460         | 756.540                              |       |
| GENERAL LEVY   | 169.860  | 178.800                   | 57.000             | 67.000         | 72.500         | 55.500         | 45.500         | 48.000         | 42.500         | 46.000         | 33.000         | 645.800                              |       |
| ROADS CAPITAL RESERVE  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000 |
| OTHER  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000 |
| <b>TOTAL ATTRIBUTION</b>   | <b>570.000</b>                                     | <b>600.000</b>            | <b>570.000</b>     | <b>670.000</b> | <b>725.000</b> | <b>555.000</b> | <b>455.000</b> | <b>480.000</b> | <b>425.000</b> | <b>460.000</b> | <b>330.000</b> | <b>5,270.000</b>                     |       |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |                |                |                |                |                |                |                |                |                                      |       |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |                |                |                |                |                |                |                |                |                                      |       |
| Traveler Information, Integration, Traffic & Emergency Management  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |       |



2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
|--|---------------------------------------|----------------------------|---------------------------|--------------------|---------|---------|---------|---------|---------|---------|---------|--------------------------------------|-----------|
|  | (\$000'S)                             |                            |                           |                    |         |         |         |         |         |         |         | TOTAL<br>Proposed<br>and<br>Forecast |           |
|  | EXPENDITURES:                         | BUDGET<br>PRIOR TO<br>2016 | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |         |         |         |         |         |         |                                      |           |
| 2017   |                                       |                            |                           | 2018               | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    | 2025    |                                      |           |
| <b>BUDGET ITEM NO. 118</b>   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| <b>Program No. M1628</b>   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| Miscellaneous Property Acquisition   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| <b>RELATED PROJECTS</b>  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| Environmental Assessment   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| Engineering/Design   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| Property Acquisition   | 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 |
| Utility Relocation   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| Construction   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| Contingency  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| Other  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 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 |
| <b>ATTRIBUTION:</b>  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| SUBSIDY/GRANTS   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0         |
| NEW RESIDENTIAL DEV. CHARGES   | 54.000                                | 61.200                     | 61.200                    | 61.200             | 61.200  | 61.200  | 61.200  | 61.200  | 61.200  | 61.200  | 61.200  | 61.200                               | 612.000   |
| NEW COMMERCIAL DEV. CHARGES*   | 17.000                                | 9.000                      | 9.000                     | 9.000              | 9.000   | 9.000   | 9.000   | 9.000   | 9.000   | 9.000   | 9.000   | 9.000                                | 90.000    |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                            | 3.600                     | 3.600              | 3.600   | 3.600   | 3.600   | 3.600   | 3.600   | 3.600   | 3.600   | 3.600                                | 32.400    |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                            | 16.200                    | 16.200             | 16.200  | 16.200  | 16.200  | 16.200  | 16.200  | 16.200  | 16.200  | 16.200                               | 145.800   |
| GENERAL LEVY   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| ROADS CAPITAL RESERVE  | 29.000                                | 29.800                     | 10.000                    | 10.000             | 10.000  | 10.000  | 10.000  | 10.000  | 10.000  | 10.000  | 10.000  | 10.000                               | 119.800   |
| OTHER  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 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.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |
| Allowance for growth related land purchases at locations not identified in current capital program.  |                                       |                            |                           |                    |         |         |         |         |         |         |         |                                      |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
|--|---------------------------------------|---------------------------|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------------------------|------------------|
|  | (\$000'S)                             |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |                |                |                |                |                |                |                |                | TOTAL<br>Proposed<br>and<br>Forecast |                  |
| EXPENDITURES:  | 2017                                  | 2018                      | 2019               | 2020           | 2021           | 2022           | 2023           | 2024           | 2025           |                |                |                                      |                  |
| <b>BUDGET ITEM NO. 119</b>   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| <b>Program No. M1629</b>   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Miscellaneous Landscaping Projects   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Environmental Assessment   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Engineering/Design   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Property Acquisition   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Utility Relocation   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Construction   | 70.000                                | 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        |
| Contingency  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Other  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| <b>TOTAL EXPENDITURES</b>  | <b>70.000</b>                         | <b>150.000</b>            | <b>150.000</b>     | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b>                       | <b>1,500.000</b> |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| SUBSIDY/GRANTS   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW RESIDENTIAL DEV. CHARGES   | 38.000                                | 91.800                    | 91.800             | 91.800         | 91.800         | 91.800         | 91.800         | 91.800         | 91.800         | 91.800         | 91.800         | 91.800                               | 918.000          |
| NEW COMMERCIAL DEV. CHARGES*   | 12.000                                | 13.500                    | 13.500             | 13.500         | 13.500         | 13.500         | 13.500         | 13.500         | 13.500         | 13.500         | 13.500         | 13.500                               | 135.000          |
| 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*   |                                       |                           | 24.300             | 24.300         | 24.300         | 24.300         | 24.300         | 24.300         | 24.300         | 24.300         | 24.300         | 24.300                               | 218.700          |
| GENERAL LEVY   | 20.000                                | 44.700                    | 15.000             | 15.000         | 15.000         | 15.000         | 15.000         | 15.000         | 15.000         | 15.000         | 15.000         | 15.000                               | 179.700          |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| OTHER  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| <b>TOTAL ATTRIBUTION</b>   | <b>70.000</b>                         | <b>150.000</b>            | <b>150.000</b>     | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b> | <b>150.000</b>                       | <b>1,500.000</b> |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Allowance for boulevard enhancements (i.e. tree planting).   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |



2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |         |         |         |         |         |         |         |         | TOTAL<br>Proposed<br>and<br>Forecast |           |
|--|--|---------------------------|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|--------------------------------------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |         |         |         |         |         |         |         |                                      |           |
|  |  |                           | 2017               | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    | 2025    |                                      |           |
| <b>BUDGET ITEM NO. 121</b>   |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| Program No. M1630<br>Contingencies (Development Related)   |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| <b>RELATED PROJECTS</b>  |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| Environmental Assessment   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| Engineering/Design   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| Property Acquisition   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| Utility Relocation   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| Construction   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| Contingency  | 300.000  | 300.000                   | 100.000            | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000                              | 2,800.000 |
| Other  |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 300.000  | 300.000                   | 100.000            | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000                              | 2,800.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| SUBSIDY/GRANTS   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   | 161.000  | 183.600                   | 61.200             | 183.600 | 183.600 | 183.600 | 183.600 | 183.600 | 183.600 | 183.600 | 183.600 | 183.600                              | 1,713.600 |
| NEW COMMERCIAL DEV. CHARGES*   | 53.000   | 27.000                    | 9.000              | 27.000  | 27.000  | 27.000  | 27.000  | 27.000  | 27.000  | 27.000  | 27.000  | 27.000                               | 252.000   |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           | 3.600              | 10.800  | 10.800  | 10.800  | 10.800  | 10.800  | 10.800  | 10.800  | 10.800  | 10.800                               | 90.000    |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           | 16.200             | 48.600  | 48.600  | 48.600  | 48.600  | 48.600  | 48.600  | 48.600  | 48.600  | 48.600                               | 405.000   |
| GENERAL LEVY   |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| ROADS CAPITAL RESERVE  | 86.000   | 89.320                    | 10.000             | 30.000  | 30.000  | 30.000  | 30.000  | 30.000  | 30.000  | 30.000  | 30.000  | 30.000                               | 339.320   |
| OTHER  |  |                           |                    |         |         |         |         |         |         |         |         |                                      | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 300.000  | 299.920                   | 100.000            | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000 | 300.000                              | 2,799.920 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |         |         |         |         |         |         |         |         |                                      |           |







2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |                |                |                |                |                |                |                |                | TOTAL<br>Proposed<br>and<br>Forecast |                  |
|--|---------------------------------------|---------------------------|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------------------------|------------------|
|  | (\$000'S)                             |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |                |                |                |                |                |                |                |                |                                      |                  |
|  |                                       |                           | 2017               | 2018           | 2019           | 2020           | 2021           | 2022           | 2023           | 2024           | 2025           |                                      |                  |
| <b>BUDGET ITEM NO. 124</b>   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Program No. R1604<br>Deck Condition Surveys Program  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Environmental Assessment   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Engineering/Design   | 375.000                               | 45.000                    | 125.000            | 125.000        | 125.000        | 125.000        | 125.000        | 125.000        | 125.000        | 125.000        | 125.000        | 125.000                              | 1,170.000        |
| Property Acquisition   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Utility Relocation   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Construction   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Contingency  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Other  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| <b>TOTAL EXPENDITURES</b>  | <b>375.000</b>                        | <b>45.000</b>             | <b>125.000</b>     | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b>                       | <b>1,170.000</b> |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| SUBSIDY/GRANTS   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| GENERAL LEVY   | 375.000                               | 45.000                    | 125.000            | 125.000        | 125.000        | 125.000        | 125.000        | 125.000        | 125.000        | 125.000        | 125.000        | 125.000                              | 1,170.000        |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| OTHER  |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| <b>TOTAL ATTRIBUTION</b>   | <b>375.000</b>                        | <b>45.000</b>             | <b>125.000</b>     | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b> | <b>125.000</b>                       | <b>1,170.000</b> |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Allowance to complete detailed deck condition surveys.   |                                       |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

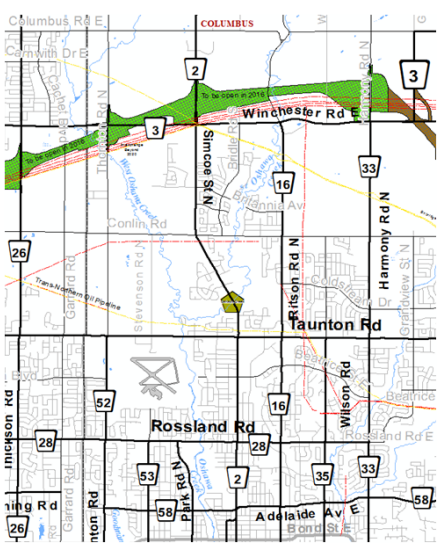
| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |                |                |                |                |                |                |                |                | TOTAL<br>Proposed<br>and<br>Forecast |                  |
|--|--|---------------------------|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------------------------|------------------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |                |                |                |                |                |                |                |                |                                      |                  |
|  |  |                           | 2017               | 2018           | 2019           | 2020           | 2021           | 2022           | 2023           | 2024           | 2025           |                                      |                  |
| <b>BUDGET ITEM NO. 125</b>   |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| <b>Program No. R1605</b><br>Miscellaneous Spall Repair and Deck Waterproofing<br>Projects  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| <b>RELATED PROJECTS</b>  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Environmental Assessment   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Engineering/Design   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Property Acquisition   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Utility Relocation   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Construction   | 450.000  | 200.000                   | 365.000            | 365.000        | 365.000        | 365.000        | 365.000        | 365.000        | 365.000        | 365.000        | 365.000        | 365.000                              | 3,485.000        |
| Contingency  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| Other  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| <b>TOTAL EXPENDITURES</b>  | <b>450.000</b>                                     | <b>200.000</b>            | <b>365.000</b>     | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b>                       | <b>3,485.000</b> |
| <b>ATTRIBUTION:</b>  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| SUBSIDY/GRANTS   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW RESIDENTIAL DEV. CHARGES   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW COMMERCIAL DEV. CHARGES*   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| GENERAL LEVY   | 450.000  | 200.000                   | 365.000            | 365.000        | 365.000        | 365.000        | 365.000        | 365.000        | 365.000        | 365.000        | 365.000        | 365.000                              | 3,485.000        |
| ROADS CAPITAL RESERVE  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| OTHER  |  |                           |                    |                |                |                |                |                |                |                |                |                                      | 0.000            |
| <b>TOTAL ATTRIBUTION</b>   | <b>450.000</b>                                     | <b>200.000</b>            | <b>365.000</b>     | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b> | <b>365.000</b>                       | <b>3,485.000</b> |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |
| Allowance to address spall repairs and deck waterproofing at various locations.  |  |                           |                    |                |                |                |                |                |                |                |                |                                      |                  |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |               |               |               |               |               |               |               |               |                                      |
|--|---------------------------------------|---------------------------|--------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------------------------------|
|  | (\$000'S)                             |                           |                    |               |               |               |               |               |               |               |               |                                      |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |               |               |               |               |               |               |               |               | TOTAL<br>Proposed<br>and<br>Forecast |
| EXPENDITURES:  | 2017                                  | 2018                      | 2019               | 2020          | 2021          | 2022          | 2023          | 2024          | 2025          |               |               |                                      |
| <b>BUDGET ITEM NO. 126</b>   |                                       |                           |                    |               |               |               |               |               |               |               |               |                                      |
| <b>Program No. R1606</b>   |                                       |                           |                    |               |               |               |               |               |               |               |               |                                      |
| Expansion Joint / Bearing Replacement Program  |                                       |                           |                    |               |               |               |               |               |               |               |               |                                      |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |               |               |               |               |               |               |               |               |                                      |
| Environmental Assessment   |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| Engineering/Design   |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| Property Acquisition   |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| Utility Relocation   |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| Construction   | 220.000                               | 60.000                    | 60.000             | 60.000        | 60.000        | 60.000        | 60.000        | 60.000        | 60.000        | 60.000        | 60.000        | 600.000                              |
| Contingency  |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| Other  |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| <b>TOTAL EXPENDITURES</b>  | <b>220.000</b>                        | <b>60.000</b>             | <b>60.000</b>      | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>600.000</b>                       |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |               |               |               |               |               |               |               |               |                                      |
| SUBSIDY/GRANTS   |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| GENERAL LEVY   | 220.000                               | 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  |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| OTHER  |                                       |                           |                    |               |               |               |               |               |               |               |               | 0.000                                |
| <b>TOTAL ATTRIBUTION</b>   | <b>220.000</b>                        | <b>60.000</b>             | <b>60.000</b>      | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>60.000</b> | <b>600.000</b>                       |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |               |               |               |               |               |               |               |               |                                      |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |               |               |               |               |               |               |               |               |                                      |
| Allowance to replace expansion joints/bearings.  |                                       |                           |                    |               |               |               |               |               |               |               |               |                                      |



2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |         |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|---------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018    | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 129</b>   |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| Program No. R1608<br>Reg. Rd. 2<br>Simcoe St. / Oshawa Creek Bridge, 0.75 km north of<br>Taunton Rd.<br>Oshawa |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
|                               |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| Environmental Assessment   | 0.000                                 |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       | 150.000                   |                    |         |       |       |       |       |       |       |       | 150.000   |
| Property Acquisition   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           | 50.000             |         |       |       |       |       |       |       |       | 50.000    |
| Construction   |                                       |                           |                    | 900.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 900.000   |
| Contingency  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 0.000                                 | 150.000                   | 50.000             | 900.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,100.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |         |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| Structure Rehabilitation/Replacement Fund  | 0.000                                 | 150.000                   | 50.000             | 900.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,100.000 |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| OTHER  |                                       |                           |                    |         |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000                                 | 150.000                   | 50.000             | 900.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 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 is being phased in by July 1, 2016.  
Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

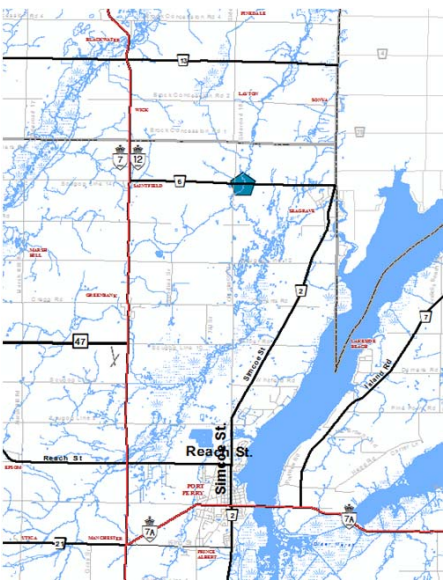
**NEED/EXPLANATION OF PROJECT**

Bridge rehabilitation.

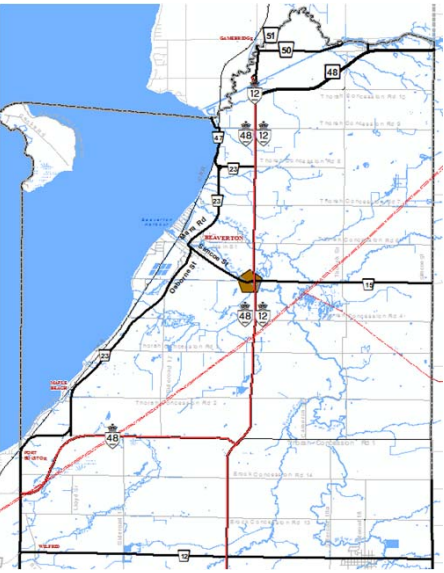
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |       |       |       |       |       |       |       |       |         |
|--|--|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|---------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       | TOTAL   |
|  |  |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |         |
| <b>BUDGET ITEM NO. 137</b><br>Program No. R1625<br>Reg. Rd. 4<br>Taunton Rd. Culvert, 0.2 km east of Main St. at Orono Creek<br>Clarington   |  |                           |                    |       |       |       |       |       |       |       |       |         |
| <b>RELATED PROJECTS</b>  |  |                           |                    |       |       |       |       |       |       |       |       |         |
|  |  |                           |                    |       |       |       |       |       |       |       |       |         |
| <b>EXPENDITURES:</b>   |  |                           |                    |       |       |       |       |       |       |       |       |         |
| Total Prior Budget Allocations   | 0.000  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Environmental Assessment   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Engineering/Design   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Property Acquisition   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Utility Relocation   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Construction   |  | 350.000                   |                    |       |       |       |       |       |       |       |       | 350.000 |
| Contingency  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Other  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL EXPENDITURES</b>  | 0.000  | 350.000                   | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 350.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |       |       |       |       |       |       |       |       |         |
| SUBSIDY/GRANTS   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW RESIDENTIAL DEV. CHARGES   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW COMMERCIAL DEV. CHARGES*   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| GENERAL LEVY   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Structure Rehabilitation/Replacement Fund  |  | 350.000                   |                    |       |       |       |       |       |       |       |       | 350.000 |
| ROADS CAPITAL RESERVE  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| OTHER  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL ATTRIBUTION</b>   | 0.000  | 350.000                   | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 350.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |       |       |       |       |       |       |       |       |         |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |       |       |       |       |       |       |       |       |         |
| Culvert extension.   |  |                           |                    |       |       |       |       |       |       |       |       |         |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |        |        |           |       |       |       |       |       |           |
|--|--|---------------------------|--------------------|--------|--------|-----------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |        |        |           |       |       |       |       |       | TOTAL     |
|  |  |                           | 2017               | 2018   | 2019   | 2020      | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 138</b><br>Program No. R1626<br>Reg. Rd. 6<br>Saintfield Rd. Bridge, 4 km east of Highway 12<br>Scugog  |  |                           |                    |        |        |           |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |  |                           |                    |        |        |           |       |       |       |       |       |           |
|   |  |                           |                    |        |        |           |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |  |                           |                    |        |        |           |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 0.000  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| Environmental Assessment   |  | 150.000                   |                    |        |        |           |       |       |       |       |       | 150.000   |
| Engineering/Design   |  |                           | 200.000            |        |        |           |       |       |       |       |       | 200.000   |
| Property Acquisition   |  |                           |                    | 50.000 |        |           |       |       |       |       |       | 50.000    |
| Utility Relocation   |  |                           |                    |        | 50.000 |           |       |       |       |       |       | 50.000    |
| Construction   |  |                           |                    |        |        | 1,500.000 |       |       |       |       |       | 1,500.000 |
| Contingency  |  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| Other  |  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 0.000  | 150.000                   | 200.000            | 50.000 | 50.000 | 1,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,950.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |        |        |           |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| Structure Rehabilitation/Replacement Fund  |  | 150.000                   | 200.000            | 50.000 | 50.000 | 1,500.000 |       |       |       |       |       | 1,950.000 |
| ROADS CAPITAL RESERVE  |  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| OTHER  |  |                           |                    |        |        |           |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000  | 150.000                   | 200.000            | 50.000 | 50.000 | 1,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,950.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |        |        |           |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |        |        |           |       |       |       |       |       |           |
| Replace bridge over Layton River.  |  |                           |                    |        |        |           |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 144</b><br>Program No. R1628<br>Reg. Rd. 15<br>Beaverton River Bridge, 0.1 km west of Highway 12<br>Brock   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 0.000                                 |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       | 200.000                   |                    |       |       |       |       |       |       |       |       | 200.000   |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |                                       |                           | 1,500.000          |       |       |       |       |       |       |       |       | 1,500.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 0.000                                 | 200.000                   | 1,500.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,700.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Structure Rehabilitation/Replacement Fund  |                                       | 200.000                   | 1,500.000          |       |       |       |       |       |       |       |       | 1,700.000 |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000                                 | 200.000                   | 1,500.000          | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,700.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Bridge rehabilitation.   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |



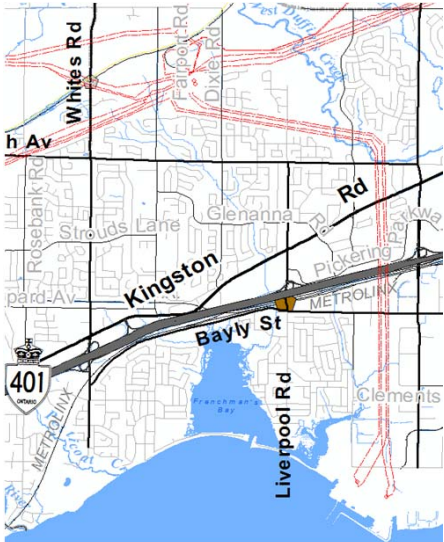
2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |           |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 146</b><br>Program No. R1629<br>Reg. Rd. 16<br>Ritson Rd. / CP Overpass, 0.2 km south of Olive Ave.<br>Oshawa   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
|  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 0.000                                 |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Environmental Assessment   |                                       | 150.000                   |                    |           |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |           |       |       |       |       |       |       |       | 150.000   |
| Property Acquisition   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           | 50.000             |           |       |       |       |       |       |       |       | 50.000    |
| Construction   |                                       |                           |                    | 2,250.000 |       |       |       |       |       |       |       | 2,250.000 |
| Contingency  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 0.000                                 | 150.000                   | 50.000             | 2,250.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,450.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| Structure Rehabilitation/Replacement Fund  |                                       | 150.000                   | 50.000             | 2,250.000 |       |       |       |       |       |       |       | 2,450.000 |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| OTHER  |                                       |                           |                    |           |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 0.000                                 | 150.000                   | 50.000             | 2,250.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,450.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |
| Bridge rehabilitation.   |                                       |                           |                    |           |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 149</b><br>Program No. R1528<br>Reg. Rd. 22<br>John Mills Bridge, 0.4 km West of Westney Road<br>Ajax   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 200.000                               |                           |                    |       |       |       |       |       |       |       |       | 200.000   |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |                                       | 1,800.000                 |                    |       |       |       |       |       |       |       |       | 1,800.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 200.000                               | 1,800.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,000.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Structure Rehabilitation/Replacement Fund  | 200.000                               | 1,800.000                 |                    |       |       |       |       |       |       |       |       | 2,000.000 |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 200.000                               | 1,800.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 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.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Bridge rehabilitation.   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |       |       |       |       |       |       |       |       |         |
|--|--|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|---------|
|  | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       | TOTAL   |
|  |  |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |         |
| <b>BUDGET ITEM NO. 155</b><br>Program No. R1630<br>Reg. Rd. 29<br>Liverpool Rd. Over CNR Bridge, 0.1 km north of Bayly St.<br>Pickering  |  |                           |                    |       |       |       |       |       |       |       |       |         |
| <b>RELATED PROJECTS</b>  |  |                           |                    |       |       |       |       |       |       |       |       |         |
|   |  |                           |                    |       |       |       |       |       |       |       |       |         |
| <b>EXPENDITURES:</b>   |  |                           |                    |       |       |       |       |       |       |       |       |         |
| Total Prior Budget Allocations   | 0.000  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Environmental Assessment   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Engineering/Design   |  | 100.000                   |                    |       |       |       |       |       |       |       |       | 100.000 |
| Property Acquisition   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Utility Relocation   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Construction   |  |                           | 300.000            |       |       |       |       |       |       |       |       | 300.000 |
| Contingency  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Other  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL EXPENDITURES</b>  | 0.000  | 100.000                   | 300.000            | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 400.000 |
| <b>ATTRIBUTION:</b>  |  |                           |                    |       |       |       |       |       |       |       |       |         |
| SUBSIDY/GRANTS   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW RESIDENTIAL DEV. CHARGES   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW COMMERCIAL DEV. CHARGES*   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW INSTITUTIONAL DEV. CHARGES*  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW INDUSTRIAL DEV. CHARGES*   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| GENERAL LEVY   |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| Structure Rehabilitation/Replacement Fund  |  | 100.000                   | 300.000            |       |       |       |       |       |       |       |       | 400.000 |
| ROADS CAPITAL RESERVE  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| OTHER  |  |                           |                    |       |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL ATTRIBUTION</b>   | 0.000  | 100.000                   | 300.000            | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 400.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |  |                           |                    |       |       |       |       |       |       |       |       |         |
| <b>NEED/EXPLANATION OF PROJECT</b>   |  |                           |                    |       |       |       |       |       |       |       |       |         |
| Bridge rehabilitation.   |  |                           |                    |       |       |       |       |       |       |       |       |         |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |       |       |       |       |       |       |       |       | TOTAL     |
|--|---------------------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |           |
|  |                                       |                           | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |
| <b>BUDGET ITEM NO. 162</b><br><br>Program No. R1420<br>Reg. Rd. 43<br>Cochrane St. / C.P. Overpass, 0.7 km South<br>of Rossland Rd.<br>Whitby  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
|  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>EXPENDITURES:</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Total Prior Budget Allocations   | 150.000                               |                           |                    |       |       |       |       |       |       |       |       | 150.000   |
| Environmental Assessment   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Engineering Design   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Property Acquisition   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Construction   |                                       | 1,500.000                 |                    |       |       |       |       |       |       |       |       | 1,500.000 |
| Contingency  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Other  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>  | 150.000                               | 1,500.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,650.000 |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY   |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| Structure Rehabilitation/Replacement Fund  | 150.000                               | 1,500.000                 |                    |       |       |       |       |       |       |       |       | 1,650.000 |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| OTHER  |                                       |                           |                    |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>   | 150.000                               | 1,500.000                 | 0.000              | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,650.000 |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |
| Bridge rehabilitation.   |                                       |                           |                    |       |       |       |       |       |       |       |       |           |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

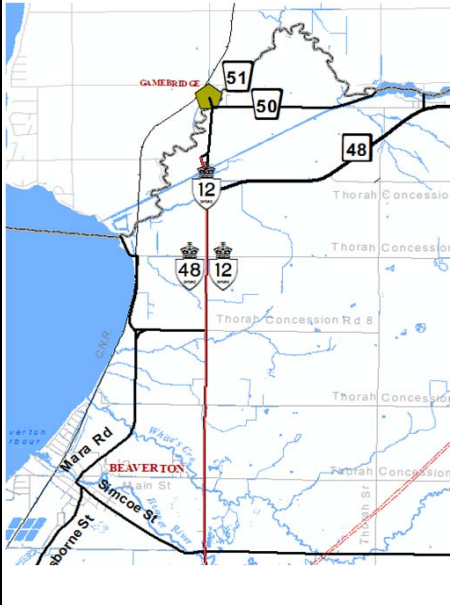
| PROJECT LOCATION<br>& DESCRIPTION   | BUDGET PROVISION AND COST ATTRIBUTION<br>(\$000'S) |                           |                    |         |       |       |       |       |       |       |       |           |           |
|---|--|---------------------------|--------------------|---------|-------|-------|-------|-------|-------|-------|-------|-----------|-----------|
|   | BUDGET<br>PRIOR TO<br>2016                         | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |         |       |       |       |       |       |       |       | TOTAL     |           |
|   |  |                           | 2017               | 2018    | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |           |           |
| <b>BUDGET ITEM NO. 167</b><br>Program No. R1631<br>Reg. Rd. 50<br>Trent Canal Overpass, 5.3 km east of Reg. Rd. 51<br>Brock |  |                           |                    |         |       |       |       |       |       |       |       |           |           |
| <b>RELATED PROJECTS</b>   |  |                           |                    |         |       |       |       |       |       |       |       |           |           |
|   | Total Prior Budget Allocations                     | 0.000                     |                    |         |       |       |       |       |       |       |       | 0.000     |           |
|   | Environmental Assessment                           |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
|   | Engineering/Design                                 |                           | 100.000            |         |       |       |       |       |       |       |       |           | 100.000   |
|   | Property Acquisition                               |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
|   | Utility Relocation                                 |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
|   | Construction                                       |                           |                    | 900.000 |       |       |       |       |       |       |       |           | 900.000   |
|   | Contingency  |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
|   | Other  |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
|   | <b>TOTAL EXPENDITURES</b>                          | 0.000                     | 100.000            | 900.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000     | 1,000.000 |
|   | <b>ATTRIBUTION:</b>                                |                           |                    |         |       |       |       |       |       |       |       |           |           |
| SUBSIDY/GRANTS  |  |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES  |  |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*  |  |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*   |  |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*  |  |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
| GENERAL LEVY  |  |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
| Structure Rehabilitation/Replacement Fund   |  | 50.000                    | 450.000            |         |       |       |       |       |       |       |       |           | 500.000   |
| ROADS CAPITAL RESERVE   |  |                           |                    |         |       |       |       |       |       |       |       |           | 0.000     |
| OTHER   |  | 50.000                    | 450.000            |         |       |       |       |       |       |       |       |           | 500.000   |
| <b>TOTAL ATTRIBUTION</b>  | 0.000  | 100.000                   | 900.000            | 0.000   | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 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 is being phased in by 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.  
 This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

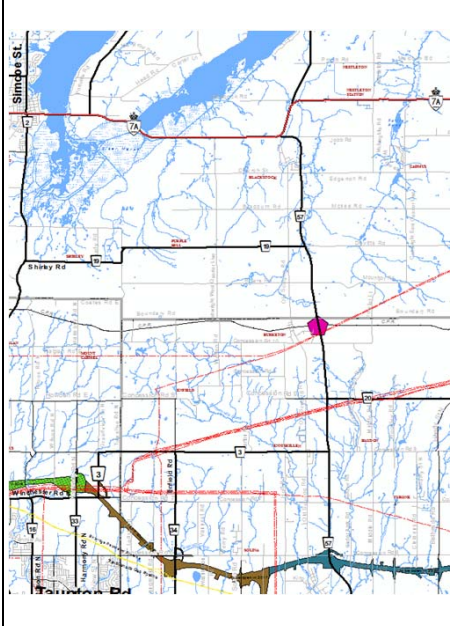
| PROJECT LOCATION<br>& DESCRIPTION  | BUDGET PROVISION AND COST ATTRIBUTION |                           |                    |                  |              |              |              |              |              |              |              |                  |
|--|---------------------------------------|---------------------------|--------------------|------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------|
|  | (\$000'S)                             |                           |                    |                  |              |              |              |              |              |              |              |                  |
|  | BUDGET<br>PRIOR TO<br>2016            | 2016<br>CAPITAL<br>BUDGET | Nine Year Forecast |                  |              |              |              |              |              |              |              | TOTAL            |
| EXPENDITURES:  | 2016                                  | BUDGET                    | 2017               | 2018             | 2019         | 2020         | 2021         | 2022         | 2023         | 2024         | 2025         | TOTAL            |
| BUDGET ITEM NO. 168<br>Program No. R1632<br>Reg. Rd. 51<br>Gamebridge Bridge, 0.1 km north of Portage Rd.<br>Brock   |                                       |                           |                    |                  |              |              |              |              |              |              |              |                  |
| <b>RELATED PROJECTS</b>  |                                       |                           |                    |                  |              |              |              |              |              |              |              |                  |
|   |                                       |                           |                    |                  |              |              |              |              |              |              |              |                  |
| Total Prior Budget Allocations   | 0.000                                 |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| Environmental Assessment   |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| Engineering/Design   |                                       | 200.000                   |                    |                  |              |              |              |              |              |              |              | 200.000          |
| Property Acquisition   |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| Utility Relocation   |                                       |                           | 50.000             |                  |              |              |              |              |              |              |              | 50.000           |
| Construction   |                                       |                           |                    | 1,750.000        |              |              |              |              |              |              |              | 1,750.000        |
| Contingency  |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| Other  |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| <b>TOTAL EXPENDITURES</b>  | <b>0.000</b>                          | <b>200.000</b>            | <b>50.000</b>      | <b>1,750.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>2,000.000</b> |
| <b>ATTRIBUTION:</b>  |                                       |                           |                    |                  |              |              |              |              |              |              |              |                  |
| SUBSIDY/GRANTS   |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| NEW RESIDENTIAL DEV. CHARGES   |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| NEW COMMERCIAL DEV. CHARGES*   |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| NEW INSTITUTIONAL DEV. CHARGES*  |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| NEW INDUSTRIAL DEV. CHARGES*   |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| GENERAL LEVY   |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| Structure Rehabilitation/Replacement Fund  |                                       | 100.000                   | 25.000             | 875.000          |              |              |              |              |              |              |              | 1,000.000        |
| ROADS CAPITAL RESERVE  |                                       |                           |                    |                  |              |              |              |              |              |              |              | 0.000            |
| OTHER  |                                       | 100.000                   | 25.000             | 875.000          |              |              |              |              |              |              |              | 1,000.000        |
| <b>TOTAL ATTRIBUTION</b>   | <b>0.000</b>                          | <b>200.000</b>            | <b>50.000</b>      | <b>1,750.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> | <b>2,000.000</b> |
| * Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.<br>As well, the Region approved a full Industrial Development Charge which is being phased in by July 1, 2016.<br>Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes. |                                       |                           |                    |                  |              |              |              |              |              |              |              |                  |
| <b>NEED/EXPLANATION OF PROJECT</b>   |                                       |                           |                    |                  |              |              |              |              |              |              |              |                  |
| Bridge replacement/rehabilitation.<br>This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.   |                                       |                           |                    |                  |              |              |              |              |              |              |              |                  |

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 174**  
Program No. R1633  
Reg. Rd. 57  
Burketon Overpass Bridge, 3.3 km south of Shirley Rd.  
Clarington

**RELATED PROJECTS**



| BUDGET PROVISION AND COST ATTRIBUTION     |                      |                     |                    |       |         |        |         |           |       |       |       |           |
|---|----------------------|---------------------|--------------------|-------|---------|--------|---------|-----------|-------|-------|-------|-----------|
| (\$000'S)                                 |                      |                     |                    |       |         |        |         |           |       |       |       |           |
| EXPENDITURES:                             | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | Nine Year Forecast |       |         |        |         |           |       |       |       | TOTAL     |
|   | 2016                 | BUDGET              | 2017               | 2018  | 2019    | 2020   | 2021    | 2022      | 2023  | 2024  | 2025  |           |
| Total Prior Budget Allocations            | 0.000                |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| Environmental Assessment                  |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| Engineering/Design                        |                      | 50.000              |                    |       | 200.000 |        |         |           |       |       |       | 250.000   |
| Property Acquisition                      |                      |                     |                    |       |         | 50.000 |         |           |       |       |       | 50.000    |
| Utility Relocation                        |                      |                     |                    |       |         |        |         | 100.000   |       |       |       | 100.000   |
| Construction                              |                      | 150.000             |                    |       |         |        |         | 2,500.000 |       |       |       | 2,650.000 |
| Contingency                               |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| Other                                     |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>                 | 0.000                | 200.000             | 0.000              | 0.000 | 200.000 | 50.000 | 100.000 | 2,500.000 | 0.000 | 0.000 | 0.000 | 3,050.000 |
| <b>ATTRIBUTION:</b>                       |                      |                     |                    |       |         |        |         |           |       |       |       |           |
| SUBSIDY/GRANTS                            |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES              |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*              |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*           |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*              |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| GENERAL LEVY                              |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| Structure Rehabilitation/Replacement Fund |                      | 200.000             |                    |       | 200.000 | 50.000 | 100.000 | 2,500.000 |       |       |       | 3,050.000 |
| ROADS CAPITAL RESERVE                     |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| OTHER                                     |                      |                     |                    |       |         |        |         |           |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>                  | 0.000                | 200.000             | 0.000              | 0.000 | 200.000 | 50.000 | 100.000 | 2,500.000 | 0.000 | 0.000 | 0.000 | 3,050.000 |

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**NEED/EXPLANATION OF PROJECT**

2016 Interim repairs.  
2022 Bridge Replacement.

2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 175**  
Program No. R1634  
Reg. Rd. 58  
Manning Rd. Culvert, 0.3 km east of Thickson Rd  
Whitby

**RELATED PROJECTS**

| EXPENDITURES:                             | BUDGET PROVISION AND COST ATTRIBUTION (\$000'S) |                     |                    |       |       |       |       |       |       |       |       | TOTAL   |
|---|---|---------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|---------|
|   | BUDGET PRIOR TO 2016                            | 2016 CAPITAL BUDGET | Nine Year Forecast |       |       |       |       |       |       |       |       |         |
|   |   |                     | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |         |
| Total Prior Budget Allocations            | 0.000   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| Environmental Assessment                  |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| Engineering/Design                        |   | 25.000              |                    |       |       |       |       |       |       |       |       | 25.000  |
| Property Acquisition                      |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| Utility Relocation                        |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| Construction                              |   |                     | 300.000            |       |       |       |       |       |       |       |       | 300.000 |
| Contingency                               |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| Other                                     |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL EXPENDITURES</b>                 | 0.000   | 25.000              | 300.000            | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 325.000 |
| <b>ATTRIBUTION:</b>                       |   |                     |                    |       |       |       |       |       |       |       |       |         |
| SUBSIDY/GRANTS                            |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW RESIDENTIAL DEV. CHARGES              |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW COMMERCIAL DEV. CHARGES*              |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW INSTITUTIONAL DEV. CHARGES*           |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| NEW INDUSTRIAL DEV. CHARGES*              |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| GENERAL LEVY                              |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| Structure Rehabilitation/Replacement Fund |   | 25.000              | 300.000            |       |       |       |       |       |       |       |       | 325.000 |
| ROADS CAPITAL RESERVE                     |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| OTHER                                     |   |                     |                    |       |       |       |       |       |       |       |       | 0.000   |
| <b>TOTAL ATTRIBUTION</b>                  | 0.000   | 25.000              | 300.000            | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 325.000 |

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**NEED/EXPLANATION OF PROJECT**

Culvert rehabilitation.



2016 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 179**  
Program No. R1635  
Reg. Hwy 47  
Uxbridge Brook Culvert  
Uxbridge

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**RELATED PROJECTS**

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| EXPENDITURES:                             | BUDGET PROVISION AND COST ATTRIBUTION (\$000'S) |                     |                    |           |       |       |       |       |       |       |       | TOTAL |           |
|---|---|---------------------|--------------------|-----------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
|   | BUDGET PRIOR TO 2016                            | 2016 CAPITAL BUDGET | Nine Year Forecast |           |       |       |       |       |       |       |       |       |           |
|   |   |                     | 2017               | 2018      | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |       |           |
| Total Prior Budget Allocations            | 0.000   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| Environmental Assessment                  |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| Engineering/Design                        |   | 250.000             |                    |           |       |       |       |       |       |       |       |       | 250.000   |
| Property Acquisition                      |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| Utility Relocation                        |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| Construction                              |   |                     |                    | 2,500.000 |       |       |       |       |       |       |       |       | 2,500.000 |
| Contingency                               |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| Other                                     |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL EXPENDITURES</b>                 | 0.000   | 250.000             | 0.000              | 2,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,750.000 |
| <b>ATTRIBUTION:</b>                       |   |                     |                    |           |       |       |       |       |       |       |       |       |           |
| SUBSIDY/GRANTS                            |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| NEW RESIDENTIAL DEV. CHARGES              |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| NEW COMMERCIAL DEV. CHARGES*              |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| NEW INSTITUTIONAL DEV. CHARGES*           |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| NEW INDUSTRIAL DEV. CHARGES*              |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| GENERAL LEVY                              |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| Structure Rehabilitation/Replacement Fund |   | 250.000             |                    | 2,500.000 |       |       |       |       |       |       |       |       | 2,750.000 |
| ROADS CAPITAL RESERVE                     |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| OTHER                                     |   |                     |                    |           |       |       |       |       |       |       |       |       | 0.000     |
| <b>TOTAL ATTRIBUTION</b>                  | 0.000   | 250.000             | 0.000              | 2,500.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 2,750.000 |

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**NEED/EXPLANATION OF PROJECT**

Replace stone masonry arch culvert.  
Project construction timing will be coordinated with the Town of Uxbridge downtown storm water channel project.

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT  | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |       |       |       |       |       |      |      | TOTAL PROJECT COST | DESCRIPTION AND REMARKS |  |   |
|----------|--|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|-------|-------|-------|-------|-------|------|------|--------------------|-------------------------|--|---|
|          |  |              |                |           |             |                      |                     | 2017               | 2018  | 2019  | 2020  | 2021  | 2022  | 2023 | 2024 |                    |                         | 2025   |   |
| 1        | <u>Reg. Rd. 1</u><br>Brock Rd. from Taunton Rd. to 5th Concession Rd.<br>Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction       | Pickering    | R0701          | 1.4       | 1.7         | 2,350                | 500                 |                    |       | 240   | 8,800 |       |       |      |      |                    |                         | 2,350<br>0<br>500<br>0<br>0<br>9,040<br><u>11,890</u>  | Phase I: 2018: Culvert extensions and other preliminary works.<br>Phase II: 2019: Widen road from 2 to 4 lanes.   |
| 2        | <u>Reg. Rd. 1</u><br>Brock Rd. / 7th Concession Rd. Intersection<br>Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction            | Pickering    |                | 1.2       | N/A         | 0                    |                     |                    |       | 150   | 100   | 150   | 2,300 |      |      |                    |                         | 0<br>0<br>150<br>100<br>150<br>2,300<br><u>2,700</u>   | Intersection modifications.   |
| 3        | <u>Reg. Rd. 1</u><br>Brock Rd. / Goodwood Rd. Intersection<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                   | Uxbridge     |                | 1.3       | N/A         | 0                    |                     |                    | 300   | 100   | 100   | 2,500 |       |      |      |                    |                         | 0<br>0<br>300<br>100<br>100<br>2,500<br><u>3,000</u>   | Reconstruct and modify intersection.  |
| 4        | <u>Reg. Rd. 1</u><br>Conc. Rd. 7 from Reg. Rd. 11 to Ashworth Rd.<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction            | Uxbridge     | R1501          | O.10      | 2.7         | 100                  | 100<br>200          |                    | 300   | 4,000 |       |       |       |      |      |                    |                         | 100<br>0<br>100<br>200<br>300<br>4,000<br><u>4,700</u> | Road rehabilitation/reconstruction.   |
| 5        | <u>Reg. Rd. 1</u><br>Conc. Rd. 7 from Foster Dr. to south limit of Leaskdale<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Uxbridge     |                | O.10      | 1.4         | 0                    |                     |                    | 200   | 200   | 100   | 2,200 |       |      |      |                    |                         | 0<br>0<br>200<br>200<br>100<br>2,200<br><u>2,700</u>   | Road rehabilitation/reconstruction.   |
| 6        | <u>Reg. Rd. 2A</u><br>Centre St. from Elgin St. to King St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                    | Oshawa       | R1601          | O.10      | 0.7         | 0                    | 200                 |                    | 50    | 50    | 3,000 |       |       |      |      |                    |                         | 0<br>0<br>200<br>50<br>50<br>3,000<br><u>3,300</u>     | Road reconstruction.<br><br>Associated Works<br>Water Supply - \$710,000<br>Sanitary Sewer - \$800,000  |
| 7        | <u>Reg. Rd. 2</u><br>Simcoe St. from Rossland Rd. to Russett Ave.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction              | Oshawa       | R1502          | O.10      | 1.8         | 150                  | 50<br>50<br>100     |                    | 4,100 |       |       |       |       |      |      |                    |                         | 150<br>50<br>50<br>100<br>4,100<br><u>4,450</u>        | Road reconstruction including sanitary sewer and watermain replacement from Rossland Rd. to Robert St. and road rehabilitation from Robert St. to Russett Ave.<br><br>Associated Works<br>Water Supply - \$1,107,000<br>Sanitary Sewage - \$1,345,000 |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT  | Municipality          | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |       |       |       |       |      |      |      | TOTAL PROJECT COST  | DESCRIPTION AND REMARKS  |
|----------|--|-----------------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|-------|-------|-------|-------|------|------|------|---|--|
|          |  |                       |                |           |             |                      |                     | 2017               | 2018  | 2019  | 2020  | 2021  | 2022 | 2023 | 2024 |   |  |
| 8        | <p><u>Req. Rd. 2</u><br/>Simcoe St. from north of Conlin Rd. to Winchester Rd. Oshawa</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                 | Oshawa                | R1201          | 2.1       | 2.0         | 10,200               | 1,400               | 12,200             |       |       |       |       |      |      |      |   | <p>Phase I: 2016 reconstruct and modify Simcoe St./Winchester Rd. intersection in partnership with the MTO (\$5 M).<br/>Phase II: 2017 Widen road from 2 to 5 lanes.</p> <p>10,200<br/>0<br/>0<br/>0<br/>13,600<br/>23,800</p> |
| 9        | <p><u>Req. Rd. 2</u><br/>Simcoe St. from south of King St. to south of Greenway Blvd. Scugog</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>          | Scugog                |                | 2.2       | 0.6         | 0                    |                     |                    |       |       |       |       |      |      | 200  | <p>Beyond forecast widen from 2 to 3 lanes.</p> <p>0<br/>200<br/>0<br/>0<br/>0<br/>200</p>  |  |
| 10       | <p><u>Req. Rd. 2</u><br/>Simcoe St. from Beech St. to Reach St. (Reg. Rd. 8). Scugog</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                  | Scugog                | R1602          | O.10      | 0.3         | 0                    | 100                 | 100                | 1,200 |       |       |       |      |      |      | <p>Road rehabilitation including intersection modifications at Regional Road 8.</p> <p>0<br/>0<br/>100<br/>0<br/>100<br/>1,200<br/>1,400</p>  |  |
| 11       | <p><u>Req. Rd. 3</u><br/>Winchester Rd. from Baldwin St. to Garrard Rd. Whitby</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                        | Whitby                | R0802          | 3.1       | 2.4         | 1,700                | 100                 | 600<br>50          | 100   | 5,500 |       |       |      |      |      | <p>Phase I: 2016 Winchester Rd. / Thicksion Rd. Intersection modifications and widen to 5 lanes from Thicksion Rd. to Garrard Rd.<br/>Phase II: 2019 widen to 3/4 lanes from Baldwin St. to Thicksion Rd. including structure widening.</p> <p>1,700<br/>0<br/>700<br/>50<br/>100<br/>13,600<br/>16,150</p> |  |
| 12       | <p><u>Req. Rd. 3</u><br/>Columbus Rd. E. from Grandview St. N. to Townline Rd. N. Oshawa/Clarington</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>   | Oshawa/<br>Clarington |                | O.10      | 0.8         | 0                    |                     | 100                | 100   | 100   | 2,000 |       |      |      |      | <p>Road rehabilitation/reconstruction.</p> <p>0<br/>0<br/>100<br/>100<br/>100<br/>2,000<br/>2,300</p>   |  |
| 13       | <p><u>Req. Rd. 3</u><br/>Columbus Rd. E. from Townline Rd. N. to Enfield Rd. (Reg. Rd. 34) Clarington</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p> | Clarington            |                | O.10      | 2.0         | 0                    |                     | 100                |       | 150   | 100   | 4,000 |      |      |      | <p>Road rehabilitation/reconstruction.</p> <p>0<br/>0<br/>100<br/>150<br/>100<br/>4,000<br/>4,350</p>   |  |
| 14       | <p><u>Req. Rd. 3</u><br/>Reg. Rd. 3 (Concession 8) / Region Road 57 Intersection Clarington</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>           | Clarington            | R1603          | 1.45      | N/A         | 0                    | 500                 | 300                | 300   | 1,500 |       |       |      |      |      | <p>Reconstruct to roundabout.</p> <p>0<br/>0<br/>500<br/>300<br/>300<br/>1,500<br/>2,600</p>  |  |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT  | Municipality | Program Number | DC Item #    | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |             |          |             |             |       |      |       | TOTAL PROJECT COST | DESCRIPTION AND REMARKS |   |  |
|----------|--|--------------|----------------|--------------|-------------|----------------------|---------------------|--------------------|-------------|----------|-------------|-------------|-------|------|-------|--------------------|-------------------------|---|--|
|          |  |              |                |              |             |                      |                     | 2017               | 2018        | 2019     | 2020        | 2021        | 2022  | 2023 | 2024  |                    |                         | 2025  |  |
| 15       | Reg. Rd. 4<br>Taunton Rd. / Anderson St. Intersection<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction  | Whitby       |                | 1.9          | N/A         | 0                    |                     |                    |             |          | 100         |             | 100   |      | 800   |                    |                         | 0<br>0<br>100<br>0<br>100<br>800<br><u>1,000</u>              | Intersection modifications.  |
| b 16     | Reg. Rd. 4<br>Taunton Rd. from east of Townline Rd. to west of Enfield Rd.<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                                 | Clarington   | R1402          | 1.11<br>0.11 | 2.0         | 600                  | 200<br>100<br>400   |                    | 3,400       | 2,000    |             |             |       |      |       |                    |                         | 600<br>0<br>200<br>100<br>400<br>400<br><u>5,400</u><br>6,700 | 2017: Taunton Rd. / Enfield Rd. intersection modifications<br>2018: Road rehabilitation from east of Townline Rd. to west of Enfield Rd. |
| 17       | Reg. Rd. 4<br>Taunton Rd. / Courtice Rd. Intersection<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction  | Clarington   |                | 1.12         | N/A         | 0                    |                     |                    |             | 200      | 100         | 200         |       |      | 2,900 |                    |                         | 0<br>0<br>200<br>100<br>200<br>2,900<br><u>3,400</u>          | Reconstruct and modify intersection.   |
| 18       | Reg. Rd. 4<br>Taunton Rd. from 0.4km west of Solina Rd. to Reg. Rd. 57<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                                     | Clarington   | R1608          | 0.10         | 4.6         |                      | 350                 | 50<br>50           | 50<br>1,500 | 50<br>50 | 50<br>1,500 | 50<br>1,500 | 1,500 |      |       |                    |                         | 0<br>0<br>350<br>200<br>200<br>6,000<br><u>6,750</u>          | Road rehabilitation.   |
| 19       | Reg. Rd. 4<br>Taunton Rd. / Region Rd. 57 Intersection<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction   | Clarington   | R1609          | 1.13         | N/A         | 0                    | 150                 |                    | 300         | 250      | 300         |             | 6,000 |      |       |                    |                         | 0<br>150<br>300<br>250<br>300<br>6,000<br><u>7,000</u>        | Reconstruct and modify intersection and replace and widen bridge on west leg of intersection.  |
| 20       | Reg. Rd. 4<br>Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                           | Clarington   |                | 1.14         | N/A         | 0                    |                     |                    |             |          | 160         |             | 200   | 100  | 1,600 |                    |                         | 0<br>0<br>160<br>200<br>100<br>1,600<br><u>2,060</u>          | Reconstruct and modify intersection.   |
| 21       | Reg. Rd. 9<br>Ganaraska Rd. from 2km east of Maynard Rd. to 0.4km east of Newtonville Rd.<br>(Reg. Rd. 18)<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Clarington   |                | 0.10         | 1.5         | 0                    |                     |                    |             | 50       | 50          |             | 1,000 |      |       |                    |                         | 0<br>0<br>50<br>0<br>50<br>1,000<br><u>1,100</u>              | Road rehabilitation/reconstruction.  |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT  | Municipality | Program Number | DC Item #   | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |       |      |       |      |      |      |      | TOTAL PROJECT COST | DESCRIPTION AND REMARKS   |
|----------|--|--------------|----------------|-------------|-------------|----------------------|---------------------|--------------------|-------|------|-------|------|------|------|------|--------------------|---|
|          |  |              |                |             |             |                      |                     | 2017               | 2018  | 2019 | 2020  | 2021 | 2022 | 2023 | 2024 |                    |   |
| 22       | <p><u>Reg. Rd. 11</u><br/>Sandford Rd. from Conc. 6 to Conc. 7 (Reg. Rd. 1)<br/>Uxbridge</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                  | Uxbridge     | R1610          | O.10        | 1.8         | 0                    | 1,000               |                    |       |      |       |      |      |      |      |                    | <p>Road rehabilitation.</p> <p>0<br/>0<br/>0<br/>0<br/>0<br/>1,000<br/><u>1,000</u></p>   |
| 23       | <p><u>Reg. Rd. 12 / 23</u><br/>Reg. Rd. 12 / Lake Ridge Rd. Intersection<br/>Brock</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                        | Brock        | R1403          | 1.21        | N/A         | 300                  | 200                 | 300                | 1,800 |      |       |      |      |      |      |                    | <p>Reconstruct to roundabout.</p> <p>300<br/>0<br/>0<br/>200<br/>300<br/>1,800<br/><u>2,600</u></p>   |
| 24       | <p><u>Reg. Rd.12</u><br/>Region Road 12 from east limit of Wilfred Rd. to 3.0km west of Hwy. 12<br/>Brock</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p> | Brock        |                | O.10        | 3.9         | 0                    |                     | 3,900              |       |      |       |      |      |      |      |                    | <p>Road rehabilitation/reconstruction.</p> <p>0<br/>0<br/>0<br/>0<br/>0<br/>3,900<br/><u>3,900</u></p>  |
| 25       | <p><u>Reg. Rd.13</u><br/>Zephyr Rd. from Scott Conc. 3 (Reg. Rd. 39) to Conc. 4<br/>Uxbridge</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>              | Uxbridge     | R1503          | O.10        | 2.0         | 100                  | 100                 | 100                | 800   |      |       |      |      |      |      |                    | <p>Road rehabilitation.</p> <p>100<br/>0<br/>0<br/>100<br/>100<br/>800<br/><u>1,100</u></p>   |
| 26       | <p><u>Reg. Rd.13</u><br/>Zephyr Rd. from 0.1km east of Conc. 5 to Conc. 6<br/>Uxbridge</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                    | Uxbridge     | R1509          | O.10        | 2.0         | 100                  | 700                 |                    |       |      |       |      |      |      |      |                    | <p>Road rehabilitation.</p> <p>100<br/>0<br/>0<br/>0<br/>0<br/>700<br/><u>800</u></p>   |
| 27       | <p><u>Reg. Rd. 13</u><br/>3rd Concession from Lake Ridge Rd. to 1.5 km west of Highway 7/12<br/>Brock</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>     | Brock        | R0901          | O.9<br>1.20 | 3.9         | 3,000                | 500<br>335<br>200   | 8,800              | 8,340 |      |       |      |      |      |      |                    | <p>Road rehabilitation/reconstruction including modifications to the profile and modifications to the Lake Rd. intersection.</p> <p>Phase I: 2017 road reconstruction from west Sideroad 17 to 1.5km west of Hwy 7/12<br/>Phase II: 2018 Intersection modifications at Reg. Rd. 13/23 &amp; road reconstruction from east of Lake Ridge Rd. to west of Sideroad17</p> <p>3,000<br/>0<br/>500<br/>335<br/>0<br/>17,340<br/><u>21,175</u></p> |
| 28       | <p><u>Reg. Rd. 14</u><br/>Liberty St. from Baseline Rd. to King St.<br/>Clarington</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                        | Clarington   | R0503          | 14.1        | 1.1         | 656                  |                     |                    | 400   | 400  | 6,300 |      |      |      |      |                    | <p>Widen road from 2 to 3 lanes.</p> <p><u>Associated Works</u><br/>Water Supply - \$1,600,000<br/>Sanitary Sewage - \$1,650,000.</p> <p>656<br/>0<br/>0<br/>400<br/>400<br/>6,300<br/><u>7,756</u></p>   |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |       |      |      |      |      |       |      | TOTAL PROJECT COST  | DESCRIPTION AND REMARKS   |
|----------|---|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|-------|------|------|------|------|-------|------|---|---|
|          |   |              |                |           |             |                      |                     | 2017               | 2018  | 2019 | 2020 | 2021 | 2022 | 2023  | 2024 |   |   |
| 29       | <p><u>Reg. Rd. 16</u><br/>Ritson Rd. / Beatrice St. Intersection<br/>Oshawa</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                      | Oshawa       |                | 1.15      | N/A         | 0                    |                     |                    |       |      | 100  | 250  | 50   | 700   |      | 0<br>0<br>100<br>250<br>50<br>700<br><u>1,100</u>               | Intersection modifications.   |
| 30       | <p><u>Reg. Rd. 16</u><br/>Ritson Rd. from north of Taunton Rd. to Conlin Rd.<br/>Oshawa</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>          | Oshawa       |                | 16.1      | 2.0         | 0                    |                     |                    |       |      |      |      |      |       |      | 0<br>500<br>500<br>100<br>100<br>100<br>12,800<br><u>14,000</u> | Widen road from 2/3 to 5 lanes.<br><br>Associated Works   |
| 31       | <p><u>Reg. Rd. 16</u><br/>Ritson Rd. from Maine St. to Winchester Rd. (Reg. Rd. 3)<br/>Oshawa</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>    | Oshawa       | R1510          | O.10      | 2.1         | 1,350                | 4,900               |                    |       |      |      |      |      |       |      | 1,350<br>0<br>0<br>0<br>0<br>4,900<br><u>6,250</u>              | Road reconstruction and alignment shift.<br><br>Associated Works<br>Water Supply - \$530,000<br>Sanitary Sewage - \$400,000 |
| 32       | <p><u>Reg. Rd. 17</u><br/>Main St. from Winter Rd. to Station St.<br/>Clarington</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                 | Clarington   |                | O.10      | 1.6         | 0                    |                     |                    |       | 100  | 100  |      | 300  | 2,000 |      | 0<br>0<br>100<br>100<br>300<br>2,000<br><u>2,500</u>            | Road rehabilitation/reconstruction.   |
| 33       | <p><u>Reg. Rd. 17</u><br/>Main St. from Mill St. to Taunton Rd. (Reg. Rd. 4)<br/>Clarington</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>      | Clarington   | R1511          | O.10      | 1.5         | 100                  | 50<br>500           |                    | 2,800 |      |      |      |      |       |      | 100<br>0<br>0<br>50<br>500<br>2,800<br><u>3,450</u>             | Road rehabilitation.<br><br>Associated Works<br>Water Supply - \$1,270,000  |
| 34       | <p><u>Reg. Rd. 19</u><br/>Shirley Rd. from 0.5km east of Graham Rd. to Old Scugog Rd.<br/>Scugog</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p> | Scugog       |                | O.10      | 5.8         | 0                    |                     |                    |       |      |      | 200  | 200  | 100   | 100  | 0<br>0<br>0<br>400<br>200<br>0<br><u>600</u>                    | Beyond forecast road reconstruction.  |
| 35       | <p><u>Reg. Rd. 22</u><br/>Bayly St. / Sandy Beach Rd. Intersection<br/>Pickering</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                 | Pickering    |                | 1.19      | N/A         | 0                    |                     |                    | 150   | 100  | 100  |      | 700  |       |      | 0<br>0<br>150<br>100<br>100<br>700<br><u>1,050</u>              | Intersection modifications.   |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality      | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |      |       |      |       |      |      |        | TOTAL PROJECT COST | DESCRIPTION AND REMARKS   |   |
|----------|---|-------------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|------|-------|------|-------|------|------|--------|--------------------|---|---|
|          |   |                   |                |           |             |                      |                     | 2017               | 2018 | 2019  | 2020 | 2021  | 2022 | 2023 | 2024   |                    |   | 2025  |
| 36       | Req. Rd. 22<br>Bayly St. / Church St. Intersection<br>Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction   | Pickering         | R1611          | 1.88      | N/A         |                      | 100                 |                    | 150  | 1,000 |      |       |      |      |        |                    | 0<br>0<br>100<br>0<br>150<br>1,000<br><u>1,250</u>                  | Intersection modifications.   |
| 37       | Req. Rd. 22<br>Bayly St. / Westney Rd. Intersection<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction   | Ajax              | R1617          | 1.88      | N/A         |                      | 550                 |                    |      |       |      |       |      |      |        |                    | 0<br>0<br>0<br>0<br>0<br>550<br><u>550</u>                          | Intersection modifications. Add east bound right turn lane at intersection.   |
| 38       | Req. Rd. 22<br>Bayly St. from Westney Rd. to Harwood Ave.<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction   | Ajax              |                | 22.2      | 1.4         |                      | 0                   |                    |      |       | 400  | 400   | 400  | 250  | 13,000 |                    | 0<br>400<br>400<br>400<br>250<br>13,000<br><u>14,450</u>            | Widen road from 5 to 7 lanes.   |
| 39       | Req. Rd. 22<br>Victoria St. from Halls Rd. to Seaboard Gt.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction  | Ajax/<br>Whitby   | R1310          | 22.3      | 1.5         | 19,750               | 7,600               |                    |      |       |      |       |      |      |        |                    | 19,750<br>0<br>0<br>0<br>0<br>7,600<br><u>27,350</u>                | Reconstruct and widen road to 4 lanes   |
| 40       | Req. Rd. 22<br>Victoria St. / Brock St. Intersection<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction  | Whitby            |                | 1.51      | N/A         |                      | 0                   |                    | 220  | 300   | 200  | 3,500 |      |      |        |                    | 0<br>0<br>220<br>300<br>200<br>3,500<br><u>4,220</u>                | Intersection modifications.   |
| 41       | Req. Rd. 22<br>Victoria St. from South Blair St. to west of Thickson Rd.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                          | Whitby            | R1102          | 22.4      | 1.6         | 2,522                | 670                 |                    |      |       |      |       |      |      |        |                    | 2,522<br>0<br>0<br>0<br>0<br>670<br>8,900<br>9,570<br><u>12,092</u> | Construct new alignment and widen road to 5 lanes<br><br><u>Associated Works</u><br>Water Supply - \$1,300,000<br>Sanitary Sewer - \$1,040,000<br>Feedermain - \$15,600,000 |
| 42       | Req. Rd. 22<br>Victoria St./Bloor St. from east of Thickson Rd. to west of Stevenson Rd.<br>Whitby / Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Whitby/<br>Oshawa | R0803          | 22.5      | 1.8         | 1,100                | 750                 |                    | 600  | 9,400 |      |       |      |      |        |                    | 1,100<br>0<br>0<br>750<br>600<br>9,400<br><u>11,850</u>             | Widen road from 2/3 to 4/5 lanes.<br><br><u>Associated Works</u><br>Water Supply - \$11,800,000   |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality                   | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |      |       |       |      |       |      |        | TOTAL PROJECT COST | DESCRIPTION AND REMARKS  |
|----------|---|--------------------------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|------|-------|-------|------|-------|------|--------|--------------------|--|
|          |   |                                |                |           |             |                      |                     | 2017               | 2018 | 2019  | 2020  | 2021 | 2022  | 2023 | 2024   |                    |  |
| 43       | Reg. Rd. 22<br>Bloor St. from Harmony Rd. to Grandview St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction  | Oshawa                         |                | 22.8      | 1.0         | 0                    |                     |                    |      |       | 400   | 400  | 600   | 400  | 21,000 |                    | Construct new alignment or widen existing to 4/5 lanes with new C.P. Rail grade separation and bridge crossing of Farewell Creek.<br><br>Associated Works<br>Water Supply - \$770,000 (Grandview St. to Amanda Cr.) work to be completed in 2013 |
|          |   |                                |                |           |             |                      |                     |                    |      |       |       |      |       |      |        |                    | 0<br>400<br>400<br>600<br>400<br>21,000<br>22,800  |
| 44       | Reg. Rd. 22<br>Bloor St. from Prestonvale Rd. to Courtice Rd.<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                                   | Clarington                     |                | 22.9      | 1.8         | 0                    |                     |                    |      |       |       | 300  | 200   | 300  | 400    | 12,000             | Widen road to 3 lanes and modify profile.<br><br>Associated Works<br>Water Supply - Feedermain - \$5,600,000<br>Sanitary Sewer - Trunk Sewer \$57,600,000  |
|          |   |                                |                |           |             |                      |                     |                    |      |       |       |      |       |      |        |                    | 0<br>300<br>200<br>300<br>400<br>12,000<br>13,200  |
| 45       | Reg. Rd. 23<br>Lake Ridge Rd. from Bayly St. to Kingston Rd./Dundas St.<br>Ajax / Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                      | Ajax/<br>Whitby                | R0207          | 23.1      | 2.0         | 360                  |                     | 300                | 100  | 100   | 3,000 |      |       |      |        |                    | Widen from 2 to 4/5 lanes.   |
|          |   |                                |                |           |             |                      |                     |                    |      |       |       |      |       |      |        |                    | 360<br>0<br>300<br>100<br>100<br>3,000<br>3,860  |
| 46       | Reg. Rd. 23<br>Lake Ridge Rd. from Kingston Rd./Dundas St. to Rosstand Rd.<br>Ajax / Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                   | Ajax/<br>Whitby                |                | 23.2      | 2.0         | 0                    |                     |                    | 250  | 200   | 300   | 400  | 7,600 |      |        |                    | Widen from 2 to 4/5 lanes.   |
|          |   |                                |                |           |             |                      |                     |                    |      |       |       |      |       |      |        |                    | 0<br>250<br>200<br>300<br>400<br>7,600<br>8,750  |
| 47       | Reg. Rd. 23<br>Lake Ridge Rd. from 1.6km north of Hwy. 7 to south of Conc. 9 (Reg. Rd. 5)<br>Pickering/Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Pickering/<br>Whitby           | R1517          | O.10      | 3.3         | 200                  |                     | 75                 | 150  | 4,000 |       |      |       |      |        |                    | Road rehabilitation.   |
|          |   |                                |                |           |             |                      |                     |                    |      |       |       |      |       |      |        |                    | 200<br>0<br>0<br>75<br>150<br>4,000<br>4,425   |
| 48       | Reg. Rd. 23<br>Lake Ridge Rd. from north of Reg. Rd. 5 to south of Chalk Lake Rd.<br>Whitby/Scugog/Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction   | Whitby/<br>Scugog/<br>Uxbridge |                | O.10      | 3.7         | 0                    |                     | 150                | 150  | 100   | 4,500 |      |       |      |        |                    | Road rehabilitation.   |
|          |   |                                |                |           |             |                      |                     |                    |      |       |       |      |       |      |        |                    | 0<br>0<br>150<br>150<br>100<br>4,500<br>4,900  |
| 49       | Reg. Rd. 23<br>Lake Ridge Rd. from Chalk Lake Rd. to 1.5km north of Chalk Lake Rd.<br>Scugog/Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction         | Scugog/<br>Uxbridge            | R1618          | O.10      | 1.5         | 0                    | 150                 | 50                 | 100  | 2,200 |       |      |       |      |        |                    | Road rehabilitation.   |
|          |   |                                |                |           |             |                      |                     |                    |      |       |       |      |       |      |        |                    | 0<br>0<br>150<br>50<br>100<br>2,200<br>2,500   |



2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality  | Program Number | DC Item #    | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET       | NINE YEAR FORECAST |      |      |       |        |      |      |      | TOTAL PROJECT COST | DESCRIPTION AND REMARKS   |
|----------|---|---------------|----------------|--------------|-------------|----------------------|---------------------------|--------------------|------|------|-------|--------|------|------|------|--------------------|---|
|          |   |               |                |              |             |                      |                           | 2017               | 2018 | 2019 | 2020  | 2021   | 2022 | 2023 | 2024 |                    |   |
| 50       | <p><u>Req. Rd. 23</u><br/>Mara Rd. from south of Main St. to north of Franklin St. Brock</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                 | Brock         | R1518          | O.10         | 0.8         | 300                  | 3,100                     |                    |      |      |       |        |      |      |      |                    | <p>Road reconstruction including watermain replacement.</p> <p>300 Associated Works<br/>0 Water Supply - \$1,620,000<br/>0<br/>0<br/>3,100<br/>3,400</p>  |
| 51       | <p><u>Req. Rd. 25</u><br/>Consumers Dr. extension from east of Thicksn Rd. to Thornton Rd. Whitby/Oshawa</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p> | Whitby/Oshawa | R1320          | 25.3         | 1.7         | 980                  | 80<br>150<br>175<br>7,900 | 9,700              |      |      |       |        |      |      |      |                    | <p>Phase I: 2016, Consumers Dr. extension, grading, pre-loading and two culverts.<br/>Phase II: 2017, 3 lane urban extension of Consumers Dr. easterly to Thornton Rd.</p> <p>980 Associated Works<br/>0 Water Supply - \$1,322,900<br/>80 Sanitary Sewer - \$1,330,000<br/>150<br/>175<br/>17,600<br/>18,985</p>   |
| 52       | <p><u>Req. Rd. 25</u><br/>Champlain Ave. from east of Thicksn Rd. to Thornton Rd. Whitby/Oshawa</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>          | Whitby/Oshawa | R1407          | 1.99<br>O.10 | 1.1         | 500                  | 200<br>100<br>200<br>100  | 5,800              |      |      |       |        |      |      |      |                    | <p>Signalize and modify Champlain Ave. / Thornton Rd. intersection including rehabilitation of Champlain Ave. from 0.6 km east of Thicksn to west of Thornton Rd. Includes reconstruction and widening of Thornton Rd. from Champlain Ave. northerly to south of C.P.R. tracks.</p> <p>500 Associated Works<br/>0 Water Supply - \$100,000<br/>200 Sanitary Sewer - \$450,000<br/>100<br/>200<br/>5,900<br/>6,900</p> |
| 53       | <p><u>Req. Rd. 26</u><br/>Thicksn Rd. from Wentworth St. to C.N. Rail Kingston Whitby</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                    | Whitby        | R0710          | 26.1         | 0.8         | 350                  |                           | 100                | 50   | 50   | 2,000 |        |      |      |      |                    | <p>Reconstruct and widen road to 4 lanes.</p> <p>Associated Works<br/>Water Supply - \$195,000<br/>350<br/>0<br/>100<br/>50<br/>50<br/>2,000<br/>2,550</p>  |
| 54       | <p><u>Req. Rd. 26</u><br/>Thicksn Rd. / Burns St. Intersection Whitby</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                                    | Whitby        |                | 1.88         | N/A         | 0                    |                           |                    | 50   | 50   | 600   |        |      |      |      |                    | <p>Intersection modifications.</p> <p>0<br/>0<br/>50<br/>0<br/>50<br/>600<br/>700</p>   |
| 55       | <p><u>Req. Rd. 26</u><br/>Thicksn Rd. / Rossland Rd. Intersection Whitby</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                                 | Whitby        |                | 1.22         | N/A         | 0                    |                           |                    | 150  | 100  | 150   | 3,500  |      |      |      |                    | <p>Reconstruct and modify intersection.</p> <p>0<br/>0<br/>150<br/>100<br/>150<br/>3,500<br/>3,900</p>  |
| 56       | <p><u>Req. Rd. 26</u><br/>Thicksn Rd. from Taunton Rd. to Hwy 407 Whitby</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                                 | Whitby        |                | 26.5         | 4.2         | 0                    |                           | 500                | 500  | 500  | 1,000 | 18,800 |      |      |      |                    | <p>Widen road to 4/5 lanes.</p> <p>0<br/>500<br/>500<br/>500<br/>1,000<br/>18,800<br/>21,300</p>  |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality | Program Number | DC Item #    | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |            |       |      |       |      |      |        | TOTAL PROJECT COST                           | DESCRIPTION AND REMARKS  |      |
|----------|---|--------------|----------------|--------------|-------------|----------------------|---------------------|--------------------|------------|-------|------|-------|------|------|--------|--|--|------|
|          |   |              |                |              |             |                      |                     | 2017               | 2018       | 2019  | 2020 | 2021  | 2022 | 2023 | 2024   |  |  | 2025 |
| 57       | <u>Req. Rd. 28</u><br>Rossland Rd. / Cochrane St. Intersection<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                                  | Whitby       |                | 1.24         | N/A         | 0                    |                     |                    |            | 50    |      | 50    |      |      | 175    |  | Intersection modifications.  |      |
|          |   |              |                |              |             |                      |                     |                    |            |       |      |       |      |      |        | 0<br>0<br>50<br>0<br>50<br>175<br><u>275</u> |  |      |
| 58       | <u>Req. Rd. 28</u><br>Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                      | Whitby       | R1619          | 112.1        | N/A         | 0                    | 200<br>400          |                    |            |       |      |       |      |      |        |  | Intersection modifications.  |      |
|          |   |              |                |              |             |                      |                     |                    | 200<br>150 | 6,000 |      |       |      |      |        |  | 0<br>0<br>200<br>400<br>200<br>6,150<br><u>6,950</u>   |      |
| 59       | <u>Req. Rd. 28</u><br>Rossland Rd. from west of Civic Centre Dr. to west of Garden St.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction          | Whitby       | R1203          | 1.99<br>0.10 | 0.5         | 100                  | 50<br>1,900         |                    |            |       |      |       |      |      |        |  | Widen road from 4 to 5 lanes.  |      |
|          |   |              |                |              |             |                      |                     |                    |            |       |      |       |      |      |        |  | 100<br>0<br>0<br>0<br>50<br>1,900<br><u>2,050</u>  |      |
| 60       | <u>Req. Rd. 28</u><br>Rossland Rd. / Garden St. Intersection<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                                    | Whitby       | R1620          | 1.25         | N/A         |                      | 100                 |                    | 50         | 100   | 50   | 2,200 |      |      |        |  | Intersection modifications at Garden St.   |      |
|          |   |              |                |              |             |                      |                     |                    |            |       |      |       |      |      |        |  | 0<br>0<br>100<br>50<br>150<br>2,200<br><u>2,500</u>  |      |
| 61       | <u>Req. Rd. 28</u><br>Rossland Rd. from Ritson Rd. to Harmony Rd.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                               | Oshawa       |                | 28.1         | 1.7         | 0                    |                     |                    | 500        | 500   | 100  | 300   |      |      | 11,500 |  | Widen road to 5 lanes.   |      |
|          |   |              |                |              |             |                      |                     |                    |            |       |      |       |      |      |        |  | 0<br>500<br>500<br>100<br>300<br>11,500<br><u>12,900</u>   |      |
| 62       | <u>Req. Rd. 28</u><br>Rossland Rd. from Harmony Rd. to east of Townline Rd.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                     | Oshawa       | R0804          | 28.2         | 1.5         | 100                  |                     |                    |            |       |      |       | 500  |      | 500    | 500  | Beyond forecast construct new alignment to 3 lanes, including new bridge crossing of Harmony Creek tributary |      |
|          |   |              |                |              |             |                      |                     |                    |            |       |      |       |      |      |        |  | 100<br>0<br>500<br>500<br>500<br>0<br><u>1,600</u>   |      |
| 63       | <u>Req. Rd. 29</u><br>Liverpool Rd. from south of Kingston Rd. to south of Pickering Parkway<br>Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Pickering    |                | 29.1         | 0.25        | 0                    |                     |                    | 200        | 100   | 100  | 200   |      |      | 2,500  |  | Modify N/S lane alignment on Liverpool Rd., including intersection modifications at Pickering Parkway.       |      |
|          |   |              |                |              |             |                      |                     |                    |            |       |      |       |      |      |        |  | 0<br>200<br>100<br>100<br>200<br>2,500<br><u>3,100</u>   |      |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT  | Municipality | Program Number | DC Item #                    | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |       |      |      |      |      |      |       | TOTAL PROJECT COST | DESCRIPTION AND REMARKS                                |   |
|----------|--|--------------|----------------|------------------------------|-------------|----------------------|---------------------|--------------------|-------|------|------|------|------|------|-------|--------------------|--|---|
|          |  |              |                |                              |             |                      |                     | 2017               | 2018  | 2019 | 2020 | 2021 | 2022 | 2023 | 2024  |                    |  | 2025  |
| 64       | <u>Reg. Rd. 30</u><br>Townline Rd. from Reg. Rd. 8 to Vivian Rd.<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                         | Uxbridge     | R1525          | O.10<br>1.28                 | 0.75        |                      | 50                  |                    | 100   |      |      |      |      |      |       |                    | 50<br>0<br>50<br>0<br>100<br>1,300<br><u>1,500</u>     | Road rehabilitation including intersection modifications at Region Rd. 8.                               |
| 65       | <u>Reg. Rd. 30</u><br>Townline Rd. from Vivian Rd. to 0.2 km south of Davis Dr.<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction          | Uxbridge     | R1526          | O.10<br>1.29                 | 1.9         |                      | 50                  |                    | 1,575 |      |      |      |      |      |       |                    | 50<br>0<br>0<br>0<br>100<br>1,575<br><u>1,725</u>      | Road rehabilitation including intersection modifications at Vivian Rd.                                  |
| 66       | <u>Reg. Rd. 30</u><br>Townline Rd from north of Davis Dr. to 1.1km north of Sandford Rd.<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Uxbridge     | R1527          | O.10<br>1.30                 | 3.1         |                      | 100                 |                    |       |      |      |      |      |      |       |                    | 100<br>0<br>0<br>0<br>0<br>2,300<br><u>2,400</u>       | Road rehabilitation including intersection modifications at Sandford Rd.                                |
| 67       | <u>Reg. Rd. 31</u><br>Westney Rd. from Finley Ave. to Hanwood Ave.<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                           | Ajax         |                | O.10<br>1.31<br>1.32<br>1.33 | 0.95        |                      | 0                   |                    |       | 250  | 100  |      | 300  |      | 4,800 |                    | 0<br>0<br>250<br>100<br>300<br>4,800<br><u>5,450</u>   | Road rehabilitation including intersection modifications at Finley Ave., Monarch Ave., and Harwood Ave. |
| 68       | <u>Reg. Rd. 31</u><br>Westney Rd. from Bayly St. to Hwy 401<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                                  | Ajax         |                | 31.1                         | 1.0         |                      | 0                   |                    |       |      | 200  |      | 200  | 300  | 300   | 6,700              | 0<br>200<br>200<br>300<br>300<br>6,700<br><u>7,700</u> | Widen from 5 to 7 lanes   |
| 69       | <u>Reg. Rd. 31</u><br>Westney Rd. from Hwy 401 to south of Kingston Rd.<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                      | Ajax         |                | 31.2                         | 0.9         |                      | 0                   |                    |       |      | 200  |      | 300  | 300  | 350   | 4,600              | 0<br>200<br>300<br>300<br>350<br>4,600<br><u>5,750</u> | Widen from 5 to 7 lanes, including structure widening and intersection modifications at Ritchie Ave.    |
| 70       | <u>Reg. Rd. 31</u><br>Westney Rd. from north of Rosland Rd. to Taunton Rd.<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                   | Ajax         | R1621          | 31.4                         | 2.0         |                      | 0                   |                    |       |      |      | 200  |      |      |       |                    | 0<br>0<br>0<br>200<br>600<br>8,500<br><u>9,300</u>     | Widen road to 4 lanes.  |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality | Program Number | DC Item #           | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |       |       |      |       |        |        |        | TOTAL PROJECT COST | DESCRIPTION AND REMARKS   |
|----------|---|--------------|----------------|---------------------|-------------|----------------------|---------------------|--------------------|-------|-------|------|-------|--------|--------|--------|--------------------|---|
|          |   |              |                |                     |             |                      |                     | 2017               | 2018  | 2019  | 2020 | 2021  | 2022   | 2023   | 2024   |                    |   |
| 71       | <u>Req. Rd. 31</u><br>Westney Rd. from south to north of Greenwood Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction        | Pickering    | R0805          | 31.5                | 2.4         | 650                  |                     |                    |       |       | 400  | 1,500 | 500    | 10,000 |        |                    | Construct new 2 lane Greenwood by-pass.<br><br>650<br>0<br>400<br>1,500<br>500<br>10,000<br><u>13,050</u>   |
| 72       | <u>Req. Rd. 33</u><br>Harmony Rd. from Rossland Rd. to Taunton Rd. Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction           | Oshawa       | R0716          | 33.3                | 2.0         | 1,100                | 600                 |                    | 8,800 |       |      |       |        |        |        |                    | Widen road to 4/5 lanes.<br><br>Associated Works<br>Water Supply - \$290,000<br>Sanitary Sewer - \$445,000<br><br>1,100<br>0<br>0<br>0<br>600<br>8,800<br><u>10,500</u>   |
| 73       | <u>Req. Rd. 33</u><br>Harmony Rd. from Taunton Rd. to Conlin Rd. Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction             | Oshawa       | R1532          | 33.4                | 2.0         | 3,202                | 1,350               | 350                |       | 5,400 |      |       |        |        |        |                    | Phase I: 2016 intersection modifications at Coldstream Dr. including additional southbound lane to Taunton Rd.<br>Phase II: 2019 widen from 2/3 to 5 lanes from Coldstream Dr. to Conlin Rd.<br><br>3,202<br>0<br>0<br>0<br>350<br>6,750<br><u>10,302</u><br><br>Associated Works<br>Water Supply - \$25,000 (2012), \$1,000,000 (2013)<br>Sanitary Sewer - \$25,000 (2012), \$100,000 (2013) |
| 74       | <u>Req. Rd. 36</u><br>Hopkins St. Overpass Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                                   | Whitby       | R0807          | 401.3               | 0.9         | 385                  |                     |                    |       |       |      | 500   | 400    | 400    | 13,800 |                    | Construct new Hopkins St. overpass.<br><br>385<br>0<br>500<br>400<br>400<br>13,800<br><u>15,485</u>   |
| 75       | <u>Req. Rd. 37</u><br>Finch Ave. from Altona Rd. to Brock Rd. Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction             | Pickering    |                | 37.1                | 5.8         | 0                    |                     |                    | 500   | 500   | 500  |       | 1,000  | 22,500 |        |                    | Widen from 2 to 3 lanes.<br><br>0<br>500<br>500<br>500<br>1,000<br>22,500<br><u>25,000</u>  |
| 76       | <u>Req. Rd. 38</u><br>Whites Rd. from north and south of Kingston Rd. Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction     | Pickering    | R1307          | 38.1 & 38.2<br>0.10 | 0.4         | 1,300                | 2,600               |                    |       |       |      |       |        |        |        |                    | Widen Whites Rd. 200m north and south of Kingston Rd. in conjunction with BRT Hwy 2 project.<br><br>1,300<br>0<br>0<br>0<br>0<br>2,600<br><u>3,900</u>  |
| 77       | <u>Req. Rd. 38</u><br>Whites Rd. from north of Kingston Rd. to Finch Ave. Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Pickering    |                | 38.2                | 2.4         | 0                    |                     |                    | 200   | 200   | 300  | 300   | 19,800 |        |        |                    | Widen road from 5 to 7 lanes.<br><br>0<br>200<br>200<br>300<br>300<br>19,800<br><u>20,800</u>   |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT  | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |      |      |       |       |        |      |      | TOTAL PROJECT COST | DESCRIPTION AND REMARKS                                  |   |
|----------|--|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|------|------|-------|-------|--------|------|------|--------------------|--|---|
|          |  |              |                |           |             |                      |                     | 2017               | 2018 | 2019 | 2020  | 2021  | 2022   | 2023 | 2024 |                    |  | 2025  |
| 78       | Req. Rd. 41<br>Salem Rd. / Mandrake St. Intersection<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                         | Ajax         | R1308          | 1.38      | N/A         | 90                   | 450                 |                    |      |      |       |       |        |      |      |                    | 90<br>0<br>0<br>0<br>0<br>450<br><u>540</u>              | Add south bound right turn lane at intersection.  |
| 79       | Req. Rd. 41<br>Salem Rd. / Rossland Rd. Intersection<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                         | Ajax         |                | 1.23      | N/A         | 0                    |                     |                    |      | 100  |       |       |        |      |      |                    | 0<br>0<br>100<br>0<br>100<br>1,600<br><u>1,800</u>       | Intersection modifications.   |
| 80       | Req. Rd. 43<br>Cochrane St. from Dundas St. west to Ferguson St.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction           | Whitby       | R1519          | O.10      | 0.4         | 1,550                | 300                 |                    |      |      |       |       |        |      |      |                    | 1,550<br>0<br>0<br>0<br>0<br>300<br><u>1,850</u>         | Road rehabilitation/reconstruction.   |
| 81       | Req. Rd. 43<br>Cochrane St. from Ferguson St. to 0.4km north of Vernon St.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Whitby       |                | O.10      | 1.2         | 0                    |                     | 200                | 100  | 200  | 3,000 |       |        |      |      |                    | 0<br>0<br>200<br>100<br>200<br>3,000<br><u>3,500</u>     | Road rehabilitation/reconstruction.<br><br>Associated Works<br>Water Supply - \$875,000<br>Sanitary Sewer - \$650,000 |
| 82       | Req. Rd. 52<br>Thornton Rd. from Consumers Dr. to King St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                 | Oshawa       |                | 52.1      | 1.4         | 0                    |                     |                    | 500  | 500  | 100   | 100   | 12,000 |      |      |                    | 0<br>500<br>500<br>100<br>100<br>12,000<br><u>13,200</u> | 1.2<br>Widen from 2 to 3 lanes, with new CPR grade separation   |
| 83       | Req. Rd. 53<br>Stevenson Rd. / Phillip Murray Ave. Intersection<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction            | Oshawa       |                | 1.39      | N/A         | 0                    |                     |                    |      | 70   |       | 50    |        | 400  |      |                    | 0<br>0<br>70<br>0<br>50<br>400<br><u>520</u>             | Intersection modifications.   |
| 84       | Req. Rd. 53<br>Stevenson Rd. from CPR Belleville to Bond St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction               | Oshawa       |                | 53.1      | 1.2         | 0                    |                     | 250                | 500  | 200  | 400   | 7,300 |        |      |      |                    | 0<br>250<br>500<br>200<br>400<br>7,300<br><u>8,650</u>   | Widen road from 4 to 5 lanes.   |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality          | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |       |       |      |      |       |        |      | TOTAL PROJECT COST | DESCRIPTION AND REMARKS  |
|----------|---|-----------------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|-------|-------|------|------|-------|--------|------|--------------------|--|
|          |   |                       |                |           |             |                      |                     | 2017               | 2018  | 2019  | 2020 | 2021 | 2022  | 2023   | 2024 |                    |  |
| 85       | <u>Req. Rd. 53</u><br>Stevenson Rd. from Bond St. to Rossland Rd.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                           | Oshawa                |                | 53.2      | 2.0         | 0                    |                     |                    | 250   |       | 500  | 100  | 400   | 13,000 |      |                    | Widen road from 3/4 to 5 lanes.<br><br>Associated Works<br>0 Water Supply - \$1,300,000<br>250 Sanitary Sewer - \$1,300,000<br>500<br>100<br>400<br>13,000<br><u>14,250</u> 1.8  |
| 86       | <u>Req. Rd. 55</u><br>Townline Rd. / Pebblestone Rd. Intersection<br>Oshawa/Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                | Oshawa/<br>Clarington | R1622          | 1.41      | N/A         | 0                    | 50<br>50            | 100                |       | 400   |      |      |       |        |      |                    | Intersection modifications.<br><br>0<br>0<br>50<br>50<br>100<br>400<br><u>600</u>  |
| 87       | <u>Req. Rd. 56</u><br>Farewell St. from Harbour Rd. to Bloor St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                            | Oshawa                |                | O.10      | 1.6         | 0                    |                     | 100                |       | 3,000 |      |      |       |        |      |                    | Road rehabilitation/reconstruction.<br><br>0<br>0<br>100<br>0<br>0<br>3,000<br><u>3,100</u>  |
| 88       | <u>Req. Rd. 57</u><br>Martin Rd. from Baseline Rd. to Nash Rd.<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                          | Clarington            | R1309          | 57.1      | 2.1         | 1,000                | 50                  | 300                | 4,500 | 8,000 |      |      |       |        |      |                    | PH I: 2018 Intersection modifications at Reg. Hwy. 2 and Stevens Rd.<br>PH II: 2019 widen road to 4 lanes from Baseline Rd. to Hwy 2, including structure widening.<br>PH III: Beyond forecast widen road from Stevens Rd. to Nash Rd.<br><br>1,000 Associated Works<br>0 Water Supply - \$125,000<br>0 Sanitary Sewer - \$2,980,000<br>50<br>300<br>12,500<br><u>13,850</u> |
| 89       | <u>Req. Rd. 57</u><br>Region Rd. 57 from Taunton Rd. to Hwy 407<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                         | Clarington            |                | O.10      | 2.1         | 0                    |                     | 50                 |       | 1,500 |      |      |       |        |      |                    | Road rehabilitation/reconstruction.<br><br>0<br>0<br>50<br>0<br>0<br>1,500<br><u>1,550</u>   |
| 90       | <u>Req. Rd. 57</u><br>Region Rd. 57 from Old Scugog to 0.13km north of Concession Rd. 4<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Clarington            | R1520          | O.10      | 2.2         | 100                  | 50                  | 100                | 2,500 |       |      |      |       |        |      |                    | Road rehabilitation/reconstruction.<br><br>100<br>0<br>50<br>0<br>100<br>2,500<br><u>2,750</u>   |
| 91       | <u>Req. Rd. 57</u><br>Region Rd. 57 / Concession Rd. 7 Intersection<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                     | Clarington            |                | 1.44      | N/A         | 0                    |                     |                    |       | 160   | 100  | 100  | 1,700 |        |      |                    | Intersection modifications.<br><br>0<br>0<br>160<br>100<br>100<br>1,700<br><u>2,060</u>  |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality      | Program Number | DC Item #    | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |              |            |                |      |            |      |        | TOTAL PROJECT COST | DESCRIPTION AND REMARKS  |   |
|----------|---|-------------------|----------------|--------------|-------------|----------------------|---------------------|--------------------|--------------|------------|----------------|------|------------|------|--------|--------------------|--|---|
|          |   |                   |                |              |             |                      |                     | 2017               | 2018         | 2019       | 2020           | 2021 | 2022       | 2023 | 2024   |                    |  | 2025  |
| 92       | <p><u>Req. Rd. 57</u><br/>Region Rd. 57 from north of Region Rd. 3 to Region Rd. 20 Clarington</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                         | Clarington        | R1521          | O.10<br>1.16 | 1.9         | 100                  | 4,800               |                    |              |            |                |      |            |      |        |                    | <p>100<br/>0<br/>0<br/>0<br/>0<br/>4,800<br/><u>4,900</u></p>                | Road rehabilitation from north of Reg. Rd. 3 to Reg. Rd. 20 (Mosport Rd.) including intersection modifications at Region Rd. 20   |
| 93       | <p><u>Req. Rd. 57</u><br/>Region Rd. 57 from 0.9km N/E of St. Christopher to E. of View Lake Rd. Scugog</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                | Scugog            | R1522          | O.10         | 1.9         | 1,800                | 800                 |                    |              |            |                |      |            |      |        |                    | <p>1,800<br/>0<br/>0<br/>0<br/>0<br/>800<br/><u>2,600</u></p>                | Road rehabilitation/reconstruction.   |
| 94       | <p><u>Req. Rd. 58</u><br/>Manning Rd. / Brock St. Intersection Whitby</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>  | Whitby            | R1523          | 1.52         | N/A         | 150                  | 100<br>50           |                    | 200<br>150   | 2,000      |                |      |            |      |        |                    | <p>150<br/>0<br/>100<br/>50<br/>200<br/>2,150<br/><u>2,650</u></p>           | Intersection modifications.   |
| 95       | <p><u>Req. Rd. 58</u><br/>Manning Rd. / Adelaide Ave. Interconnection from Garrard Rd. to Thornton Rd. Whitby / Oshawa</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p> | Whitby/<br>Oshawa | R0517          | 58.1         | 0.5         | 660                  |                     | 500                | 800          | 100        | 12,000         |      |            |      |        |                    | <p>660<br/>0<br/>500<br/>800<br/>100<br/>12,000<br/><u>14,060</u></p>        | <p>Construct new road to 3 lanes with new crossing of Corbett Creek.</p> <p><u>Associated Works</u><br/>Water Supply - \$720,000</p> <p><u>Associated Works</u><br/>Water Supply - \$840,000</p>              |
| 96       | <p><u>Req. Rd. 58</u><br/>Adelaide Ave. from Townline Rd. to Trulls Rd. Clarington</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                                     | Clarington        | R0806          | 58.2         | 2.0         | 600                  |                     |                    |              |            |                | 500  | 5,000      | 250  | 20,600 |                    | <p>600<br/>0<br/>500<br/>5,000<br/>250<br/>20,600<br/><u>26,950</u></p>      | <p>Construct new bridge crossing of Farewell Creek and construct new 3 lane road.</p> <p><u>Associated Works</u><br/>Sanitary Sewer - \$13,200,000</p>  |
| 97       | <p><u>Req. Rd. 59</u><br/>Gibb St. from east of Stevenson Rd. to Simcoe St. Oshawa</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                                     | Oshawa            | R0604          | 59.1         | 1.4         | 6,250                |                     |                    | 350<br>1,250 | 900<br>750 | 1,000<br>1,100 |      |            |      | 9,150  |                    | <p>6,250<br/>0<br/>1,250<br/>3,000<br/>1,100<br/>9,650<br/><u>21,250</u></p> | <p>PH I: 2019 Glazier Medical Centre parking lot reconstruction.<br/>PH II: 2021 widen road from 3 to 4 lanes.</p> <p><u>Associated Works</u><br/>Water Supply - \$825,000<br/>Sanitary Sewer - \$250,000</p> |
| 98       | <p><u>Req. Rd. 59</u><br/>Gibb St. / Olive Ave. Interconnection from Simcoe St. to Ritson Rd. Oshawa</p> <p>Total Prior Budget Allocations<br/>E.A.<br/>Design<br/>Property Acquisition<br/>Utility Relocation<br/>Construction</p>                   | Oshawa            | R0116          | 59.2         | 1.0         | 6,586                |                     |                    |              | 1,000      | 1,000          | 500  | 700<br>550 | 950  | 9,200  |                    | <p>6,586<br/>0<br/>700<br/>3,050<br/>950<br/>9,200<br/><u>20,486</u></p>     | <p>Construct new road and widen existing from 2/3 to 4/5 lanes.</p> <p><u>Associated Works</u><br/>Water Supply - \$165,000<br/>Sanitary Sewer - \$165,000</p>  |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No.   | LOCATION AND COST COMPONENT  | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |               |               |               |               |               |               | TOTAL PROJECT COST | DESCRIPTION AND REMARKS |  |   |
|--|--|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------------|-------------------------|--|---|
|  |  |              |                |           |             |                      |                     | 2017               | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          |                    |                         | 2024   | 2025  |
| 99   | Req. Rd. 60<br>Wentworth St. from Simcoe St. to Farewell St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction               | Oshawa       |                | O.10      | 1.5         |                      | 0                   |                    |               | 100           |               | 2,500         |               |               |                    |                         | 0<br>0<br>100<br>0<br>0<br>2,500<br><u>2,600</u>               | Road rehabilitation/reconstruction.<br><br>Associated Works<br>Water Supply - \$1,250,000 |
| 100  | Req. Hwy. 2<br>King St. from Townline Rd. to Courtyce Rd.<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction              | Clarington   |                | 102.5     | 2.9         |                      | 0                   |                    |               |               |               |               | 400           |               | 200                | 200                     | 0<br>400<br>200<br>0<br>200<br>0<br><u>800</u>                 | Beyond forecast modify corridor<br><br>Associated Works                                   |
| 101  | Req. Hwy. 2<br>King St. / Maple Grove Rd. Intersection<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                 | Clarington   | R1524          | 1.47      | N/A         |                      | 70                  |                    |               |               |               |               |               |               |                    |                         | 70<br>0<br>0<br>0<br>0<br>1,700<br><u>1,770</u>                | Intersection modifications.   |
| 102  | Req. Hwy. 2<br>King St. / Lambs Rd. Intersection<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                       | Clarington   |                | 1.48      | N/A         |                      | 0                   |                    | 100           | 50            |               |               | 100           |               | 1,150              |                         | 0<br>0<br>100<br>50<br>100<br>1,150<br><u>1,400</u>            | Intersection modifications.   |
| 103  | Req. Hwy. 12<br>Brock St. from north of Rosland Rd. to Taunton Rd.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction         | Whitby       | R0419          | 112.1     | 1.9         |                      | 100                 |                    |               |               |               |               |               |               |                    |                         | 100<br>0<br>175<br>25<br>500<br>275<br>10,300<br><u>11,375</u> | Widen road from 3 to 5 lanes.   |
| 104  | Req. Hwy 12<br>Baldwin St. from 0.35 km north of Taunton Rd. to Garden St.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Whitby       | R1623          | 112.2     | 3           |                      | 0                   | 500                | 500           | 500           | 1,400         | 13,000        |               |               |                    |                         | 0<br>500<br>500<br>500<br>1,400<br>13,000<br><u>15,900</u>     | Widen road from 2 to 4/5 lanes.   |
| 105  | Req. Hwy 47<br>Region Hwy 47 / Concession 6 Intersection<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                 | Uxbridge     |                | 1.99      | N/A         |                      | 0                   |                    |               | 100           | 50            | 100           |               | 1,200         |                    |                         | 0<br>0<br>100<br>50<br>100<br>1,200<br><u>1,450</u>            | Intersection modifications.   |
| <b>Widenings, New Connections and Intersection / Corridor modifications Totals</b> |  |              |                |           |             | <b>72,861</b>        | <b>62,635</b>       | <b>70,700</b>      | <b>72,830</b> | <b>55,200</b> | <b>68,790</b> | <b>66,995</b> | <b>65,550</b> | <b>63,000</b> | <b>63,850</b>      | <b>65,000</b>           | <b>727,411</b>   |   |



2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No.  | LOCATION AND COST COMPONENT   | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |               |               |               |               |               |               |               | TOTAL PROJECT COST | DESCRIPTION AND REMARKS                          |   |
|---|---|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------------|--|---|
|   |   |              |                |           |             |                      |                     | 2017               | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          |                    |  | 2025  |
| <b>Other Capital Program Items</b>                |   |              |                |           |             |                      |                     |                    |               |               |               |               |               |               |               |                    |  |   |
| 106   | Miscellaneous Road and Storm Sewer Reconstruction Projects  |              | M1653          | O.9       |             | 390                  | 420                 | 350                | 350           | 450           | 400           | 400           | 400           | 400           | 400           | 400                | 3,970  | Oshawa: Rossland Rd / Mary St. retaining wall<br>Clarington: Region Rd. 57 cycling facility<br>Uxbridge: Retaining Wall             |
| 107   | Road Resurfacing and Rehabilitation Preparatory Activities Allowance  |              | R1697          | O.10      |             | 950                  | 334                 | 352                | 350           | 350           | 350           | 350           | 350           | 350           | 350           | 350                | 3,486  | Allowance for resurfacing/rehabilitation projects preparatory activities (design/property/utility relocation).                      |
| 108   | Road Resurfacing and Rehabilitation Program   |              | R1698          | O.10      |             | 1,450                | 0                   | 0                  | 2,938         | 3,083         | 3,407         | 3,545         | 3,742         | 3,582         | 4,009         | 3,892              | 28,196   |   |
| 109   | Road Resurfacing/Rehabilitation Other Locations   |              | R1699          | O.10      |             | 15,145               | 2,610               | 6,642              | 1,262         | 20,068        | 11,293        | 20,506        | 24,108        | 26,568        | 24,542        | 26,659             | 164,256  |   |
| 110   | Bridge and Pavement Management Program  |              | M1654          | O.1       |             | 200                  | 250                 | 200                | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200                | 2,050  | Allowance for annual inventory updates and needs analysis.  |
| 111   | Signal Installation Program   |              | M1621          | 1.99      |             | 1,575                | 1,600               | 1,600              | 1,650         | 1,650         | 1,675         | 1,700         | 1,700         | 1,755         | 1,755         | 1,755              | 16,840   | New traffic signals, rebuilds and underground infrastructure modifications.   |
| 112   | Signal Modernization Program  |              | M1622          | O.14      |             | 620                  | 700                 | 1,350              | 1,350         | 700           | 700           | 700           | 700           | 700           | 700           | 700                | 8,300  | Operational modifications and life-cycle upgrades.  |
| 113   | Accessible Pedestrian Signals Program   |              | T1646          | O.14      |             | 300                  | 450                 | 500                | 500           | 500           | 500           | 500           | 500           | 500           | 500           | 500                | 4,950  | Audible buttons and infrastructure modifications to conform with AODA.  |
| 114   | ATMS Upgrade Program  |              | T1641          | O.14      |             | 100                  | 100                 | 320                | 100           | 100           | 100           | 170           | 170           | 530           | 100           | 230                | 1,920  | System replacement, display wall upgrades, infrastructure modifications   |
| 115   | Road Safety Protection Program  |              | M1652          | O.15      |             | 600                  | 600                 | 600                | 600           | 600           | 600           | 600           | 600           | 600           | 600           | 600                | 6,000  | New installations and upgrades of guide rail systems. Road Safety Strategic Plan.   |
| 116   | Intelligent Transportation System Projects  |              | T1640          | O.6       |             | 570                  | 600                 | 570                | 670           | 725           | 555           | 455           | 480           | 425           | 460           | 330                | 5,270  | Traveler Information, Integration, Traffic & Emergency Management   |
| 117   | Miscellaneous Engineering Activities  |              | M1655          | O.1       |             | 450                  | 400                 | 450                | 450           | 450           | 450           | 450           | 450           | 450           | 450           | 450                | 4,450  | Allowance for growth related staff and consultant engineering work required at locations not identified in current capital program. |
| 118   | Miscellaneous Property Acquisition  |              | M1628          | O.2       |             | 100                  | 100                 | 100                | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100                | 1,000  | Allowance for growth related land purchases at locations not identified in current capital program.                                 |
| 119   | Miscellaneous Landscaping Projects  |              | M1629          | O.3       |             | 70                   | 150                 | 150                | 150           | 150           | 150           | 150           | 150           | 150           | 150           | 150                | 1,500  | Allowance for boulevard enhancements (i.e. tree planting).  |
| 120   | Transportation Master Plan Studies  |              | R1009          | O.5       |             | 1,500                | 100                 | 100                | 100           | 100           | 100           | 500           | 100           | 100           | 100           | 100                | 2,900  | Allowance to address TMP recommended actions.   |
| 121   | Contingencies (Development Related)   |              | M1630          | O.4       |             | 300                  | 300                 | 100                | 300           | 300           | 300           | 300           | 300           | 300           | 300           | 300                | 2,800  |   |
| 122   | Contingencies (Non-Development Related)   |              | M1631          | O.9       |             | 89                   | 75                  | 100                | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100                | 975  |   |
| 123   | Regional Share - Development Related Projects   |              | M1610          | O.8       |             | 300                  | 300                 | 100                | 300           | 300           | 300           | 300           | 300           | 300           | 300           | 300                | 2,800  | Allowance for Region's share of road and storm infrastructure costs associated with development.                                    |
| <b>Other Capital Program Items Totals</b>         |   |              |                |           |             | <b>24,709</b>        | <b>9,089</b>        | <b>13,584</b>      | <b>11,470</b> | <b>29,925</b> | <b>21,280</b> | <b>31,025</b> | <b>34,450</b> | <b>37,110</b> | <b>35,115</b> | <b>37,115</b>      | <b>261,663</b>                                   |   |
| <b>Structure Rehabilitations and Replacements</b> |   |              |                |           |             |                      |                     |                    |               |               |               |               |               |               |               |                    |  |   |
| 124   | Deck Condition Surveys Program  | Various      | R1604          | O.12      |             | 375                  | 45                  | 125                | 125           | 125           | 125           | 125           | 125           | 125           | 125           | 125                | 1,545  | Allowance to complete detailed deck condition surveys.  |
| 125   | Miscellaneous Spall Repair and Deck Waterproofing Projects  | Various      | R1605          | O.12      |             | 450                  | 200                 | 365                | 365           | 365           | 365           | 365           | 365           | 365           | 365           | 365                | 3,935  | Allowance to address spall repairs and deck waterproofing at various locations.   |
| 126   | Expansion Joint / Bearing Replacement Program   | Various      | R1606          | O.12      |             | 220                  | 60                  | 60                 | 60            | 60            | 60            | 60            | 60            | 60            | 60            | 60                 | 820  | Allowance to replace expansion joints/bearings.   |
| 127   | Construct Concrete Head Walls Program   | Various      | R1607          | O.12      |             | 50                   | 60                  | 60                 | 60            | 60            | 0             | 0             | 0             | 0             | 0             | 0                  | 290  | Allowance to construct/replace/repair concrete head walls.  |
| 128   | <u>Req. Rd. 1</u><br>Brock Rd. Over Duffins Creek Bridge, 0.5 km south of Major Oaks Rd.<br>Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Pickering    |                | O.12      | N/A         |                      |                     |                    |               |               | 125           |               |               |               |               |                    | 0<br>0<br>125<br>0<br>0<br>1,500<br><u>1,625</u> | Bridge rehabilitation.  |
| 129   | <u>Req. Rd. 2</u><br>Simcoe St. / Oshawa Creek Bridge, 0.75 km north of Taunton Rd.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction         | Oshawa       | R1608          | O.12      | N/A         |                      | 150                 |                    | 50            | 900           |               |               |               |               |               |                    | 0<br>0<br>150<br>0<br>50<br>900<br><u>1,100</u>  | Bridge rehabilitation.  |
| 130   | <u>Req. Rd. 2</u><br>Seagrave Bridge, 0.55 km south of Saintfield Rd.<br>Scugog<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                       | Scugog       |                | O.12      | N/A         |                      |                     |                    |               | 150           |               |               |               |               |               |                    | 0<br>0<br>150<br>0<br>0<br>1,000<br><u>1,150</u> | Bridge rehabilitation.  |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT  | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |      |      |      |       |      |      |       | TOTAL PROJECT COST | DESCRIPTION AND REMARKS                          |  |
|----------|--|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|------|------|------|-------|------|------|-------|--------------------|--|--|
|          |  |              |                |           |             |                      |                     | 2017               | 2018 | 2019 | 2020 | 2021  | 2022 | 2023 | 2024  |                    |  | 2025   |
| 131      | <u>Req. Rd. 3</u><br>Bickle Bridge, 1.1 km east of Thickson Rd.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                          | Whitby       |                | O.12      | N/A         | 0                    |                     |                    |      |      |      | 125   |      |      | 1,200 |                    | 0<br>0<br>125<br>0<br>0<br>1,200<br><u>1,325</u> | Bridge rehabilitation.   |
| 132      | <u>Req. Rd. 3</u><br>Erniskillen Bridge, 2.1 km west of Scugog Rd., Reg. Rd. 57<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction      | Clarington   |                | O.12      | N/A         | 0                    |                     |                    | 200  |      |      | 1,200 |      |      |       |                    | 0<br>0<br>200<br>0<br>0<br>1,200<br><u>1,400</u> | Bridge rehabilitation.   |
| 133      | <u>Req. Rd. 4</u><br>W.A. Twelvvetress Bridge, 0.3 km east of Whites Rd., Reg. Rd. 38<br>Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Pickering    |                | O.12      | N/A         | 0                    |                     |                    |      |      |      |       |      | 300  |       | 2,500              | 0<br>0<br>300<br>0<br>0<br>2,500<br><u>2,800</u> | Bridge rehabilitation of existing 4 lane structure.<br>Timing subject to coordination with future widening of structure. |
| 134      | <u>Req. Rd. 4</u><br>Hampton Bridge, 1.0 km west of Reg. Rd. 57.<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                     | Clarington   |                | O.12      | N/A         | 0                    |                     |                    | 100  |      | 700  |       |      |      |       |                    | 0<br>0<br>100<br>0<br>0<br>700<br><u>800</u>     | Bridge rehabilitation.   |
| 135      | <u>Req. Rd. 4</u><br>Soper Creek Bridge, 2.97 km east of Liberty St.<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                 | Clarington   |                | O.12      | N/A         | 0                    |                     |                    |      |      |      |       |      | 125  |       | 1,300              | 0<br>0<br>125<br>0<br>0<br>1,300<br><u>1,425</u> | Bridge rehabilitation.   |
| 136      | <u>Req. Rd. 4</u><br>Wilmot Creek Bridge, 1.3 km east of Region Road 42<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction              | Clarington   |                | O.12      | N/A         | 0                    |                     |                    |      | 120  |      | 1,200 |      |      |       |                    | 0<br>0<br>120<br>0<br>0<br>1,200<br><u>1,320</u> | Bridge rehabilitation.   |
| 137      | <u>Req. Rd. 4</u><br>Taunton Rd. Culvert, 0.2 km east of Main St. at Orono Creek<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction     | Clarington   | R1625          | O.12      | N/A         | 0                    | 350                 |                    |      |      |      |       |      |      |       |                    | 0<br>0<br>0<br>0<br>0<br>350<br><u>350</u>       | Culvert extension.   |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT  | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |      |       |       |       |       |      |      | TOTAL PROJECT COST | DESCRIPTION AND REMARKS                              |                                      |
|----------|--|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|------|-------|-------|-------|-------|------|------|--------------------|--|--------------------------------------|
|          |  |              |                |           |             |                      |                     | 2017               | 2018 | 2019  | 2020  | 2021  | 2022  | 2023 | 2024 |                    |  | 2025                                 |
| 138      | <u>Req. Rd. 6</u><br>Sainfield Rd. Bridge, 4 km east of Highway 12<br>Scugog<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                       | Scugog       | R1626          | O.11      | N/A         | 0                    | 150                 | 200                | 50   | 50    | 1,500 |       |       |      |      |                    | 0<br>150<br>200<br>50<br>50<br>1,500<br><u>1,950</u> | Replace bridge over Layton River.    |
| 139      | <u>Req. Rd. 8</u><br>Sileam Bridge, 0.75 km west of Uxbridge Township Concession Rd. 3<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Uxbridge     | R1409          | O.11      | N/A         | 300                  |                     | 50                 | 50   | 2,400 |       |       |       |      |      |                    | 300<br>0<br>0<br>50<br>50<br>2,400<br><u>2,800</u>   | Replace bridge.                      |
| 140      | <u>Req. Rd. 8</u><br>Nonquon Bridge, 0.45 km west of Highway 12<br>Scugog<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                          | Scugog       | R1627          | O.11      | N/A         | 0                    |                     | 200                | 200  | 50    | 50    | 1,200 |       |      |      |                    | 0<br>200<br>200<br>50<br>50<br>1,200<br><u>1,700</u> | Replace bridge over Nonquon River.   |
| 141      | <u>Req. Rd. 11</u><br>Smith Bridge, 1.1 km west of Uxbridge Township Concession Rd. 3<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction  | Uxbridge     |                | O.11      | N/A         | 0                    |                     | 200                | 200  | 50    | 50    | 1,900 |       |      |      |                    | 0<br>200<br>200<br>50<br>50<br>1,900<br><u>2,400</u> | Replace bridge over Pefferlaw Brook. |
| 142      | <u>Req. Rd. 12</u><br>Dobson Bridge, 0.2 km east of McRae St.<br>Brock<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                             | Brock        |                | O.12      | N/A         | 0                    |                     |                    |      | 150   |       | 1,100 |       |      |      |                    | 0<br>0<br>150<br>0<br>0<br>1,100<br><u>1,250</u>     | Bridge rehabilitation.               |
| 143      | <u>Req. Rd. 13</u><br>Laurie Bridge, Zephyr Rd., 0.95 km west of Concession Rd. VI<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction     | Uxbridge     |                | O.11      | N/A         | 0                    |                     |                    | 200  | 200   | 50    | 50    | 1,500 |      |      |                    | 0<br>200<br>200<br>50<br>50<br>1,500<br><u>2,000</u> | Replace bridge over Pefferlaw Brook. |
| 144      | <u>Req. Rd. 15</u><br>Beaverton River Bridge, 0.1 km west of Highway 12<br>Brock<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                   | Brock        | R1628          | O.12      | N/A         | 0                    | 200                 | 1,500              |      |       |       |       |       |      |      |                    | 0<br>0<br>200<br>0<br>0<br>1,500<br><u>1,700</u>     | Bridge rehabilitation.               |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |      |      |       |       |      |      |       | TOTAL PROJECT COST | DESCRIPTION AND REMARKS                           |   |
|----------|---|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|------|------|-------|-------|------|------|-------|--------------------|---|---|
|          |   |              |                |           |             |                      |                     | 2017               | 2018 | 2019 | 2020  | 2021  | 2022 | 2023 | 2024  |                    |   | 2025  |
| 145      | <u>Req. Rd. 15</u><br>McRae Bridge, 1.0 km west of Thorah Sideroad<br>Brock<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                         | Brock        |                | O.12      | N/A         | 0                    |                     |                    |      |      |       | 200   |      |      | 1,200 |                    | 0<br>0<br>200<br>0<br>0<br>1,200<br><u>1,400</u>  | Bridge rehabilitation.  |
| 146      | <u>Req. Rd. 16</u><br>Ritson Rd. / CP Overpass, 0.2 km south of Olive Ave.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                | Oshawa       | R1629          | O.12      | N/A         | 0                    | 150                 |                    | 50   |      | 2,250 |       |      |      |       |                    | 0<br>0<br>150<br>0<br>50<br>2,250<br><u>2,450</u> | Bridge rehabilitation.  |
| 147      | <u>Req. Rd. 16</u><br>Ritson Rd. / CNR Overhead, 0.2 km south of Bloor St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                | Oshawa       | R1411          | O.12      | N/A         | 240                  |                     |                    |      |      | 2,000 |       |      |      |       |                    | 240<br>0<br>0<br>0<br>0<br>2,000<br><u>2,240</u>  | Bridge rehabilitation.<br>50% of costs to be recovered from C.N.R. as per Board Order No. 98034 |
| 148      | <u>Req. Rd. 18</u><br>Kendal Bridge, 1.16 km south of Ganaraska Rd.<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                   | Clarington   |                | O.12      | N/A         | 0                    |                     |                    |      |      |       | 150   |      |      | 1,200 |                    | 0<br>0<br>150<br>0<br>0<br>1,200<br><u>1,350</u>  | Bridge rehabilitation.  |
| 149      | <u>Req. Rd. 22</u><br>John Mills Bridge, 0.4 km west of Westney Rd.<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                         | Ajax         | R1528          | O.12      | N/A         | 200                  | 1,800               |                    |      |      |       |       |      |      |       |                    | 200<br>0<br>0<br>0<br>0<br>1,800<br><u>2,000</u>  | Bridge rehabilitation.  |
| 150      | <u>Req. Rd. 22</u><br>Bloor St. West Over Oshawa Creek, 0.2 km west of Simcoe St. south<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction   | Oshawa       |                | O.12      | N/A         | 0                    |                     |                    |      | 200  |       | 1,800 |      |      |       |                    | 0<br>0<br>200<br>0<br>0<br>1,800<br><u>2,000</u>  | Bridge rehabilitation.  |
| 151      | <u>Req. Rd. 22</u><br>Bloor St. E. Over Farewell Creek Bridge, 0.5 km east of Harmony Rd.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Oshawa       |                | O.12      | N/A         | 0                    |                     |                    |      |      | 150   |       |      |      | 1,200 |                    | 0<br>0<br>150<br>0<br>0<br>1,200<br><u>1,350</u>  | Bridge rehabilitation.  |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |       |       |      |       |       |       |      | TOTAL PROJECT COST | DESCRIPTION AND REMARKS                          |                        |
|----------|---|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|-------|-------|------|-------|-------|-------|------|--------------------|--|------------------------|
|          |   |              |                |           |             |                      |                     | 2017               | 2018  | 2019  | 2020 | 2021  | 2022  | 2023  | 2024 |                    |  | 2025                   |
| 152      | <u>Req. Rd. 23</u><br>Beaverton Bridge, 50 m north of Simcoe St.<br>Brock<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                   | Brock        | R1209          | O.12      | N/A         | 200                  |                     |                    | 1,500 |       |      |       |       |       |      |                    | 200<br>0<br>0<br>0<br>0<br>1,500<br><u>1,700</u> | Bridge rehabilitation. |
| 153      | <u>Req. Rd. 28</u><br>Rossland Rd. Over Oshawa Creek, 0.45 km east of Park Rd.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction    | Oshawa       |                | O.12      | N/A         | 0                    |                     |                    |       | 180   |      | 2,000 |       |       |      |                    | 0<br>0<br>180<br>0<br>0<br>2,000<br><u>2,180</u> | Bridge rehabilitation. |
| 154      | <u>Req. Rd. 28</u><br>Rossland Rd. East Bridge, 0.15 km east of Camelot Dr.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction       | Oshawa       |                | O.12      | N/A         | 0                    |                     |                    |       |       | 150  |       | 1,200 |       |      |                    | 0<br>0<br>150<br>0<br>0<br>1,200<br><u>1,350</u> | Bridge rehabilitation. |
| 155      | <u>Req. Rd. 29</u><br>Liverpool Rd. Over CNR Bridge, 0.1 km north of Bayly St.<br>Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Pickering    | R1630          | O.12      | N/A         | 0                    | 100                 |                    | 300   |       |      |       |       |       |      |                    | 0<br>0<br>100<br>0<br>0<br>300<br><u>400</u>     | Bridge rehabilitation. |
| 156      | <u>Req. Rd. 31</u><br>Westney Rd. CPR Overhead, 0.4 km north of Taunton Rd.<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction         | Ajax         |                | O.12      | N/A         | 0                    |                     | 150                |       | 1,800 |      |       |       |       |      |                    | 0<br>0<br>150<br>0<br>0<br>1,800<br><u>1,950</u> | Bridge rehabilitation. |
| 157      | <u>Req. Rd. 31</u><br>Bayles Bridge, 2.8 km east of Brock Rd.<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                       | Ajax         |                | O.12      | N/A         | 0                    |                     | 100                |       | 950   |      |       |       |       |      |                    | 0<br>0<br>100<br>0<br>0<br>950<br><u>1,050</u>   | Bridge rehabilitation. |
| 158      | <u>Req. Rd. 33</u><br>Harmony Rd. Over CPR Overhead, 0.2 km south of Olive Ave.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction   | Oshawa       |                | O.12      | N/A         | 0                    |                     |                    |       |       |      | 200   |       | 1,800 |      |                    | 0<br>0<br>200<br>0<br>0<br>1,800<br><u>2,000</u> | Bridge rehabilitation. |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT   | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |      |      |      |      |      |      |       | TOTAL PROJECT COST | DESCRIPTION AND REMARKS |                        |
|----------|---|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|------|------|------|------|------|------|-------|--------------------|-------------------------|------------------------|
|          |   |              |                |           |             |                      |                     | 2017               | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024  |                    |                         | 2025                   |
| 159      | <u>Req. Rd. 33</u><br>Hoskin Bridge, 0.55 km north of Rossland Rd. E.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                         | Oshawa       |                | O.12      | N/A         | 0                    |                     |                    |      |      |      |      |      |      | 150   | 1,400              | 1,550                   | Bridge rehabilitation. |
| 160      | <u>Req. Rd. 35</u><br>Wilson Rd. North Pedestrian Underpass, 0.69 km north of Rossland Rd. E.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Oshawa       |                | O.12      | N/A         | 0                    |                     |                    |      |      |      | 50   |      |      |       | 400                | 450                     | Bridge rehabilitation. |
| 161      | <u>Req. Rd. 38</u><br>Whites Rd. / CNR Overpass, 0.47 km north of Kingston Rd.<br>Pickering<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction             | Pickering    |                | O.12      | N/A         | 0                    |                     |                    | 150  |      | 600  |      |      |      |       |                    | 750                     | Bridge rehabilitation. |
| 162      | <u>Req. Rd. 43</u><br>Cochrane St. / CP Overpass, 0.7 km south of Rossland Rd.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                | Whitby       | R1420          | O.12      | N/A         | 150                  | 1,500               |                    |      |      |      |      |      |      |       |                    | 1,650                   | Bridge rehabilitation. |
| 163      | <u>Req. Rd. 45</u><br>Henry St. CNR Overpass, 0.4 km north of Victoria St.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                    | Whitby       |                | O.12      | N/A         | 0                    |                     |                    |      |      |      | 200  |      |      | 1,200 |                    | 1,400                   | Bridge rehabilitation. |
| 164      | <u>Req. Rd. 46</u><br>Brock St. Over Pringle Creek Bridge, 0.15 km south of Front St.<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction         | Whitby       |                | O.12      | N/A         | 0                    |                     |                    |      | 60   |      |      |      |      |       | 700                | 760                     | Bridge rehabilitation. |
| 165      | <u>Req. Rd. 46</u><br>Brock St. CNR Overpass Bridge, 0.1 km south of Hwy. 401<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                 | Whitby       |                | O.12      | N/A         | 0                    |                     |                    |      |      |      |      | 100  |      | 1,000 |                    | 1,100                   | Bridge rehabilitation. |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No. | LOCATION AND COST COMPONENT  | Municipality | Program Number | DC Item # | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |      |       |      |       |      |      |      | TOTAL PROJECT COST | DESCRIPTION AND REMARKS |   |   |
|----------|--|--------------|----------------|-----------|-------------|----------------------|---------------------|--------------------|------|-------|------|-------|------|------|------|--------------------|-------------------------|---|---|
|          |  |              |                |           |             |                      |                     | 2017               | 2018 | 2019  | 2020 | 2021  | 2022 | 2023 | 2024 |                    |                         | 2025  |   |
| 166      | <u>Reg. Rd. 50</u><br>Morgan Bridge, 3.1 km east of Reg. Rd. 51<br>Brock<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                       | Brock        |                | O.12      | N/A         | 0                    |                     |                    |      | 200   |      | 1,200 |      |      |      |                    |                         | 0<br>0<br>200<br>0<br>0<br>1,200<br><u>1,400</u>  | Bridge rehabilitation.<br>This boundary bridge is a partnership project with Simcoe County.<br>50% of costs to be recovered by Simcoe County.             |
| 167      | <u>Reg. Rd. 50</u><br>Trent Canal Overpass, 5.3 km east of Reg. Rd. 51<br>Brock<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                | Brock        | R1631          | O.12      | N/A         | 0                    | 100                 |                    | 900  |       |      |       |      |      |      |                    |                         | 0<br>0<br>100<br>0<br>0<br>900<br><u>1,000</u>    | Bridge rehabilitation.<br>This boundary bridge is a partnership project with Simcoe County.<br>50% of costs to be recovered by Simcoe County.             |
| 168      | <u>Reg. Rd. 51</u><br>Gamebridge Bridge, 0.1 km north of Portage Rd.<br>Brock<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                  | Brock        | R1632          | O.12      | N/A         | 0                    | 200                 |                    | 50   | 1,750 |      |       |      |      |      |                    |                         | 0<br>0<br>200<br>0<br>50<br>1,750<br><u>2,000</u> | Bridge replacement/rehabilitation.<br>This boundary bridge is a partnership project with Simcoe County.<br>50% of costs to be recovered by Simcoe County. |
| 169      | <u>Reg. Rd. 53</u><br>Stevenson Rd. CNR Overpass, 0.9 km north of Wentworth St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction      | Oshawa       |                | O.12      | N/A         | 0                    |                     |                    |      |       |      |       |      | 200  |      | 1,600              |                         | 0<br>0<br>200<br>0<br>0<br>1,600<br><u>1,800</u>  | Bridge rehabilitation.  |
| 170      | <u>Reg. Rd. 53</u><br>Stevenson Rd. Over CPR Overpass, 0.4 km north of Lavelle St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction   | Oshawa       |                | O.12      | N/A         | 0                    |                     |                    |      | 200   |      | 1,900 |      |      |      |                    |                         | 0<br>0<br>200<br>0<br>0<br>1,900<br><u>2,100</u>  | Bridge rehabilitation.  |
| 171      | <u>Reg. Rd. 54</u><br>Park Rd. CPR Overpass, 0.48 km south of Gibb St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction               | Oshawa       |                | O.12      | N/A         | 0                    |                     |                    |      |       |      |       |      | 100  |      | 500                |                         | 0<br>0<br>100<br>0<br>0<br>500<br><u>600</u>      | Bridge rehabilitation.  |
| 172      | <u>Reg. Rd. 57</u><br>Bowmanville Creek Bridge, 1.9 km north of Region Highway 2<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Clarington   | R1529          | O.12      | N/A         | 150                  |                     | 1,800              |      |       |      |       |      |      |      |                    |                         | 150<br>0<br>0<br>0<br>0<br>1,800<br><u>1,950</u>  | Bridge rehabilitation.  |

2016 CAPITAL BUDGET AND NINE YEAR FORECAST

| ITEM No.   | LOCATION AND COST COMPONENT   | Municipality | Program Number | DC Item #    | LENGTH (km) | BUDGET PRIOR TO 2016 | 2016 CAPITAL BUDGET | NINE YEAR FORECAST |        |        |         |         |         |         |         | TOTAL PROJECT COST | DESCRIPTION AND REMARKS                             |  |
|--|---|--------------|----------------|--------------|-------------|----------------------|---------------------|--------------------|--------|--------|---------|---------|---------|---------|---------|--------------------|---|--|
|  |   |              |                |              |             |                      |                     | 2017               | 2018   | 2019   | 2020    | 2021    | 2022    | 2023    | 2024    |                    |   | 2025   |
| 173  | <u>Req. Rd. 57</u><br>Robins Bridge, 0.77 km north of Taunton Rd.<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                       | Clarington   |                | O.12         | N/A         | 0                    |                     |                    |        |        |         |         |         |         |         |                    | 0<br>0<br>125<br>0<br>0<br>1,400<br><u>1,525</u>    | Bridge rehabilitation.   |
| 174  | <u>Req. Rd. 57</u><br>Burketon Overpass Bridge, 3.3 km south of Shirley Rd.<br>Clarington<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction             | Clarington   | R1633          | O.12<br>O.11 | N/A         | 0                    | 50                  |                    |        | 200    | 50      |         |         |         |         |                    | 0<br>0<br>250<br>50<br>100<br>2,650<br><u>3,050</u> | 2016 Interim repairs.<br>2022 Bridge Replacement.  |
| 175  | <u>Req. Rd. 58</u><br>Manning Rd. Culvert, 0.3 km east of Thickson Rd<br>Whitby<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction                       | Whitby       | R1634          | O.12         | N/A         | 0                    | 25                  |                    |        |        |         |         |         |         |         |                    | 0<br>0<br>25<br>0<br>0<br>300<br><u>325</u>         | Culvert rehabilitation.  |
| 176  | <u>Req. Rd. 58</u><br>Adelaide Rd. West Over Oshawa Creek Bridge, 0.6 km west of Simcoe St.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction | Oshawa       |                | O.12         | N/A         | 0                    |                     |                    |        |        | 150     |         |         |         |         |                    | 0<br>0<br>150<br>0<br>0<br>1,100<br><u>1,250</u>    | Bridge rehabilitation.   |
| 177  | <u>Req. Rd. 59</u><br>Gibb St. Over Oshawa Creek Bridge, 0.4 km east of Park Rd.<br>Oshawa<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction            | Oshawa       |                | O.12         | N/A         | 0                    |                     |                    |        | 120    |         |         |         |         |         |                    | 0<br>0<br>120<br>0<br>0<br>840<br><u>960</u>        | Bridge rehabilitation.   |
| 178  | <u>Req. Hwy 2</u><br>Kingston Rd. Over Duffins Creek, 0.6 km west of Church St.<br>Ajax<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction               | Ajax         |                | O.12         | N/A         | 0                    |                     |                    |        |        | 100     |         |         |         |         |                    | 0<br>0<br>100<br>0<br>0<br>800<br><u>900</u>        | Bridge rehabilitation.   |
| 179  | <u>Req. Hwy 47</u><br>Uxbridge Brook Culvert<br>Uxbridge<br><br>Total Prior Budget Allocations<br>E.A.<br>Design<br>Property Acquisition<br>Utility Relocation<br>Construction  | Uxbridge     | R1635          | O.12         | N/A         | 0                    | 250                 |                    |        |        |         |         |         |         |         |                    | 0<br>0<br>250<br>0<br>0<br>2,500<br><u>2,750</u>    | Replace stone masonry arch culvert.<br>Project construction timing will be coordinated with the Town of Uxbridge downtown storm water channel project. |
| <b>Structure Rehabilitations and Replacements Totals</b> |   |              |                |              |             | 2,335                | 5,540               | 7,960              | 13,730 | 7,640  | 11,425  | 10,745  | 9,950   | 5,675   | 5,625   | 5,750              | 86,375  |  |
| <b>GRAND TOTAL</b>                                       |   |              |                |              |             | 99,905               | 77,264              | 92,244             | 98,030 | 92,765 | 101,495 | 108,765 | 109,950 | 105,785 | 104,590 | 107,865            | 1,098,658   |  |



## PROGRAM SUMMARY



### 2016 Business Plan

### Headquarters Facility Shared Cost

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
|   | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses  | 919                  | 1,021              | 1,036          | 5                 | 1,041              |
| Communications  | 441                  | 460                | 460            | 40                | 500                |
| Supplies  | 119                  | 139                | 139            | -                 | 139                |
| Utilities   | 1,267                | 1,161              | 1,276          | (13)              | 1,263              |
| Computer Maintenance &<br>Operations                              | 16                   | 11                 | 11             | -                 | 11                 |
| Materials & Services  | 21                   | 30                 | 30             | (3)               | 27                 |
| Buildings & Grounds Operations                                    | 931                  | 1,010              | 1,010          | 13                | 1,023              |
| Equipment Maintenance &<br>Repairs                                | 14                   | 12                 | 12             | -                 | 12                 |
| Professional Services   | 35                   | 55                 | -              | 20                | 20                 |
| Contracted Services   | 722                  | 730                | 746            | (26)              | 720                |
| Financial Expenses  | 166                  | 166                | 169            | -                 | 169                |
| Major Repairs & Renovations                                       | 195                  | 293                | -              | 100               | 100                |
| Contribution to Reserve &<br>Reserve Funds                        | 748                  | 748                | 748            | (748)             | -                  |
| Call Centre Operations  | 435                  | 497                | 501            | -                 | 501                |
| Front Counter Operations  | 298                  | 327                | 322            | -                 | 322                |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>         | <b>6,660</b>       | <b>6,460</b>   | <b>(612)</b>      | <b>5,848</b>       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                      |                    |                |                   |                    |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                  | 375                | 380            | (8)               | 372                |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>           | <b>375</b>         | <b>380</b>     | <b>(8)</b>        | <b>372</b>         |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>         | <b>7,035</b>       | <b>6,840</b>   | <b>(620)</b>      | <b>6,220</b>       |

# PROGRAM SUMMARY



## 2016 Business Plan

## Headquarters Facility Shared Cost

| Detailed Cost of Program:             | 2015                 |                    | 2016           |                   |                    |
|---------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                            | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
|                                       | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Tangible Capital Assets</b>        |                      |                    |                |                   |                    |
| Replacement                           | 145                  | 145                | 530            | 760               | 1,290              |
| <b>Total Tangible Capital Assets</b>  | <b>145</b>           | <b>145</b>         | <b>530</b>     | <b>760</b>        | <b>1,290</b>       |
| <b>Debt Charges</b>                   |                      |                    |                |                   |                    |
| Debt Charges                          | 4,594                | 4,594              | 4,594          | -                 | 4,594              |
| <b>Total Debt Charges</b>             | <b>4,594</b>         | <b>4,594</b>       | <b>4,594</b>   | <b>-</b>          | <b>4,594</b>       |
| <b>Revenues</b>                       |                      |                    |                |                   |                    |
| Rents                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                 | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>(6)</b>        | <b>(6)</b>         |
| <b>Net Program Expenses</b>           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Summary of Increase (Decrease)</b> |                      |                    | <b>\$ 190</b>  |                   | <b>\$ 324</b>      |
|                                       |                      |                    | <b>1.61%</b>   |                   | <b>2.75%</b>       |

### Summary of Base Budget Changes

|                                       | \$         | Comments   |
|---------------------------------------|------------|--|
| Salaries & Benefits                   | 27         | Economic increase  |
| Operating Expenses                    | 84         | Inflationary increases in Hydro, Natural Gas, Water & Sewer Services, Insurance, Janitorial, and Security Services |
| Major Repairs & Renovations           | (293)      | Reduced requirements   |
| Tangible Capital Assets - Replacement | 372        | Increased replacements   |
|                                       | <b>190</b> |  |



## 2016 Business Plan

## Headquarters Facility Shared Cost

| Detailed Cost of Program:<br>(\$,000's) | 2015<br>Approved<br>Budget<br>\$ | 2016                 |                         |                          |
|---|----------------------------------|----------------------|-------------------------|--------------------------|
|   |                                  | Base<br>Budget<br>\$ | Program<br>Change<br>\$ | Proposed<br>Budget<br>\$ |
| <b><u>Department Allocation</u></b>     |                                  |                      |                         |                          |
| Chief Administration Officer            | 87                               | 89                   | 1                       | 90                       |
| Children's Services                     | 537                              | 546                  | 6                       | 552                      |
| CS-Human Resources                      | 199                              | 202                  | 2                       | 204                      |
| CS-Information Technology               | 323                              | 328                  | 4                       | 332                      |
| CS-Legal Services                       | 97                               | 98                   | 1                       | 99                       |
| CS-Legislative Services                 | 103                              | 104                  | 1                       | 105                      |
| CS-POA                                  | 881                              | 895                  | 10                      | 905                      |
| DEMO                                    | 50                               | 50                   | 1                       | 51                       |
| DRLHC Property Management               | 108                              | 110                  | 1                       | 111                      |
| Durham Regional Police Services         | 1,523                            | 1,547                | 17                      | 1,564                    |
| Durham Region Transit                   | 65                               | 66                   | 1                       | 67                       |
| Economic Development                    | 104                              | 105                  | 2                       | 107                      |
| Family Services                         | 313                              | 318                  | 4                       | 322                      |
| Finance                                 | 511                              | 519                  | 6                       | 525                      |
| Financial Housing Services              | 82                               | 84                   | 1                       | 85                       |
| Health                                  | 1,866                            | 1,896                | 21                      | 1,917                    |
| Housing Services                        | 115                              | 117                  | 1                       | 118                      |
| Planning                                | 393                              | 400                  | 4                       | 404                      |
| Regional Chair                          | 62                               | 63                   | 1                       | 64                       |
| Regional Council                        | 180                              | 183                  | 2                       | 185                      |
| Social Assistance                       | 1,163                            | 1,182                | 13                      | 1,195                    |
| Utility Finance                         | 294                              | 299                  | 4                       | 303                      |
| Works-General Tax                       | 566                              | 576                  | 6                       | 582                      |
| Works-Sewer                             | 982                              | 998                  | 11                      | 1,009                    |
| Works-Solid Waste                       | 188                              | 191                  | 2                       | 193                      |
| Works-Water                             | 982                              | 998                  | 11                      | 1,009                    |
| <b>Total Allocated</b>                  | <b>11,774</b>                    | <b>11,964</b>        | <b>134</b>              | <b>12,098</b>            |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Headquarters Facility Shared Cost

| Regional Headquarters   | \$ 000's          |
|---|-------------------|
| ♦ Increase in overtime expense to align to actuals.   | 5                 |
| ♦ Increase in telephone expense based on 2015 actuals and projected 2016 requirements.  | 40                |
| ♦ Contribution from cafeteria operator for utility costs.   | (13)              |
| ♦ Adjustments to building and grounds operations (\$13k) and materials and services (\$-3k) to reflect actual costs and forecasted requirements.  | 10                |
| ♦ Professional Services to undertake condition reviews of mechanical and electrical systems.  | 20                |
| ♦ Decrease in janitorial services based on forecasted requirements.   | (26)              |
| ♦ Major Repairs and Renovations including modifications to the backup diesel generator fuel tank and components to comply with the Technical Standards and Safety Authority updated requirements. | 100               |
| ♦ Reallocate contribution to reserve funds for building replacement to Corporate Non Departmental Budget.   | (748)             |
| ♦ Decrease in inter-departmental transfers for services provided by Facilities Management.  | (8)               |
|   | <u>(620)</u>      |
| <b>Tangible Capital Assets</b>  |                   |
| <b>Additional Replacements:</b>   |                   |
| ♦ Refer to TCA Replacement Schedule for further details.  | 760               |
|   | <u>760</u>        |
| <b>Revenue</b>  |                   |
| ♦ Increase in recoveries for leased space at Regional Headquarters for cafeteria and café services.   | (6)               |
|   | <u>(6)</u>        |
| <b>Total Program Changes</b>  | <u><u>134</u></u> |

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



**2016 Business Plan**

**Headquarters Facility  
Shared Cost**

| Description   | Qty | Unit Cost  | Total            |
|---|-----|------------|------------------|
| 1 Carpet Replacement (approximately 55,500 square feet on the Lower Level (LL) and Level 1) | 1   | \$ 825,000 | \$ 825,000       |
| 2 Roof Repairs  | 1   | 465,000    | 465,000          |
|   |     |            | <b>1,290,000</b> |

|  |
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2016 Business Plan

Works - Solid Waste Management

Major Services & Activities

Collection, Processing and Haulage

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

Waste Facilities and Landfill Operations

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

Administration, Promotion and Education

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



**2016 Business Plan**

**Works - Solid Waste Management**

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

|   |  |
|---|--|
| <p><b>Strategic Goal 2.5 - Demonstrate leadership in waste reduction and reuse strategies, while managing residual waste effectively.</b></p> <p><b>Responsibility - Lead</b></p>   |  |
| <p><b>Key Deliverables</b></p> <ul style="list-style-type: none"> <li>◆ Implement programs in support of 70% waste diversion.</li> <li>◆ Operation of the Durham-York Energy Centre Facility.</li> <li>◆ Continued partnership with local Non-Government Organizations (NGO's).</li> <li>◆ Continued by-law enforcement with focus on program compliance.</li> <li>◆ Community Education of Region's Waste Initiatives.</li> </ul>  |  |
| <p><b>Performance Targets</b></p> <ul style="list-style-type: none"> <li>◆ 54% of waste diverted from landfill.</li> <li>◆ Evaluation of new diversion initiatives including the feasibility of marketing bulky rigid plastics and construction/demolition materials.</li> <li>◆ Continued effort to remain a leader in Waste Diversion Ontario Generally Accepted Principles diversion.</li> <li>◆ Best Practice leader in municipal group for Blue Box Program.</li> <li>◆ Regulatory compliance of Waste Management Facilities.</li> <li>◆ Regulatory compliance of former landfills.</li> </ul> |  |

| <p><b>Strategic Goals</b></p> <p><b>Responsibility - Support</b></p> |   |
|--|---|
| Goal   | Description   |
| 2.1  | Strengthen efforts to protect our rural resources.  |
| 2.3  | Enhance ecological health with a continuous natural heritage and greenland system.                        |
| 2.4  | Protect the quality and quantity of both ground and surface water.  |
| 3.4  | Support the co-ordination of growth with the provision of both hard and soft infrastructure and services. |
| 4.5  | Strengthen accessibility to appropriate services which respond to the needs of our diverse community.     |



## PROGRAM SUMMARY



### 2016 Business Plan

### Works - Solid Waste Management

| By Program                                  | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                     | \$                   | \$                 | \$             | \$                | \$                 |
| <b>WASTE MANAGEMENT FACILITIES:</b>         |                      |                    |                |                   |                    |
| 1 Oshawa                                    | 3                    | 208                | 283            | (21)              | 262                |
| 2 Scugog                                    | 15                   | 38                 | 60             | (33)              | 27                 |
| 3 Brock                                     | 104                  | 175                | 180            | (73)              | 107                |
| 4 Pickering                                 | (18)                 | (18)               | (2)            | (5)               | (7)                |
| 5 Durham Material Recovery Facility         | -                    | -                  | -              | -                 | -                  |
| 6 Durham-York Energy Centre                 | 4,968                | 6,056              | 6,061          | 972               | 7,033              |
| Subtotal                                    | <b>5,072</b>         | <b>6,459</b>       | <b>6,582</b>   | <b>840</b>        | <b>7,422</b>       |
| <b>COLLECTION, PROCESSING AND DISPOSAL:</b> |                      |                    |                |                   |                    |
| <b>7 Collection Services</b>                |                      |                    |                |                   |                    |
| (a) Garbage                                 | 4,341                | 4,403              | 4,425          | (75)              | 4,350              |
| (b) Blue Box Curbside Recycle               | 10,158               | 10,336             | 10,369         | 571               | 10,940             |
| (c) Composting                              | 3,762                | 3,836              | 3,853          | (754)             | 3,099              |
| (d) Other Diversion                         | 60                   | 60                 | 61             | 13                | 74                 |
| <b>7 Processing and Disposal Services</b>   |                      |                    |                |                   |                    |
| (e) Garbage                                 | 2,250                | 3,119              | 3,149          | (776)             | 2,373              |
| (f) BlueBox Curbside Recycle                | 4,200                | 4,550              | 4,650          | (229)             | 4,421              |
| (g) Composting                              | 6,450                | 6,646              | 6,732          | (55)              | 6,677              |
| (h) Other Diversion                         | 14                   | 15                 | 15             | -                 | 15                 |
| (i) Diversion Promotional Items             | 358                  | 359                | 358            | (3)               | 355                |
| Subtotal                                    | <b>31,593</b>        | <b>33,324</b>      | <b>33,612</b>  | <b>(1,308)</b>    | <b>32,304</b>      |
| <b>COMMON SERVICES COSTS:</b>               |                      |                    |                |                   |                    |
| 8 Waste Administration                      | 3,446                | 3,710              | 3,733          | 99                | 3,832              |
| 9 Administration                            | 369                  | 369                | 374            | -                 | 374                |
| 10 Facilities Management                    | 1,964                | 2,052              | 2,301          | (202)             | 2,099              |
| 11 Headquarters Shared Cost                 | 188                  | 188                | 191            | 2                 | 193                |
| 12 Regional Corporate Costs                 | 3,624                | 3,624              | 3,625          | -                 | 3,625              |
| 13 Waste Management Centre                  | 540                  | 505                | 509            | 60                | 569                |
| 14 Community Outreach                       | 367                  | 408                | 408            | -                 | 408                |
| 15 Environmental Studies                    | 225                  | 377                | 377            | -                 | 377                |
| Subtotal                                    | <b>10,723</b>        | <b>11,233</b>      | <b>11,518</b>  | <b>(41)</b>       | <b>11,477</b>      |
| <b>Total Operating Program Expenses</b>     | <b>47,388</b>        | <b>51,016</b>      | <b>51,712</b>  | <b>(509)</b>      | <b>51,203</b>      |

## PROGRAM SUMMARY



### 2016 Business Plan

### Works - Solid Waste Management

| By Program   | 2015                 |                    | 2016  |                   |  |
|--|----------------------|--------------------|---|-------------------|--|
| (\$,000's)   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget   |
| <b>16 BLUE BOX RECOVERIES AND SUBSIDIES:</b>                     |                      |                    |   |                   |  |
| WDO Blue Box Funding   | (5,300)              | (4,850)            | (4,850)   | (499)             | (5,349)  |
| Revenues-Diversion Materials                                     | (4,935)              | (5,027)            | (5,027)   | 460               | (4,567)  |
| <b>Total Revenue</b>   | <b>(10,235)</b>      | <b>(9,877)</b>     | <b>(9,877)</b>  | <b>(39)</b>       | <b>(9,916)</b>   |
| <br>   |                      |                    |   |                   |  |
| <b>Net Program Expenses</b>                                      | <b>37,153</b>        | <b>41,139</b>      | <b>41,835</b>   | <b>(548)</b>      | <b>41,287</b>  |
| <br>   |                      |                    |   |                   |  |
| <b>17 TANGIBLE CAPITAL ASSETS:</b>                               |                      |                    |   |                   |  |
| 1 Operations - New   | 680                  | 680                | -   | 200               | 200  |
| 2 Operations - Replacement                                       | 118                  | 118                | 121   | 608               | 729  |
| 3 Facilities - New   | -                    | -                  | -   | 60                | 60   |
| 4 Facilities - Replacement                                       | 735                  | 735                | 106   | 593               | 699  |
| 5 Major Capital Projects   | 1,462                | 1,462              | -   | 1,400             | 1,400  |
| <b>Tangible Capital Assets Subtotal</b>                          | <b>2,995</b>         | <b>2,995</b>       | <b>227</b>  | <b>2,861</b>      | <b>3,088</b>   |
| <br>   |                      |                    |   |                   |  |
| <b>TANGIBLE CAPITAL ASSETS REVENUE AND RECOVERIES:</b>           |                      |                    |   |                   |  |
| Operations - Continuous Improvement Fund Grant                   | (170)                | (170)              | -   | -                 | -  |
| <b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b> | <b>(170)</b>         | <b>(170)</b>       | <b>-</b>  | <b>-</b>          | <b>-</b>   |
| <br>   |                      |                    |   |                   |  |
| <b>Net Tangible Capital Assets</b>                               | <b>2,825</b>         | <b>2,825</b>       | <b>227</b>  | <b>2,861</b>      | <b>3,088</b>   |
| <br>   |                      |                    |   |                   |  |
| <b>Net Program Expenses</b>                                      | <b>39,978</b>        | <b>43,964</b>      | <b>42,062</b>   | <b>2,313</b>      | <b>44,375</b>  |
| <br>   |                      |                    |   |                   |  |
| <b>Summary of Increase (Decrease)</b>                            |                      |                    | <div style="border: 1px solid black; padding: 2px; display: inline-block;">(\$1,902)</div><br><div style="border: 1px solid black; padding: 2px; display: inline-block;">-4.33%</div> |                   | <div style="border: 1px solid black; padding: 2px; display: inline-block;">\$411</div><br><div style="border: 1px solid black; padding: 2px; display: inline-block;">0.93%</div> |

## PROGRAM SUMMARY



### 2016 Business Plan

### Works - Solid Waste Management

#### Summary of Base Budget Changes

|   | \$                    | Comments  |
|---|-----------------------|---|
| Salaries & Benefits                         | 89                    | Economic increases  |
| Salaries & Benefits                         | 17                    | Annualization (0.356 position)  |
| Payroll Recovery                            | 133                   | Facilities Management adjustment to reflect actual planned recoveries |
| Operating Expenditures                      | 9                     | Inflationary increases  |
| Haulage and Disposal Contracts              | 374                   | Inflationary increases  |
| Major Repairs & Renovations                 | 74                    | Increased replacements  |
| Tangible Capital Assets - New / Replacement | <u>(2,598)</u>        | Reduced requirements  |
|   | <u><u>(1,902)</u></u> |   |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Works - Solid Waste Management

\$ 000's

#### Waste Management Facilities

##### Oshawa Waste Management Facility

|  |             |
|--|-------------|
| ◆ Transfer of one (1) Waste Disposal Clerk (1.0 FTE) from the Brock Waste Management Facility  | 74          |
| ◆ Decreased costs based on tonnes of garbage being redirected from Modern landfill to the Durham-York Energy Centre  | (108)       |
| ◆ Decreased costs based on forecasted tonnes for disposal, processing and haulage. Decreased tonnages anticipated for materials such as garbage and municipal household hazardous waste  | (38)        |
| ◆ Increased costs based on new contract for construction and demolition and wood materials   | 157         |
| ◆ Increased revenues and industry subsidies resulting from:  |             |
| Increase in subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship); tires (Ontario Tire Stewardship) and Municipal Hazardous and Special Waste (MHSW) related to change in tonnes | (5)         |
| Increase in user fees and other chargeable materials related to change in chargeable tonnes  | (101)       |
|  | <b>(21)</b> |

##### Scugog Waste Management Facility

|  |             |
|--|-------------|
| ◆ Decreased costs based on tonnes of garbage being redirected from Modern landfill to the Durham-York Energy Centre  | (43)        |
| ◆ Decreased costs based on forecasted tonnes for disposal, processing and haulage. Decreased tonnages anticipated for materials such as garbage and municipal household hazardous waste          | (27)        |
| ◆ Increased costs based on new contract for construction and demolition and wood materials   | 44          |
| ◆ Increased revenues and industry subsidies resulting from:  |             |
| Increased subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship); tires (Ontario Tire Stewardship) and MHSW related to change in tonnes | (3)         |
| Increase in user fees and other chargeable materials related to change in chargeable tonnes  | (4)         |
|  | <b>(33)</b> |

##### Brock Waste Management Facility

|   |      |
|---|------|
| ◆ Transfer of one (1) Waste Disposal Clerk (1.0 FTE) to the Oshawa Waste Management Facility  | (74) |
| ◆ Decreased costs based on tonnes of garbage being redirected from Modern landfill to the Durham-York Energy Centre   | (25) |
| ◆ Decreased costs based on forecasted tonnes for disposal, processing and haulage. Decreased tonnages anticipated for materials such as garbage and municipal household hazardous waste | (65) |
| ◆ Increased costs based on new contract for construction and demolition and wood materials  | 19   |

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

## Works - Solid Waste Management

\$ 000's

### Waste Management Facilities (continued)

#### Brock Waste Management Facility (continued)

|  |             |
|--|-------------|
| ♦ Decreased revenues and industry subsidies resulting from:  |             |
| Increased subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship); tires (Ontario Tire Stewardship) and MHSW related to change in tonnes | (1)         |
| Decrease in user fees and other chargeable materials related to change in chargeable tonnes  | 73          |
|  | <u>(73)</u> |

#### Pickering Waste Management Facility

|  |            |
|--|------------|
| ♦ Decreased cost based on forecasted tonnes for disposal, processing and haulage of municipal household hazardous waste  | (2)        |
| ♦ Increased revenues and industry subsidies resulting from:  |            |
| Increased subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship); tires (Ontario Tire Stewardship) and MHSW related to change in tonnes | (2)        |
| Increase in user fees and other charges  | (1)        |
|  | <u>(5)</u> |

#### Durham Material Recovery Facility

|   |          |
|---|----------|
| ♦ One time cost for recyclable glass material processing due to delay in contract (prior year stock pile) | 74       |
| ♦ Decreased costs for recyclable glass material processing due to change in contract                      | (65)     |
| ♦ Decrease in waste processing costs due to anticipated tonnage and processing changes                    | (238)    |
| ♦ Decrease in recoveries from Waste Recycling programs due to anticipated tonnage and processing changes  | 229      |
|   | <u>-</u> |

#### Durham-York Energy Centre

|  |            |
|--|------------|
| ♦ IT infrastructure operational costs (data lines, links, server maintenance) to support remote reporting of emissions data  | 100        |
| ♦ Adjustments to facility operating expenses including grounds keeping, office equipment, education centre supplies and purchased services based on actual and forecasted requirements | (7)        |
| ♦ Contract cost related to operation of the Durham-York Energy Centre  | 4,325      |
| ♦ Increased revenues resulting from annualized operations:   |            |
| Recovery from York Region (21.4 per cent)  | (986)      |
| Power purchase agreement and material recovery revenues  | (2,460)    |
|  | <u>972</u> |

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

## Works - Solid Waste Management

\$ 000's

### Collection, Processing, Disposal

#### Collection Services

|   |              |
|---|--------------|
| ♦ Increase in collection costs resulting from forecasted stops based on Regional growth estimates | 253          |
| ♦ Annualized impact of change in collection contract cost for Pickering and Ajax                  | (498)        |
|   | <b>(245)</b> |

#### Processing & Disposal Services

|  |                |
|--|----------------|
| ♦ Decrease in cost for garbage waste haulage and disposal from Modern landfill to the new Durham-York Energy Centre      | (747)          |
| ♦ Annualized impact of change in collection contract cost for Pickering and Ajax   | (29)           |
| ♦ Change in forecasted requirements for blue box and green bin supply  | (3)            |
| ♦ Increased costs for recyclable glass material processing due to increased contract cost and new materials              | 9              |
| ♦ Decrease in forecasted costs due to revised tonnage estimates for organics and yard waste (-\$55k); blue box (-\$238k) | (293)          |
|  | <b>(1,063)</b> |
|  | <b>(1,308)</b> |

### Common Services Costs

#### Waste Administration

|  |           |
|--|-----------|
| ♦ Increase based on review of actual costs and forecasted requirements   | 27        |
| ♦ Increase in protective clothing for operational staff based on forecasted requirements   | 11        |
| ♦ Increase to reflect re-distribution of resources across funds and within divisions based on review of activities, offset by decreases in General Tax, Water Supply and Sanitary Sewerage | 61        |
|  | <b>99</b> |

#### Facilities - Management

|  |              |
|--|--------------|
| ♦ Proposed new position representing 0.055 FTE, to start July 1st, 2016:<br>One (1) Contract Service Coordinator to provide necessary program support for the administration of corporate facility contracts. This position is shared with General Tax, Water Supply and Sanitary Sewerage (Annualized impact is \$4.8k) (0.055 FTE) | 2            |
| ♦ Increases to reflect actual costs and forecasted requirements in various payroll accounts  | 26           |
| ♦ Increase in software licensing costs for new Asset Management software   | 10           |
| ♦ Adjustments to various accounts to reflect actual costs and forecasted requirements  | 11           |
| ♦ Decrease to reflect re-distribution of resources across funds based on review of activities, offset by increases in General Tax, Water Supply and Sanitary Sewerage  | (251)        |
|  | <b>(202)</b> |

#### Headquarters Shared Cost

|   |          |
|---|----------|
| ♦ Solid Waste Management's share of costs related to the operation and maintenance of Regional Headquarters | 2        |
|   | <b>2</b> |

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

## Works - Solid Waste Management

\$ 000's

### Common Services Costs (continued)

#### Waste Management Centre

|  |           |
|--|-----------|
| ◆ Proposed new position representing 1.0 FTE, to start July 1st, 2016:<br>One (1) Clerk 2 position to perform call centre duties and to provide administrative support to the call centre operations. This is a conversion of a temporary position to permanent (Annualized impact is \$72.8k) (1.0 FTE) | 36        |
| ◆ Reduction in temporary staffing requirements for position converted from temporary to permanent, as listed above   | (36)      |
| ◆ Increase in the purchase of blue boxes and green bins resulting from estimated growth to enhance diversion   | 60        |
|  | <b>60</b> |

### Revenues

#### Revenues - Diversion Materials

|   |             |
|---|-------------|
| ◆ Change in Waste Diversion Ontario funding resulting from arbitration process            | (499)       |
| ◆ Change in revenues from marketed diversion materials based on revised tonnage estimates | 460         |
|   | <b>(39)</b> |

### Tangible Capital Assets

|   |       |
|---|-------|
| ◆ Program changes include acquisition of new assets, increases in replacement of assets. Refer to capital schedules for detailed information. | 1,461 |
|---|-------|

### Major Capital Projects

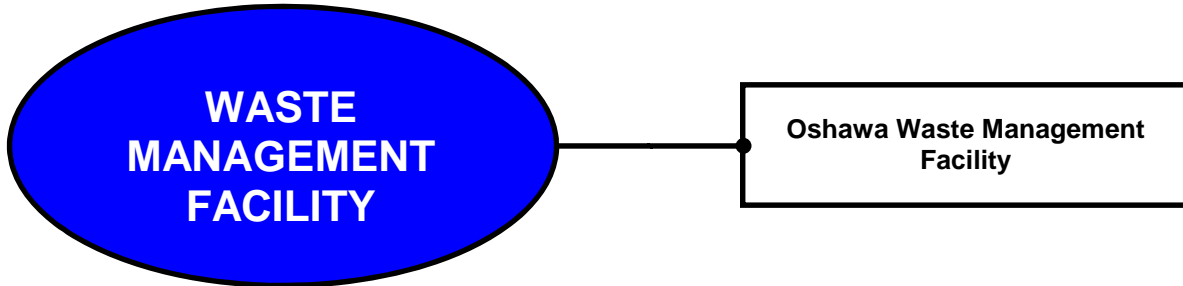
|  |              |
|--|--------------|
| ◆ Costs related to the development of an Organics Plan/ Anaerobic Digestion (\$400k) and the establishment of a Municipal Hazardous and Special Waste facility in Clarington as required by the Host Community Agreement for the Durham-York Energy Centre (\$1.0 million) | 1,400        |
|  | <b>2,861</b> |
|  | <b>2,313</b> |

# PROGRAM 1 OSHAWA WASTE MANAGEMENT FACILITY



## 2016 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective transfer 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 be 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 and porcelains
- ◆ Receive and transfer compostable material such as: yard waste, drywall, wood and brush
- ◆ Receive, process, bulk, and transfer of household hazardous waste such as: paints, oils, batteries, propane tanks, solvents, CFC (Chlorofluorocarbon) refrigerants, antifreeze, and other chemicals
- ◆ Operate a "no charge" paint re-use centre for residents
- ◆ Receive and process all types of cardboard for recycling
- ◆ Operate a user pay waste disposal system

### Description of Program Resources:

- ◆ 2016 Full Time Staff 16.000
- ◆ 2015 Full Time Staff 15.000
- ◆ Movement of one (1) Waste Disposal Clerk from Brock Waste Management Facility (1.0 FTE)



# PROGRAM 1 OSHAWA WASTE MANAGEMENT FACILITY



## Performance Measures

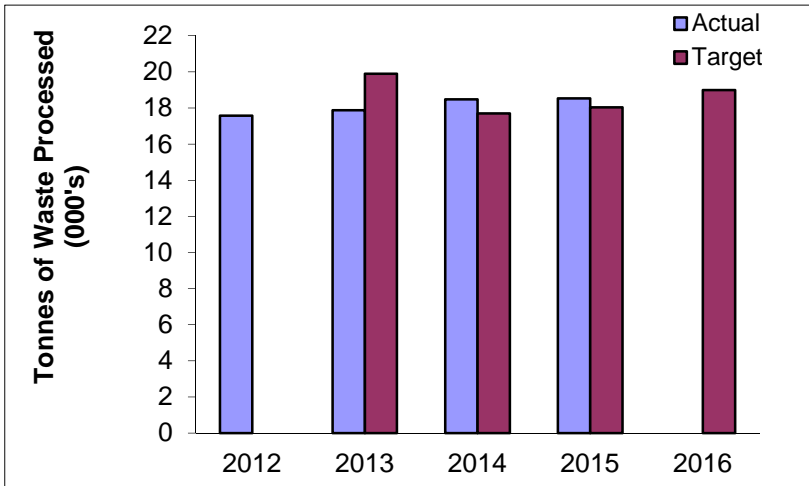
## Works - Solid Waste Management

### Performance Measurements:

In 2016:

- ◆ More than 175,000 customer vehicles are estimated to visit this site
- ◆ Estimated 18,000 tonnes of garbage, recyclables, compostables and re-useables received
- ◆ Estimated 6,000 tonnes of waste to be recycled, composted, or re-used

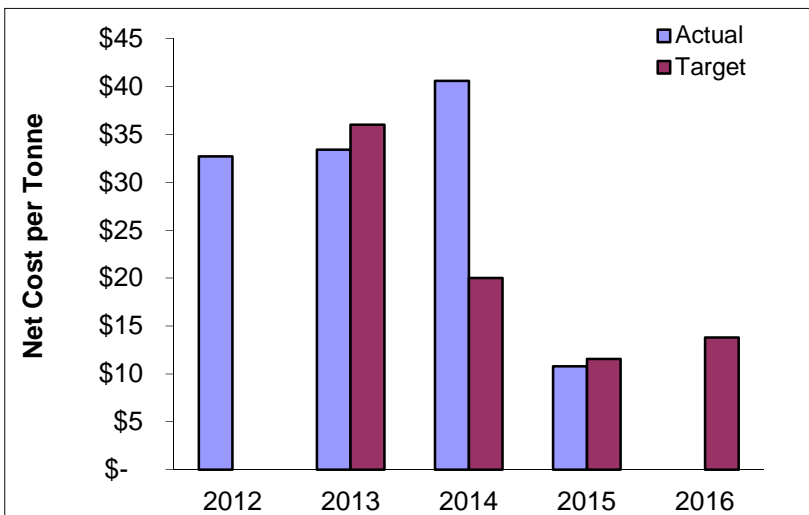
### Community Impact:



#### Tonnes of Waste Processed

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

### Efficiency:



#### Net Cost per Tonne

*The net cost per tonne of waste reflects the cost to process waste at this facility. Costs change annually as per managed haulage/disposal contracts. Decrease in 2015 cost per tonne is a result of garbage waste hauled to Durham-York Energy Centre.*

**PROGRAM 1  
OSHAWA WASTE MANAGEMENT FACILITY**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| Detailed Cost of Program:<br>(\$,000's)    | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
|  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                  |                      |                    |                |                   |                    |
| Personnel Expenses                         | 1,048                | 1,230              | 1,250          | 74                | 1,324              |
| Payroll Maintenance<br>Management - Charge | 4                    | 10                 | 10             | -                 | 10                 |
| <b>Net Personnel Expenses</b>              | <b>1,052</b>         | <b>1,240</b>       | <b>1,260</b>   | <b>74</b>         | <b>1,334</b>       |
| Personnel Related                          | 2                    | 2                  | 2              | 1                 | 3                  |
| Communications                             | 11                   | 9                  | 9              | 3                 | 12                 |
| Buildings & Grounds Operations             | 43                   | 40                 | 40             | -                 | 40                 |
| Equipment Maintenance &<br>Repairs         | 165                  | 165                | 165            | -                 | 165                |
| Contracted Services                        | 1,145                | 1,112              | 1,167          | 7                 | 1,174              |
| Financial Expenses                         | 7                    | 7                  | 7              | -                 | 7                  |
| <b>Gross Operating Expenses</b>            | <b>2,425</b>         | <b>2,575</b>       | <b>2,650</b>   | <b>85</b>         | <b>2,735</b>       |
| <b>Tangible Capital Assets</b>             |                      |                    |                |                   |                    |
| Replacement                                | 107                  | 107                | 107            | -                 | 107                |
| <b>Total Tangible Capital Assets</b>       | <b>107</b>           | <b>107</b>         | <b>107</b>     | <b>-</b>          | <b>107</b>         |
| <b>Total Expenses</b>                      | <b>2,532</b>         | <b>2,682</b>       | <b>2,757</b>   | <b>85</b>         | <b>2,842</b>       |
| <b>Revenues</b>                            |                      |                    |                |                   |                    |
| Provincial Subsidy                         | (255)                | (207)              | (207)          | (5)               | (212)              |
| Fees & Service Charges                     | (2,167)              | (2,160)            | (2,160)        | (101)             | (2,261)            |
| <b>Total Revenues</b>                      | <b>(2,422)</b>       | <b>(2,367)</b>     | <b>(2,367)</b> | <b>(106)</b>      | <b>(2,473)</b>     |
| <b>Net Program Expenses</b>                | <b>110</b>           | <b>315</b>         | <b>390</b>     | <b>(21)</b>       | <b>369</b>         |

\* TCA is stated separately on the Program Summary

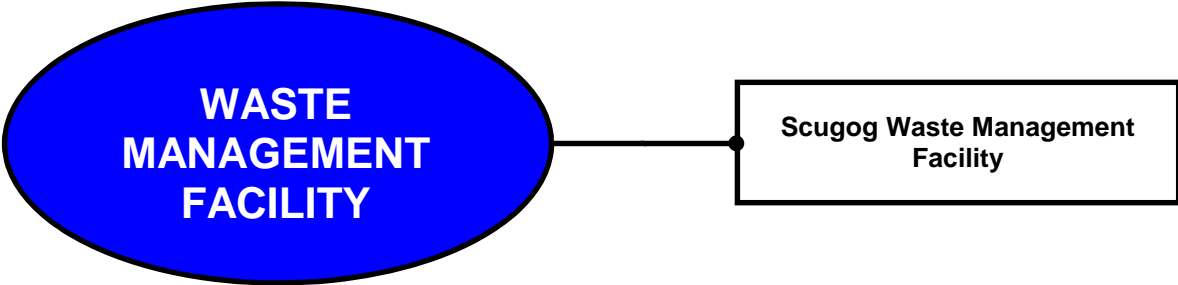
|  |            |
|--|------------|
| Gross Operating Expenses Per Above                 | 2,735      |
| Less: Revenues Per Above                           | (2,473)    |
| Net Operating Program Expenses Per Program Summary | 262        |
| Add: Tangible Capital Assets                       | 107        |
| Net Program Expenses Per Above                     | <u>369</u> |

**PROGRAM 2  
SCUGOG WASTE MANAGEMENT FACILITY**



**2016 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective transfer 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 be 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 and porcelains
- ◆ Receive and transfer compostable material such as: yard waste, drywall, wood and brush
- ◆ Receive and transfer household hazardous waste such as: paints, oils, batteries, propane tanks, solvents, CFC (Chlorofluorocarbon) refrigerants, antifreeze, and other chemicals
- ◆ Operate a user pay waste disposal system

**Description of Program Resources:**

|                        |       |
|------------------------|-------|
| ◆ 2016 Full Time Staff | 4.000 |
| 2015 Full Time Staff   | 4.000 |

# PROGRAM 2 SCUGOG WASTE MANAGEMENT FACILITY



## Performance Measures

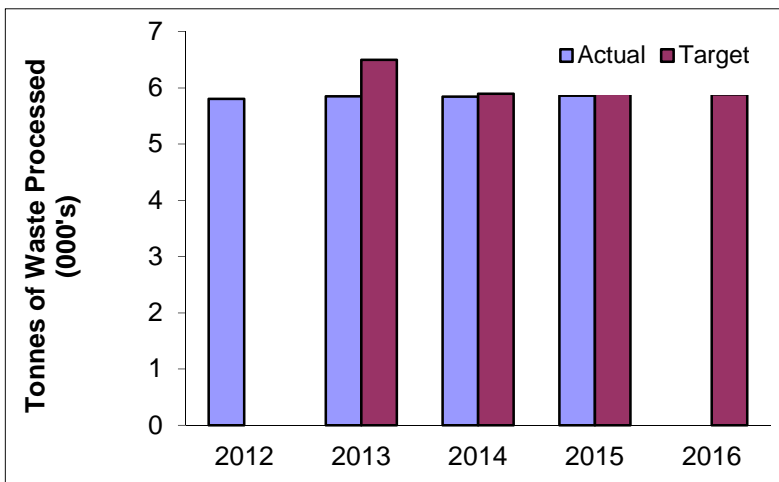
## Works - Solid Waste Management

### Performance Measurements:

In 2016:

- ◆ More than 48,000 customer vehicles are estimated to visit this site
- ◆ Estimated 6,000 tonnes of garbage, recyclables, compostables and re-useables received
- ◆ Estimated 2,000 tonnes of waste recycled, composted, or re-used

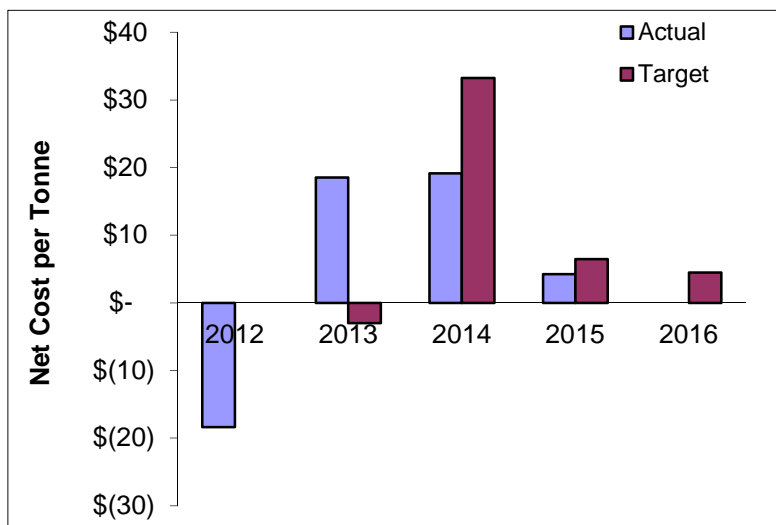
### Community Impact:



#### Tonnes of Waste Processed

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

### Efficiency:



#### Net Cost per Tonne (including Household Hazardous Waste)

*The net cost per tonne reflects the cost to process waste at this facility. Costs change annually as per managed haulage/disposal contracts. Decrease in 2015 cost per tonne is a result of garbage waste hauled to Durham-York Energy Centre.*

**PROGRAM 2  
SCUGOG WASTE MANAGEMENT FACILITY**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| Detailed Cost of Program:<br>(\$,000's)    | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
|  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                  |                      |                    |                |                   |                    |
| Personnel Expenses                         | 307                  | 404                | 408            | -                 | 408                |
| Payroll Maintenance<br>Management - Charge | 29                   | 20                 | 20             | -                 | 20                 |
| <b>Net Personnel Expenses</b>              | <b>336</b>           | <b>424</b>         | <b>428</b>     | <b>-</b>          | <b>428</b>         |
| Personnel Related                          | 3                    | 4                  | 4              | -                 | 4                  |
| Communications                             | 5                    | 6                  | 6              | -                 | 6                  |
| Buildings & Grounds Operations             | 16                   | 12                 | 12             | -                 | 12                 |
| Equipment Maintenance &<br>Repairs         | 43                   | 43                 | 43             | -                 | 43                 |
| Contracted Services                        | 410                  | 387                | 404            | (26)              | 378                |
| Financial Expenses                         | 5                    | 3                  | 3              | -                 | 3                  |
| <b>Gross Operating Expenses</b>            | <b>818</b>           | <b>879</b>         | <b>900</b>     | <b>(26)</b>       | <b>874</b>         |
| <b>Tangible Capital Assets</b>             |                      |                    |                |                   |                    |
| Replacement                                | -                    | -                  | -              | 125               | 125                |
| <b>Total Tangible Capital Assets</b>       | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>125</b>        | <b>125</b>         |
| <b>Total Expenses</b>                      | <b>818</b>           | <b>879</b>         | <b>900</b>     | <b>99</b>         | <b>999</b>         |
| <b>Revenues</b>                            |                      |                    |                |                   |                    |
| Provincial Subsidy                         | (127)                | (144)              | (143)          | (3)               | (146)              |
| Fees & Service Charges                     | (676)                | (697)              | (697)          | (4)               | (701)              |
| <b>Total Revenues</b>                      | <b>(803)</b>         | <b>(841)</b>       | <b>(840)</b>   | <b>(7)</b>        | <b>(847)</b>       |
| <b>Net Program Expenses</b>                | <b>15</b>            | <b>38</b>          | <b>60</b>      | <b>92</b>         | <b>152</b>         |

\* TCA is stated separately on the Program Summary

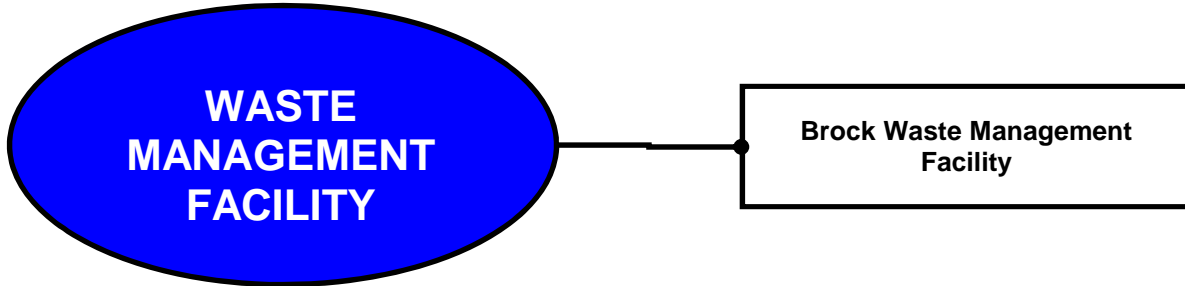
|  |       |
|--|-------|
| Gross Operating Expenses Per Above                 | 874   |
| Less: Revenues Per Above                           | (847) |
| Net Operating Program Expenses Per Program Summary | 27    |
| Add: Tangible Capital Assets                       | 125   |
| Net Program Expenses Per Above                     | 152   |

# PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



## 2016 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective transfer 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 be recovered through property tax rates

### Description of Program Activities:

- ◆ Receive, place and landfill residential and commercial waste materials for disposal at Brock landfill
- ◆ Receive and transfer recyclable and reusable material such as: Blue Box materials, scrap metals, tires, appliances, electronic equipment, shingles and porcelains
- ◆ Receive and transfer household hazardous waste such as: paints, oils, batteries, propane tanks, solvents, refrigerants, antifreeze, and other chemicals
- ◆ Operate a user pay waste disposal system
- ◆ Completion of Remedial Action Plan (RAP)
- ◆ Complete work necessary to convert from a landfill operation to a waste management facility

### Description of Program Resources:

- ◆ 2016 Full Time Staff 2.000
- ◆ 2015 Full Time Staff 3.000
- ◆ Movement of one (1) Waste Disposal Clerk to Oshawa Waste Management Facility (-1.0 FTE)

# PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



## Performance Measures

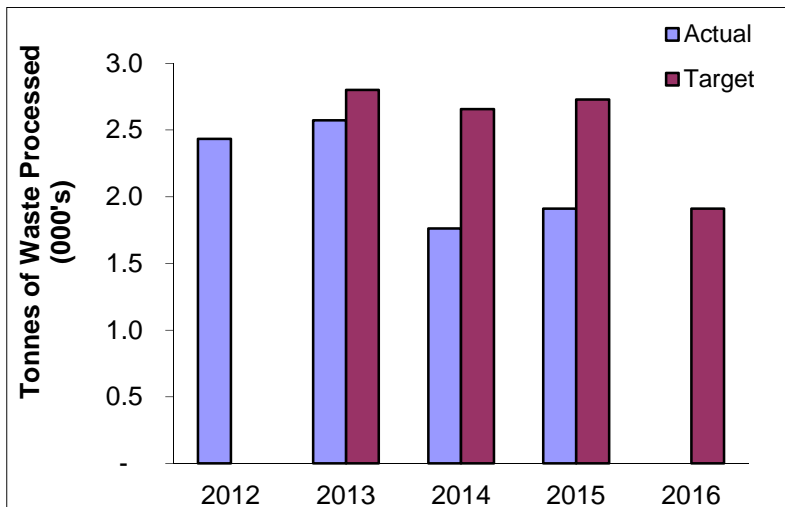
## Works - Solid Waste Management

### Performance Measurements:

In 2016:

- ◆ More than 12,000 customers are estimated to visit this site
- ◆ Estimated 3,000 tonnes of garbage, recyclables, compostables and re-useables received
- ◆ Estimated 1,000 tonnes of waste recycled, composted, or re-used

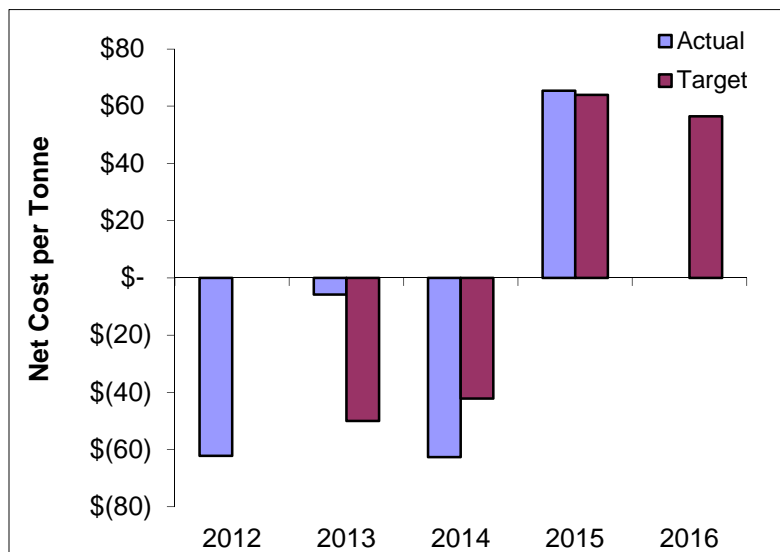
### Community Impact:



#### Tonnes of Waste Processed

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

### Efficiency:



#### Net Cost per Tonne

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

**PROGRAM 3  
BROCK WASTE MANAGEMENT FACILITY**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| Detailed Cost of Program:<br>(\$,000's)    | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
|  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                  |                      |                    |                |                   |                    |
| Personnel Expenses                         | 184                  | 237                | 239            | (74)              | 165                |
| Payroll Maintenance<br>Management - Charge | 3                    | 10                 | 10             | -                 | 10                 |
| <b>Net Personnel Expenses</b>              | <b>187</b>           | <b>247</b>         | <b>249</b>     | <b>(74)</b>       | <b>175</b>         |
| Personnel Related                          | 1                    | 4                  | 4              | -                 | 4                  |
| Communications                             | 6                    | 3                  | 3              | -                 | 3                  |
| Materials & Services                       | -                    | 15                 | 15             | -                 | 15                 |
| Buildings & Grounds Operations             | 9                    | 15                 | 15             | -                 | 15                 |
| Equipment Maintenance &<br>Repairs         | 51                   | 101                | 101            | -                 | 101                |
| Contracted Services                        | 164                  | 259                | 262            | (71)              | 191                |
| Financial Expenses                         | 2                    | 2                  | 2              | -                 | 2                  |
| <b>Gross Operating Expenses</b>            | <b>420</b>           | <b>646</b>         | <b>651</b>     | <b>(145)</b>      | <b>506</b>         |
| <b>Tangible Capital Assets</b>             |                      |                    |                |                   |                    |
| New  | -                    | -                  | -              | 200               | 200                |
| <b>Total Tangible Capital Assets</b>       | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>200</b>        | <b>200</b>         |
| <b>Total Expenses</b>                      | <b>420</b>           | <b>646</b>         | <b>651</b>     | <b>55</b>         | <b>706</b>         |
| <b>Revenues</b>                            |                      |                    |                |                   |                    |
| Provincial Subsidy                         | (107)                | (124)              | (124)          | (1)               | (125)              |
| Fees & Service Charges                     | (209)                | (347)              | (347)          | 73                | (274)              |
| <b>Total Revenues</b>                      | <b>(316)</b>         | <b>(471)</b>       | <b>(471)</b>   | <b>72</b>         | <b>(399)</b>       |
| <b>Net Program Expenses</b>                | <b>104</b>           | <b>175</b>         | <b>180</b>     | <b>127</b>        | <b>307</b>         |

\* TCA is stated separately on the Program Summary

|  |            |
|--|------------|
| Gross Operating Expenses Per Above                 | 506        |
| Less: Revenues Per Above                           | (399)      |
| Net Operating Program Expenses Per Program Summary | 107        |
| Add: Tangible Capital Assets                       | 200        |
| Net Program Expenses Per Above                     | <u>307</u> |

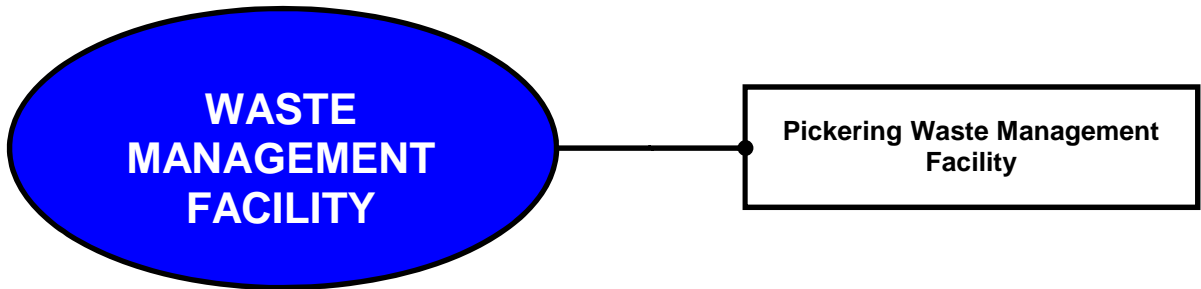


# PROGRAM 4 PICKERING WASTE MANAGEMENT FACILITY



**2016 Program Detail**

**Works - Solid Waste  
Management**



## **Purpose:**

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective transfer of residential household hazardous wastes

## **Description of Program Activities:**

- ◆ This is a contracted service at a private waste transfer facility and there is no charge to Durham residents delivering source separated household hazardous wastes, not mixed with any other waste materials
- ◆ Receive and transfer of household hazardous wastes such as: paints, oils, batteries, propane tanks, antifreeze, and other chemicals which are hauled for proper disposal

# PROGRAM 4 PICKERING WASTE MANAGEMENT FACILITY



## Performance Measures

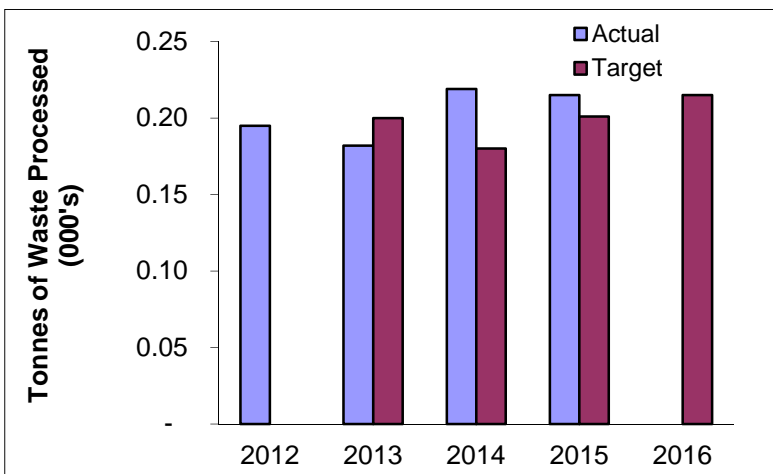
## Works - Solid Waste Management

### Performance Measurements:

In 2016:

- ◆ More than 2,000 customers estimated to visit the household hazardous waste depot
- ◆ Collection at the depot is a contracted service at a privately operated waste disposal facility

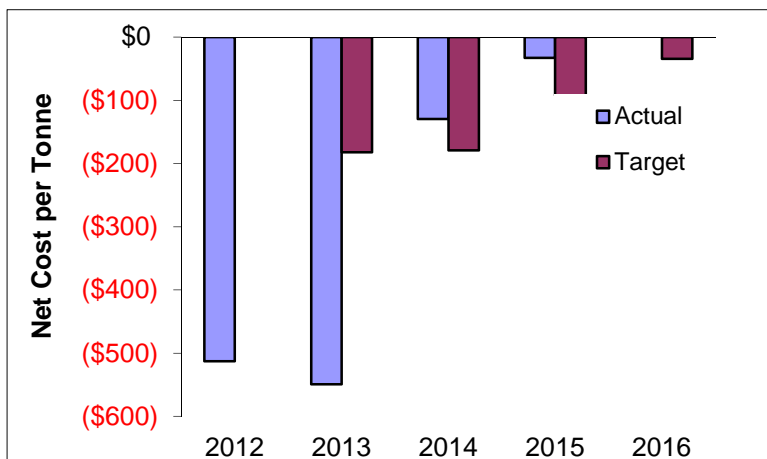
### Community Impact:



#### Tonnes of Waste Processed

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

### Efficiency:



#### Net Cost per Tonne

*The net cost per tonne of waste reflects the cost to process household hazardous waste at this facility. The negative cost per tonne is based on Provincial revenues received. Provincial revenues have been declining.*

**PROGRAM 4  
PICKERING WASTE MANAGEMENT FACILITY**



**2016 Program Detail**

**Works - Solid Waste  
Management**

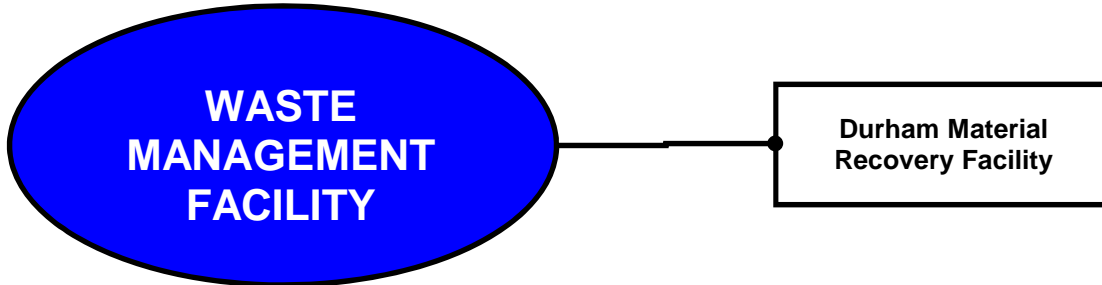
| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Materials & Services             | 65                           | 65                         | 67                     | -                         | 67                         |
| Contracted Services              | 42                           | 42                         | 56                     | (2)                       | 54                         |
| <b>Total Expenses</b>            | <b>107</b>                   | <b>107</b>                 | <b>123</b>             | <b>(2)</b>                | <b>121</b>                 |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (120)                        | (120)                      | (120)                  | (2)                       | (122)                      |
| Fees & Service Charges           | (5)                          | (5)                        | (5)                    | (1)                       | (6)                        |
| <b>Total Revenues</b>            | <b>(125)</b>                 | <b>(125)</b>               | <b>(125)</b>           | <b>(3)</b>                | <b>(128)</b>               |
| <b>Net Program Expenses</b>      | <b>(18)</b>                  | <b>(18)</b>                | <b>(2)</b>             | <b>(5)</b>                | <b>(7)</b>                 |

# PROGRAM 5 DURHAM MATERIAL RECOVERY FACILITY



## 2016 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

### Description of Program Resources:

- |                        |       |
|------------------------|-------|
| ◆ 2016 Full Time Staff | 4.000 |
| 2015 Full Time Staff   | 4.000 |

# PROGRAM 5 DURHAM MATERIAL RECOVERY FACILITY



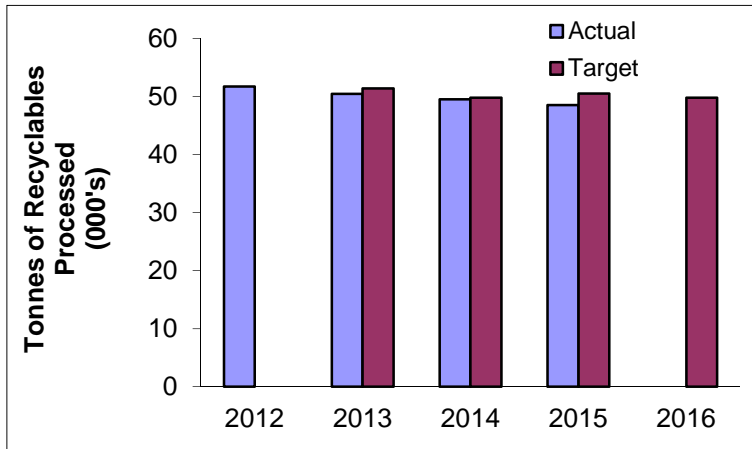
## Performance Measures

## 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

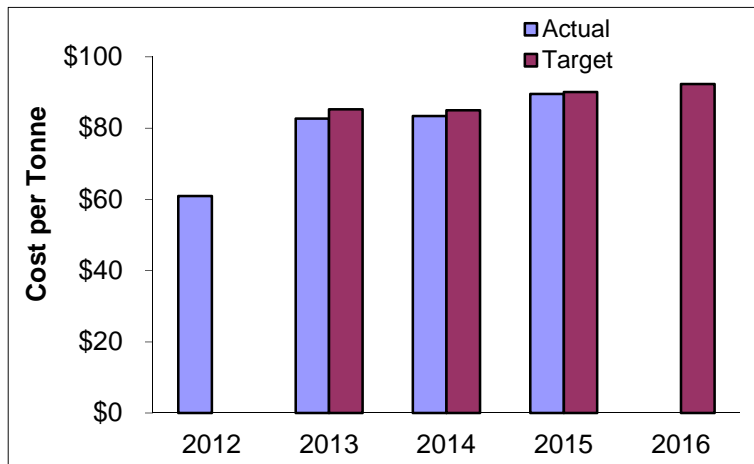
### Community Impact:



#### 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 MRF. No significant tonnage increases have occurred due to ongoing light-weighting of packaging materials collected in the Blue Box.*

### Efficiency:



#### Cost per Tonne

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

**PROGRAM 5  
DURHAM MATERIAL RECOVERY FACILITY**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 309                          | 320                        | 324                    | -                         | 324                        |
| Payroll Maintenance<br>Management - Charge                        | 1                            | 1                          | 1                      | -                         | 1                          |
| <b>Net Personnel Expenses</b>                                     | <b>310</b>                   | <b>321</b>                 | <b>325</b>             | <b>-</b>                  | <b>325</b>                 |
| Communications  | -                            | 2                          | 2                      | -                         | 2                          |
| Materials & Services  | 3                            | 13                         | 13                     | -                         | 13                         |
| Buildings & Grounds Operations                                    | 10                           | 47                         | 47                     | -                         | 47                         |
| Equipment Maintenance &<br>Repairs                                | 35                           | 22                         | 22                     | -                         | 22                         |
| Vehicle Operations  | 1                            | 7                          | 7                      | -                         | 7                          |
| Contracted Services   | 3,841                        | 4,138                      | 4,234                  | (229)                     | 4,005                      |
| <b>Operating Expenses Subtotal</b>                                | <b>4,200</b>                 | <b>4,550</b>               | <b>4,650</b>           | <b>(229)</b>              | <b>4,421</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Service Recoveries  | (4,200)                      | (4,550)                    | (4,650)                | 229                       | (4,421)                    |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(4,200)</b>               | <b>(4,550)</b>             | <b>(4,650)</b>         | <b>229</b>                | <b>(4,421)</b>             |
| <b>Gross Operating Expenses</b>                                   | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| New   | 680                          | 680                        | -                      | -                         | -                          |
| Replacement   | -                            | -                          | -                      | 175                       | 175                        |
| Capital Fund Contribution   | (170)                        | (170)                      | -                      | -                         | -                          |
| <b>Total Tangible Capital Assets</b>                              | <b>510</b>                   | <b>510</b>                 | <b>-</b>               | <b>175</b>                | <b>175</b>                 |
| <b>Net Program Expenses</b>                                       | <b>510</b>                   | <b>510</b>                 | <b>-</b>               | <b>175</b>                | <b>175</b>                 |

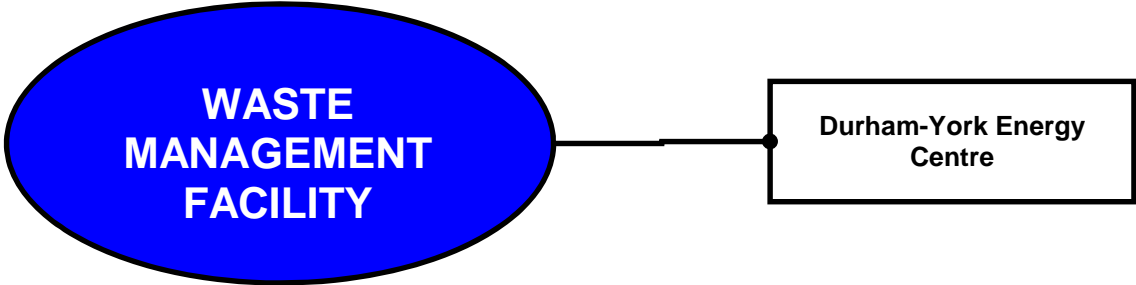
\* TCA is stated separately on the Program Summary

|  |     |
|--|-----|
| Gross Operating Expenses Per Above                 | -   |
| Less: Revenues Per Above                           | -   |
| Net Operating Program Expenses Per Program Summary | -   |
| Add: Tangible Capital Assets                       | 175 |
| Net Program Expenses Per Above                     | 175 |



**2016 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

- ◆ The Durham-York Energy Centre 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 including a long-term 20 year contract with the Independent Electricity System Operator (IESO)
- ◆ The Durham-York Energy Centre provides a local long-term solution for the responsible management and disposal of residual municipal solid waste. The Durham York Energy Centre will be fully operational in 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 and Climate Change (MOECC)
- ◆ To meet all obligations of Certificate of Approval (C of A) and Environmental Assessment (EA)
- ◆ Operation of the new state of the art facility

**Description of Program Resources:**

|                        |       |
|------------------------|-------|
| ◆ 2016 Full Time Staff | 4.000 |
| 2015 Full Time Staff   | 4.000 |

**PROGRAM 6  
DURHAM-YORK ENERGY CENTRE**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| <b>Detailed Cost of Program:</b>               | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                                     | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                      |                              |                            |                        |                           |                            |
| Personnel Expenses                             | 151                          | 307                        | 311                    | -                         | 311                        |
| Personnel Related                              | 1                            | 9                          | 9                      | -                         | 9                          |
| Communications                                 | 4                            | 13                         | 13                     | -                         | 13                         |
| Supplies                                       | 3                            | 8                          | 9                      | -                         | 9                          |
| Computer Maintenance &<br>Operations           | -                            | -                          | -                      | 100                       | 100                        |
| Buildings & Grounds Operations                 | -                            | -                          | -                      | 25                        | 25                         |
| Equipment Maintenance &<br>Repairs             | -                            | -                          | -                      | 3                         | 3                          |
| Materials & Services                           | 49                           | 41                         | 41                     | (21)                      | 20                         |
| Education Centre                               | 10                           | 30                         | 30                     | (14)                      | 16                         |
| Environmental / Operation<br>Technical Support | -                            | 225                        | 225                    | -                         | 225                        |
| Environmental Monitoring / Audit               | 200                          | 480                        | 480                    | -                         | 480                        |
| Additional Stack Testing                       | 60                           | 100                        | 100                    | -                         | 100                        |
| Committee Support                              | 15                           | 40                         | 40                     | -                         | 40                         |
| Contracted Services                            | 6,240                        | 11,825                     | 11,825                 | 4,325                     | 16,150                     |
| Property Taxes                                 | -                            | 1,068                      | 1,068                  | -                         | 1,068                      |
| <b>Total Expenses</b>                          | <b>6,733</b>                 | <b>14,146</b>              | <b>14,151</b>          | <b>4,418</b>              | <b>18,569</b>              |
| <b>Revenues</b>                                |                              |                            |                        |                           |                            |
| Sale of By-Product Materials                   | (430)                        | (474)                      | (474)                  | (99)                      | (573)                      |
| Electric Power Revenue                         | -                            | (4,633)                    | (4,633)                | (2,361)                   | (6,994)                    |
| York Cost Sharing                              | (1,335)                      | (2,983)                    | (2,983)                | (986)                     | (3,969)                    |
| <b>Total Revenues</b>                          | <b>(1,765)</b>               | <b>(8,090)</b>             | <b>(8,090)</b>         | <b>(3,446)</b>            | <b>(11,536)</b>            |
| <b>Net Program Expenses</b>                    | <b>4,968</b>                 | <b>6,056</b>               | <b>6,061</b>           | <b>972</b>                | <b>7,033</b>               |

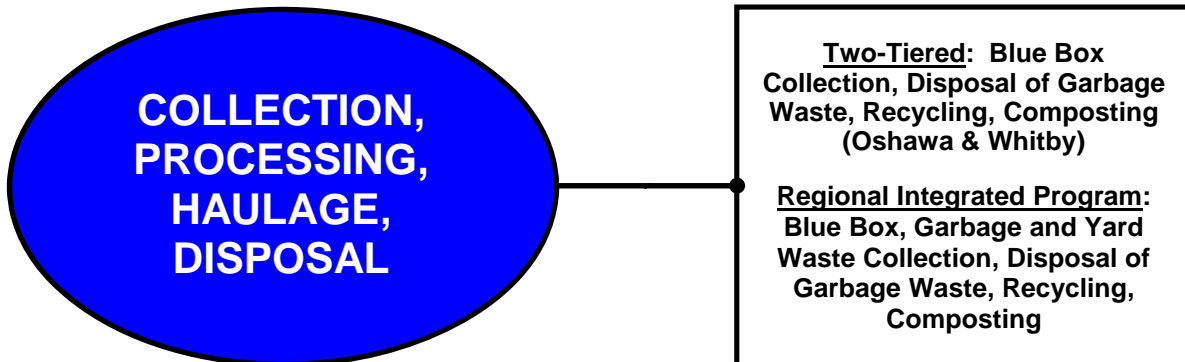


# PROGRAM 7 COLLECTION, PROCESSING AND DISPOSAL



## 2016 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To protect and enhance the environment
- ◆ To provide Blue Box recycling collection and processing services to residential and multi residential sectors
- ◆ To provide curbside, apartment, and bulky waste disposal services to residential, multi residential and some small businesses
- ◆ To provide yard waste and Green Bin collection services and processing
- ◆ To ensure a high service level and standardized service levels for collection Region-wide, including the Regional Integrated collection program
- ◆ To maintain continued partnership with Oshawa and Whitby who are responsible for their collection of garbage, leaf, yard and kitchen waste

### Description of Program Activities:

- ◆ High-rise apartment building Blue Box recycling
- ◆ Curbside Blue Box recycling collection services
- ◆ Curbside Green Bin kitchen food waste collection and composting
- ◆ Disposal of curbside and apartment building garbage waste
- ◆ Disposal of bulky goods and composting of yard waste
- ◆ Sorting of Blue Box recyclables in preparation for marketing and sales
- ◆ Haulage and disposal of residual garbage waste

# PROGRAM 7 COLLECTION, PROCESSING AND DISPOSAL

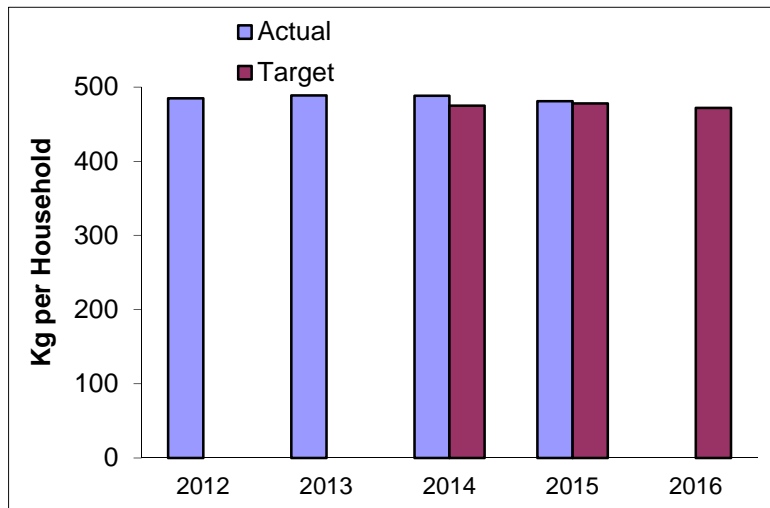


## Performance Measures

## Works - Solid Waste Management

### Performance Measurements:

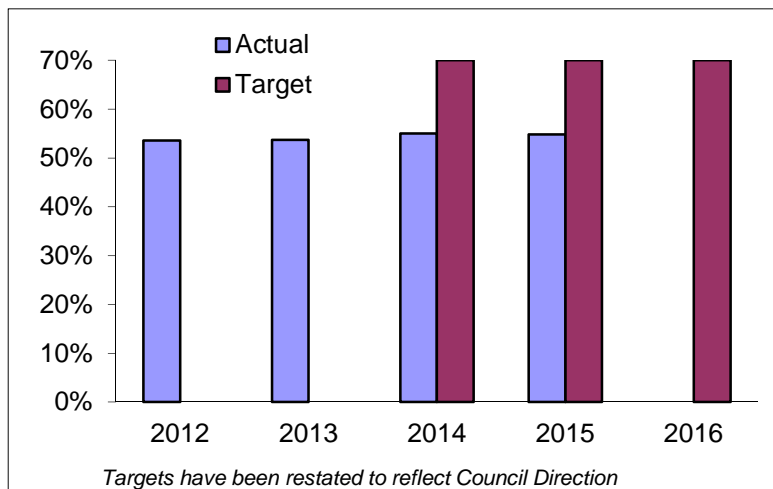
#### Effectiveness:



**Landfill Disposal Index - per household collected/per year**

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

#### Community Impact:



**Regional Waste Diversion Rate**

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

**PROGRAM 7  
COLLECTION, PROCESSING AND DISPOSAL**



**2016 Business Plan**

**Works - Solid Waste  
Management**

| By Program   | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
|  | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Collection Services</b>                             |                      |                    |                |                   |                    |
| a) Garbage   | 4,341                | 4,403              | 4,425          | (75)              | 4,350              |
| b) Blue Box Curbside Recycle                           | 10,158               | 10,336             | 10,369         | 571               | 10,940             |
| c) Composting  | 3,762                | 3,836              | 3,853          | (754)             | 3,099              |
| d) Other Diversion                                     | 60                   | 60                 | 61             | 13                | 74                 |
| <b>Collection Services Subtotal</b>                    | <b>18,321</b>        | <b>18,635</b>      | <b>18,708</b>  | <b>(245)</b>      | <b>18,463</b>      |
| <b>Disposal &amp; Processing Services</b>              |                      |                    |                |                   |                    |
| e) Garbage   | 2,250                | 3,119              | 3,149          | (776)             | 2,373              |
| f) Blue Box Curbside Recycle                           | 4,200                | 4,550              | 4,650          | (229)             | 4,421              |
| g) Composting  | 6,450                | 6,646              | 6,732          | (55)              | 6,677              |
| h) Other Diversion                                     | 14                   | 15                 | 15             | -                 | 15                 |
| i) Diversion Promotional Items                         | 358                  | 359                | 358            | (3)               | 355                |
| <b>Disposal &amp; Processing Services<br/>Subtotal</b> | <b>13,272</b>        | <b>14,689</b>      | <b>14,904</b>  | <b>(1,063)</b>    | <b>13,841</b>      |
| <b>Net Program Expenses</b>                            | <b>31,593</b>        | <b>33,324</b>      | <b>33,612</b>  | <b>(1,308)</b>    | <b>32,304</b>      |



**PROGRAM 8  
WASTE ADMINISTRATION**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 2,757                        | 3,008                      | 3,030                  | 66                        | 3,096                      |
| Personnel Related   | 92                           | 89                         | 88                     | 24                        | 112                        |
| Communications  | 24                           | 21                         | 23                     | 6                         | 29                         |
| Supplies  | 13                           | 17                         | 17                     | 3                         | 20                         |
| Computer Maintenance & Operations                             | -                            | -                          | -                      | -                         | -                          |
| Materials & Services  | 5                            | 5                          | 5                      | 1                         | 6                          |
| Equipment Maintenance & Repairs                               | 1                            | 1                          | 1                      | 1                         | 2                          |
| Vehicle Operations  | 54                           | 60                         | 60                     | -                         | 60                         |
| Professional Services   | 229                          | 238                        | 238                    | (9)                       | 229                        |
| <b>Operating Expenses Subtotal</b>                            | <b>3,175</b>                 | <b>3,439</b>               | <b>3,462</b>           | <b>92</b>                 | <b>3,554</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Corporate Communications Charge                               | 75                           | 75                         | 75                     | -                         | 75                         |
| Corporate IT Charge   | 127                          | 127                        | 127                    | -                         | 127                        |
| Corporate HR Charge   | 51                           | 51                         | 51                     | -                         | 51                         |
| Finance Charge  | 50                           | 50                         | 50                     | -                         | 50                         |
| Recovery - Works-General Tax                                  | -                            | -                          | -                      | (2)                       | (2)                        |
| Recovery - Regional Environmental Lab                         | (32)                         | (32)                       | (32)                   | 17                        | (15)                       |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>271</b>                   | <b>271</b>                 | <b>271</b>             | <b>15</b>                 | <b>286</b>                 |
| <b>Gross Operating Expenses</b>                               | <b>3,446</b>                 | <b>3,710</b>               | <b>3,733</b>           | <b>107</b>                | <b>3,840</b>               |
| <b>Tangible Capital Assets</b>                                |                              |                            |                        |                           |                            |
| Replacement   | 11                           | 11                         | 14                     | 158                       | 172                        |
| <b>Total Tangible Capital Assets</b>                          | <b>11</b>                    | <b>11</b>                  | <b>14</b>              | <b>158</b>                | <b>172</b>                 |
| <b>Total Expenses</b>   | <b>3,457</b>                 | <b>3,721</b>               | <b>3,747</b>           | <b>265</b>                | <b>4,012</b>               |

**PROGRAM 8  
WASTE ADMINISTRATION**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Restated<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Fees & Service Charges                  | -                    | -                  | -              | (8)               | (8)                |
| Sundry Revenue                          | -                    | -                  | -              | -                 | -                  |
| <b>Total Revenues</b>                   | -                    | -                  | -              | (8)               | (8)                |
| <b>Net Program Expenses</b>             | <b>3,457</b>         | <b>3,721</b>       | <b>3,747</b>   | <b>257</b>        | <b>4,004</b>       |

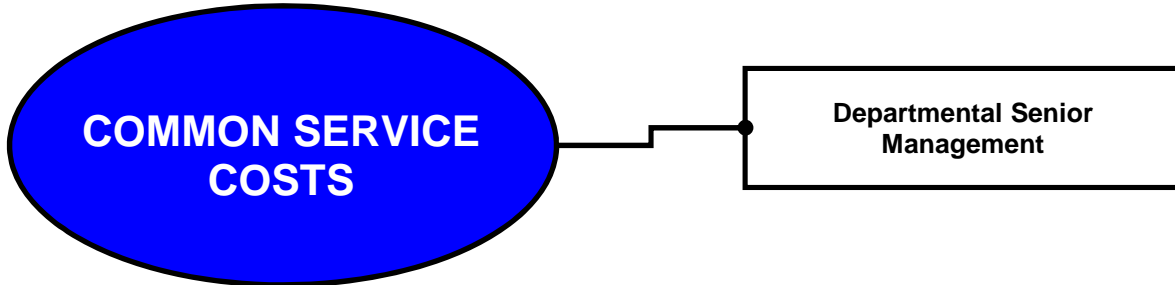
\* TCA is stated separately on the Program Summary

|  |                     |
|--|---------------------|
| Gross Operating Expenses Per Above                 | 3,840               |
| Less: Revenues Per Above                           | (8)                 |
| Net Operating Program Expenses Per Program Summary | <u>3,832</u>        |
| Add: Tangible Capital Assets                       | 172                 |
| Net Program Expenses Per Above                     | <u><u>4,004</u></u> |



**2016 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 the Works Committee, Senior Management and Regional Council on all Works Department related matters
- ◆ Manage the operations of the Works Department through its divisions: Construction, 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, Real Estate and Solid Waste
- ◆ 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 and other Joint Standing Committee reports for presentation to Regional Council related to Solid Waste Management

**Description of Program Resources:**

- |                        |       |
|------------------------|-------|
| ◆ 2016 Full Time Staff | 2.450 |
| 2015 Full Time Staff   | 2.450 |

**PROGRAM 9  
ADMINISTRATION**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 358                  | 358                | 363            | -                 | 363                |
| Personnel Related                       | 11                   | 11                 | 11             | -                 | 11                 |
| <b>Net Program Expenses</b>             | <b>369</b>           | <b>369</b>         | <b>374</b>     | <b>-</b>          | <b>374</b>         |

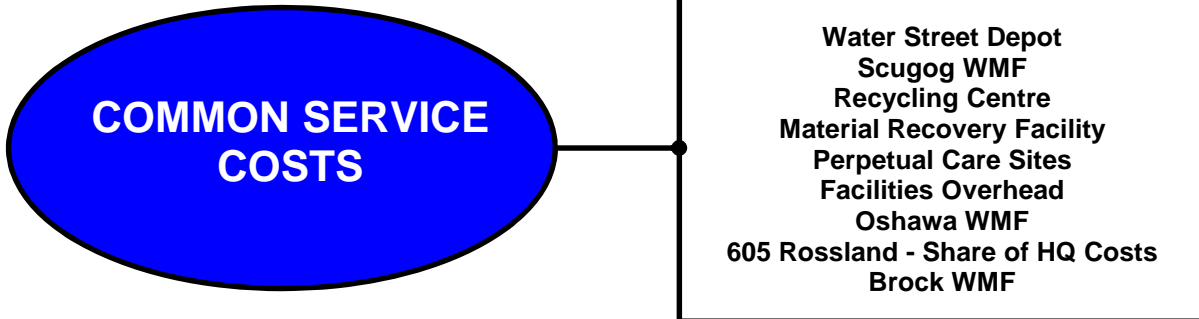


# PROGRAM 10 FACILITIES MANAGEMENT



## 2016 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To maintain and safeguard the existing Regional infrastructure and develop long range plans for its reinvestment to maximize safety, diversion and environmental benefits
- ◆ To provide a safe, clean and comfortable work environment for Regional staff, through the efficient and effective utilization of Regional resources and by utilizing staff expertise in facilitating the building of new facilities

### Description of Program Activities:

- ◆ Security is provided and is constantly being monitored and improved
- ◆ Building and grounds maintenance staff inspect the perimeter and interior for deterioration in the structure and make all necessary repairs
- ◆ Janitorial and custodial staff create a clean and tidy environment for staff to work. This service is monitored and frequently assessed as to efficiency

### Description of Program Resources:

- ◆ 2016 Full Time Staff 6.951
- ◆ 2015 Full Time Staff 11.570

-4.674 FTEs redistributed across funds to align work effort across Divisions

One (1) Contract Service Coordinator to provide necessary program support for the administration of corporate facility contracts. This position is shared with General Tax, Water Supply and Sanitary Sewerage operations. (0.055 FTE)

### Performance Measurements:

- ◆ Must comply with all building code standards
- ◆ The timely monitoring of costs
- ◆ Investigation of all requests/complaints

**PROGRAM 10  
FACILITIES MANAGEMENT**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 1,106                        | 1,200                      | 1,238                  | (436)                     | 802                        |
| Payroll Maintenance<br>Management - Recovery                      | (289)                        | (547)                      | (414)                  | 288                       | (126)                      |
| <b>Net Payroll Expenses</b>                                       | <b>817</b>                   | <b>653</b>                 | <b>824</b>             | <b>(148)</b>              | <b>676</b>                 |
| Personnel Related   | 29                           | 39                         | 40                     | (13)                      | 27                         |
| Communications  | 10                           | 21                         | 20                     | (7)                       | 13                         |
| Supplies  | 14                           | 17                         | 17                     | (7)                       | 10                         |
| Utilities   | 64                           | 104                        | 120                    | -                         | 120                        |
| Computer Maintenance &<br>Operations                              | 3                            | 4                          | 4                      | 7                         | 11                         |
| Materials & Services  | 9                            | 39                         | 39                     | (29)                      | 10                         |
| Buildings & Grounds Operations                                    | 343                          | 297                        | 297                    | (3)                       | 294                        |
| Equipment Maintenance &<br>Repairs                                | 8                            | 9                          | 13                     | -                         | 13                         |
| Vehicle Operations  | 20                           | -                          | -                      | 8                         | 8                          |
| Professional Services   | -                            | 4                          | 4                      | (1)                       | 3                          |
| Contracted Services   | 88                           | 139                        | 138                    | (1)                       | 137                        |
| Leased Facilities Expenses  | 5                            | 5                          | 5                      | -                         | 5                          |
| Financial Expenses  | 127                          | 126                        | 129                    | -                         | 129                        |
| Property Taxes  | 281                          | 309                        | 291                    | -                         | 291                        |
| Major Repairs & Renovations                                       | 60                           | 144                        | 218                    | -                         | 218                        |
| <b>Operating Expenses Subtotal</b>                                | <b>1,878</b>                 | <b>1,910</b>               | <b>2,159</b>           | <b>(194)</b>              | <b>1,965</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Works-General Tax Charge  | 12                           | 12                         | 12                     | (5)                       | 7                          |
| Works-Facilities Management<br>Charge                             | 74                           | 130                        | 130                    | (3)                       | 127                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>86</b>                    | <b>142</b>                 | <b>142</b>             | <b>(8)</b>                | <b>134</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>1,964</b>                 | <b>2,052</b>               | <b>2,301</b>           | <b>(202)</b>              | <b>2,099</b>               |

**PROGRAM 10  
FACILITIES MANAGEMENT**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Tangible Capital Assets</b>          |                      |                    |                |                   |                    |
| New                                     | -                    | -                  | -              | 60                | 60                 |
| Replacement                             | 735                  | 735                | 106            | 593               | 699                |
| <b>Total Tangible Capital Assets</b>    | <b>735</b>           | <b>735</b>         | <b>106</b>     | <b>653</b>        | <b>759</b>         |
| <b>Net Program Expenses</b>             | <b>2,699</b>         | <b>2,787</b>       | <b>2,407</b>   | <b>451</b>        | <b>2,858</b>       |

\* TCA is stated separately on the Program Summary

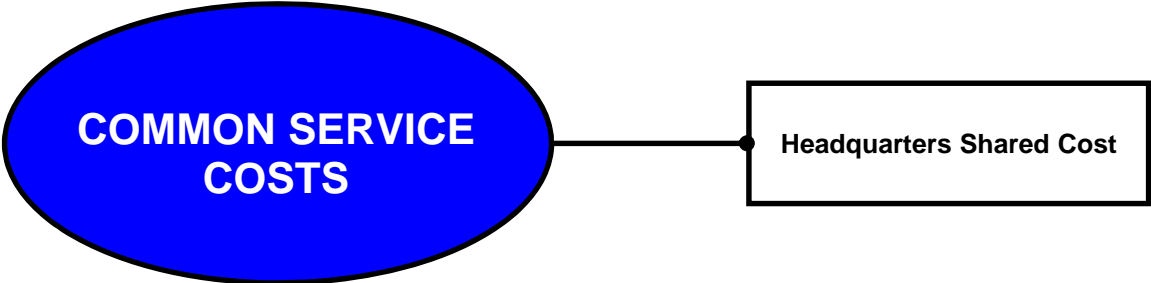
|  |                     |
|--|---------------------|
| Gross Operating Expenses Per Above                 | 2,099               |
| Less: Revenues Per Above                           | -                   |
| Net Operating Program Expenses Per Program Summary | <u>2,099</u>        |
| Add: Tangible Capital Assets                       | 759                 |
| Net Program Expenses Per Above                     | <u><u>2,858</u></u> |

**PROGRAM 11  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

- ◆ Share of operating and maintenance costs for Regional Headquarters

**PROGRAM 11  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 11  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Works - Solid Waste  
Management**

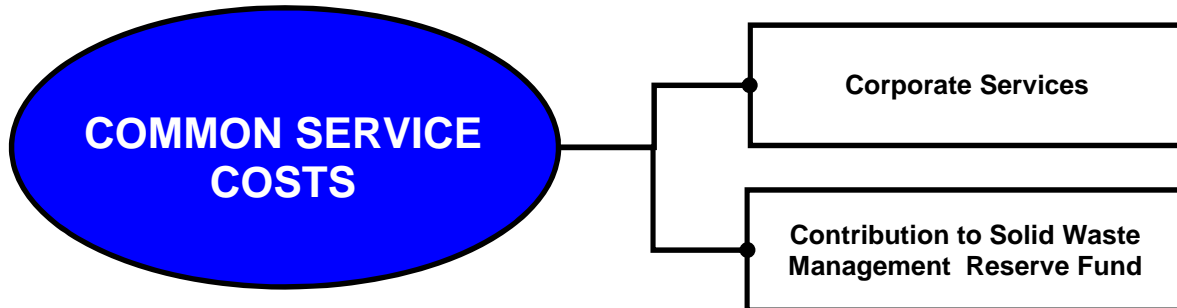
| <b>Detailed Cost of Program:</b>                      | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>                                       |                              |                            |                        |                           |                            |
| Rents   | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Total Revenues</b>                                 | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Net Program Expenses</b>                           | <b>11,441</b>                | <b>11,774</b>              | <b>11,964</b>          | <b>134</b>                | <b>12,098</b>              |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>188</b>                   | <b>188</b>                 | <b>191</b>             | <b>2</b>                  | <b>193</b>                 |

# PROGRAM 12 REGIONAL CORPORATE COSTS



## 2016 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 12  
REGIONAL CORPORATE COSTS**



**2016 Program Detail**

**Works - Solid Waste  
Management**

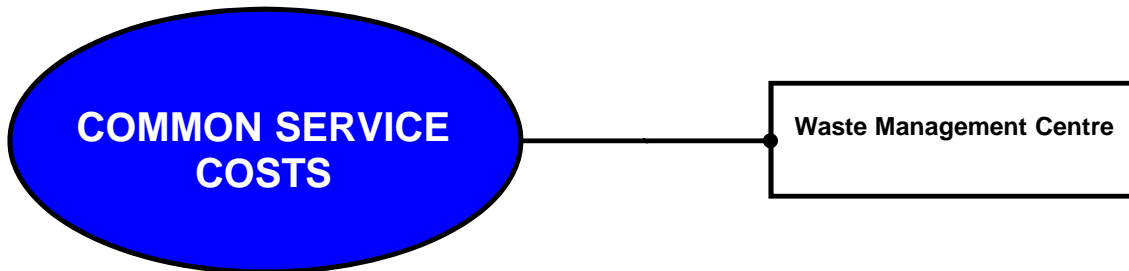
| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Contribution to Waste<br>Management Reserve Fund                  | 2,575                        | 2,575                      | 2,575                  | -                         | 2,575                      |
| <b>Operating Expenses Subtotal</b>                                | <b>2,575</b>                 | <b>2,575</b>               | <b>2,575</b>           | <b>-</b>                  | <b>2,575</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Department Charges  | 1,049                        | 1,049                      | 1,050                  | -                         | 1,050                      |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>1,049</b>                 | <b>1,049</b>               | <b>1,050</b>           | <b>-</b>                  | <b>1,050</b>               |
| <b>Net Program Expenses</b>                                       | <b>3,624</b>                 | <b>3,624</b>               | <b>3,625</b>           | <b>-</b>                  | <b>3,625</b>               |





**2016 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

- ◆ To respond to telephone inquiries and e-mails from Region of Durham residents regarding waste management programs
- ◆ To provide a sales outlet for residents to purchase blue boxes and green bins on a cost recovery basis

**Description of Program Activities:**

- ◆ Assist the public by providing waste program information to address inquiries
- ◆ 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:**

|                        |       |
|------------------------|-------|
| ◆ 2016 Full Time Staff | 5.000 |
| 2015 Full Time Staff   | 4.000 |

Conversion of one (1) Clerk 2 position from temporary to permanent

**PROGRAM 13  
WASTE MANAGEMENT CENTRE**



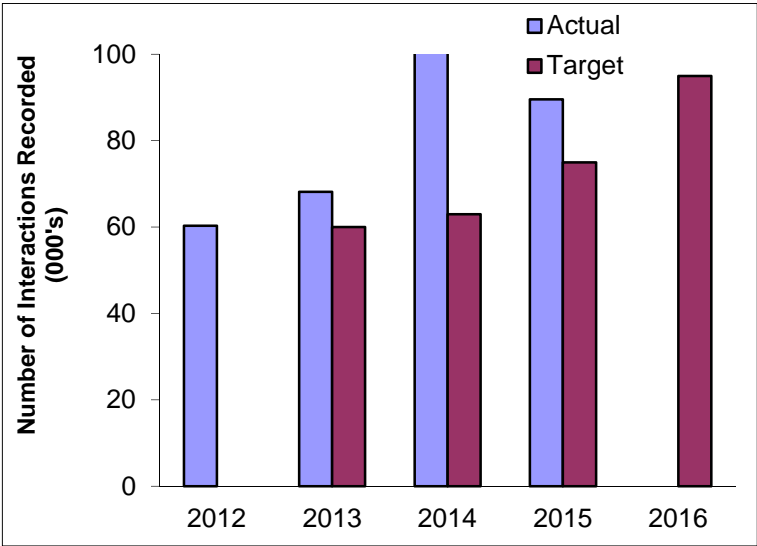
**Performance Measures**

**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 CRM (Customer Relationship Management) 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, ice storm), the introduction of new programs (porcelain, plastics), and community outreach of existing programs (green bin).

**PROGRAM 13  
WASTE MANAGEMENT CENTRE**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 380                  | 420                | 424            | -                 | 424                |
| Personnel Related                       | 1                    | 1                  | 1              | -                 | 1                  |
| Communications                          | 21                   | 35                 | 35             | -                 | 35                 |
| Supplies                                | 4                    | 6                  | 6              | -                 | 6                  |
| Materials & Services                    | 1                    | 2                  | 2              | -                 | 2                  |
| Equipment Maintenance &<br>Repairs      | 2                    | 1                  | 1              | -                 | 1                  |
| Contracted Services                     | 408                  | 240                | 240            | 60                | 300                |
| <b>Gross Operating Expenses</b>         | <b>817</b>           | <b>705</b>         | <b>709</b>     | <b>60</b>         | <b>769</b>         |
| <b>Tangible Capital Assets</b>          |                      |                    |                |                   |                    |
| Replacement                             | -                    | -                  | -              | 150               | 150                |
| <b>Total Tangible Capital Assets</b>    | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>150</b>        | <b>150</b>         |
| <b>Total Expenses</b>                   | <b>817</b>           | <b>705</b>         | <b>709</b>     | <b>210</b>        | <b>919</b>         |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Fees & Service Charges                  | (277)                | (200)              | (200)          | -                 | (200)              |
| <b>Total Revenues</b>                   | <b>(277)</b>         | <b>(200)</b>       | <b>(200)</b>   | <b>-</b>          | <b>(200)</b>       |
| <b>Net Program Expenses</b>             | <b>540</b>           | <b>505</b>         | <b>509</b>     | <b>210</b>        | <b>719</b>         |

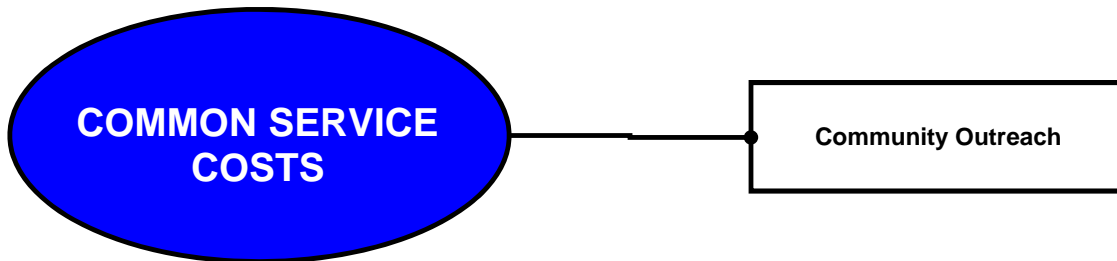
\* TCA is stated separately on the Program Summary

|  |       |
|--|-------|
| Gross Operating Expenses Per Above                 | 769   |
| Less: Revenues Per Above                           | (200) |
| Net Operating Program Expenses Per Program Summary | 569   |
| Add: Tangible Capital Assets                       | 150   |
| Net Program Expenses Per Above                     | 719   |



**2016 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

- ◆ To protect and enhance the environment
- ◆ To encourage the awareness of waste reduction, recycling and reuse
- ◆ To encourage the awareness of waste programs and services offered by the Region and ensure residents understand the programs and their responsibilities under source separated curbside programs

**Description of Program Activities:**

- ◆ Develop outreach and educational materials including waste collection schedules and calendars
- ◆ Use radio, newspapers, newsletters, flyers, signs, television, and the Region's website
- ◆ Support pilot programs to encourage the reduction of waste
- ◆ Provide flyers, notices, door hangers, brochures to residents inquiring about Regional waste programs
- ◆ Special public events and promotions by all media sources, i.e. Compost Events
- ◆ Radio ads addressing current waste operational issues
- ◆ Special waste programs, such as e-waste collection programs
- ◆ Provide staff for special presentations, displays or public events



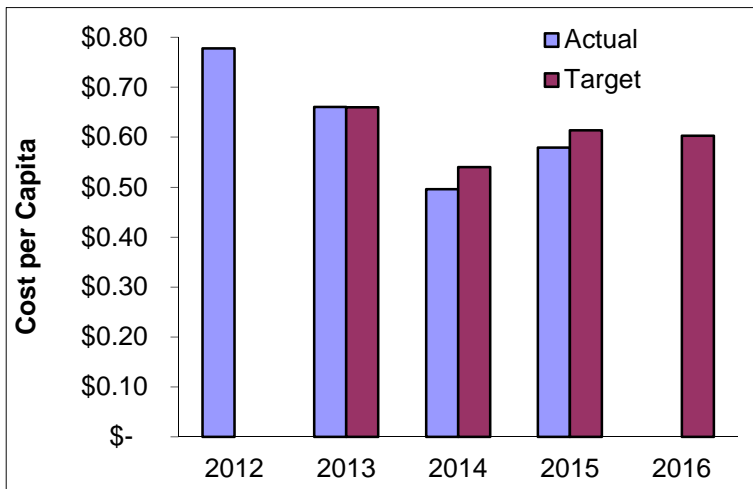
**Performance Measures**

**Works - Solid Waste Management**

**Performance Measurements:**

- ◆ 30 second radio messages broadcast over three local community radio stations numerous times every day
- ◆ Large multi-coloured display ads in 7 community newspapers twice every month

**Efficiency:**



**Cost Per Capita**

*Population data from Planning Department:*

|      |         |
|------|---------|
| 2011 | 636,915 |
| 2012 | 644,910 |
| 2013 | 650,895 |
| 2014 | 658,100 |

Revised with most current data reflected

**PROGRAM 14  
COMMUNITY OUTREACH**



**2016 Program Detail**

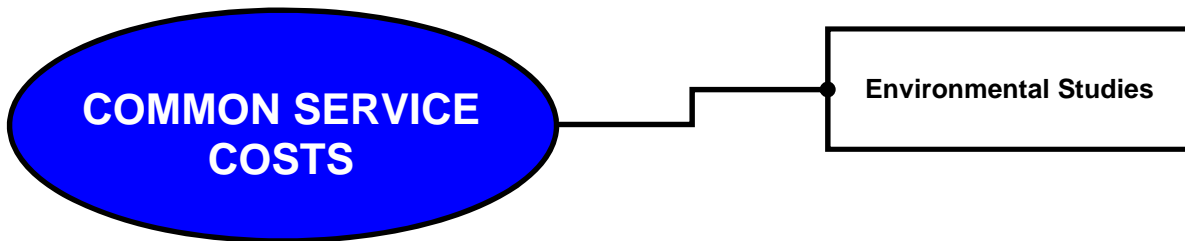
**Works - Solid Waste  
Management**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Communications                          | 367                  | 408                | 408            | -                 | 408                |
| <b>Net Program Expenses</b>             | <b>367</b>           | <b>408</b>         | <b>408</b>     | <b>-</b>          | <b>408</b>         |



**2016 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

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

**Description of Program Activities:**

- ◆ Conduct site inspections of former and active landfill sites
- ◆ Conduct regular monitoring on site
- ◆ Examine monitoring results and prepare annual technical reports
- ◆ Undertake repairs and improvements to sites
- ◆ Undertake testing of well water around landfill sites
- ◆ Administer Public Liaison Committee for community residents near landfill sites
- ◆ 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 and Climate Change (MOECC), as required
- ◆ Annual inspections by staff and consultants
- ◆ Special environmental investigations to ensure Regional facilities are in compliance with MOECC Regulations

**PROGRAM 15  
ENVIRONMENTAL STUDIES**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| Detailed Cost of Program:      | 2015                 |                    | 2016           |                   |                    |
|--------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                     | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>      |                      |                    |                |                   |                    |
| Materials & Services           | 25                   | 75                 | 75             | -                 | 75                 |
| Buildings & Grounds Operations | 55                   | 127                | 127            | -                 | 127                |
| Professional Services          | 145                  | 175                | 175            | -                 | 175                |
| <b>Net Program Expenses</b>    | <b>225</b>           | <b>377</b>         | <b>377</b>     | <b>-</b>          | <b>377</b>         |

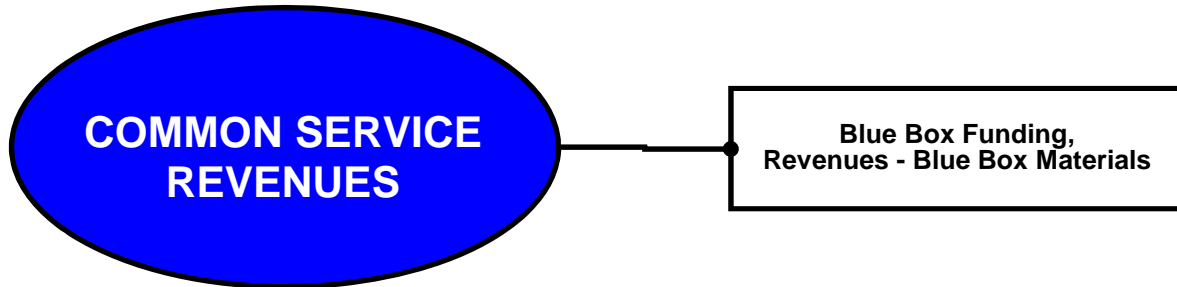


# PROGRAM 16 BLUE BOX REVENUES AND SUBSIDIES



## 2016 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

### Description of Program Activities:

- ◆ To market newspaper paper and cardboard products as effectively as possible
- ◆ To sell steel and aluminum to industrial buyers
- ◆ To sell plastics to a variety of industrial buyers
- ◆ To market glass as effectively as possible
- ◆ To obtain Waste Diversion Ontario Funding from Stewardship Ontario
- ◆ To complete the annual data call survey in order to maximize Blue Box funding
- ◆ To investigate market conditions and respond to changes

# PROGRAM 16 BLUE BOX REVENUES AND SUBSIDIES



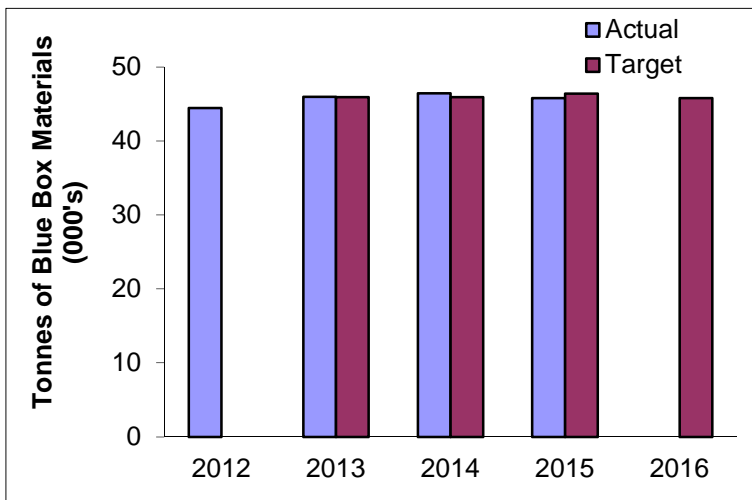
## Performance Measures

## Works - Solid Waste Management

### Performance Measurements:

- ◆ Marketing is revenue per tonne at time of sale to industrial buyers
- ◆ WDO Blue Box funding is dependent on the efficiency and effectiveness of the Region's recycling programs as well as circumstances partially beyond the Region's control including results from negotiations between Waste Diversion Ontario, municipalities, Stewardship Ontario and economic conditions

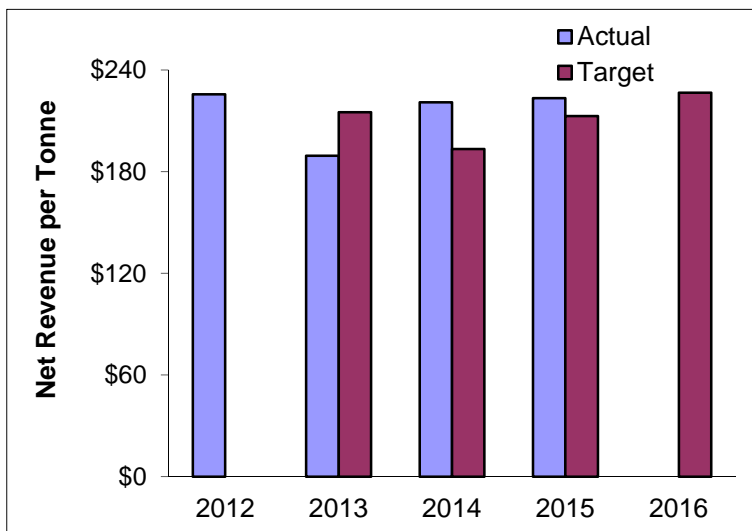
### Community Impact:



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

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

### Efficiency:



#### Revenue Received per Tonne

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

**PROGRAM 16  
BLUE BOX REVENUES AND SUBSIDIES**



**2016 Program Detail**

**Works - Solid Waste  
Management**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (5,300)                      | (4,850)                    | (4,850)                | (499)                     | (5,349)                    |
| Revenue-Diversion Materials      | (4,935)                      | (5,027)                    | (5,027)                | 460                       | (4,567)                    |
| <b>Total Revenues</b>            | <b>(10,235)</b>              | <b>(9,877)</b>             | <b>(9,877)</b>         | <b>(39)</b>               | <b>(9,916)</b>             |
| <b>Net Program Expenses</b>      | <b>(10,235)</b>              | <b>(9,877)</b>             | <b>(9,877)</b>         | <b>(39)</b>               | <b>(9,916)</b>             |

**PROGRAM 17  
TANGIBLE CAPITAL ASSETS PROGRAM SUMMARY**



**2016 Business Plan**

**Works - Solid Waste  
Management**

| By Program   | 2015                 |                    | 2016             |                   |                    |
|--|----------------------|--------------------|------------------|-------------------|--------------------|
| (\$,000's)   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget   | Program<br>Change | Proposed<br>Budget |
| <b>Tangible Capital Assets:</b>  | \$                   | \$                 | \$               | \$                | \$                 |
| Operations - New   | 680                  | 680                | -                | 200               | 200                |
| Operations - Replacement   | 118                  | 118                | 121              | 608               | 729                |
| Facilities - New   | -                    | -                  | -                | 60                | 60                 |
| Facilities - Replacement   | 735                  | 735                | 106              | 593               | 699                |
| Major Capital Projects   | 1,462                | 1,462              | -                | 1,400             | 1,400              |
| <b>Tangible Capital Assets<br/>Subtotal</b>                              | <b>2,995</b>         | <b>2,995</b>       | <b>227</b>       | <b>2,861</b>      | <b>3,088</b>       |
| <b>Tangible Capital Assets Revenue &amp; Recoveries:</b>                 |                      |                    |                  |                   |                    |
| Operations - Continuous  |                      |                    |                  |                   |                    |
| Improvement Fund Grant   | (170)                | (170)              | -                | -                 | -                  |
| <b>Tangible Capital Assets<br/>Revenue &amp; Recoveries<br/>Subtotal</b> | <b>(170)</b>         | <b>(170)</b>       | <b>-</b>         | <b>-</b>          | <b>-</b>           |
| <b>Net Tangible Capital Assets<br/>Program Expenses</b>                  | <b>2,825</b>         | <b>2,825</b>       | <b>227</b>       | <b>2,861</b>      | <b>3,088</b>       |
| <b>Summary of Increase (Decrease)</b>                                    |                      |                    | <b>(\$2,598)</b> |                   | <b>\$263</b>       |
|  |                      |                    | <b>-91.96%</b>   |                   | <b>9.31%</b>       |



**2016 Business Plan**

**Works - Solid Waste Management  
Tangible Capital Assets - New**

| Program Detail Page                 | Location   | Item Description                    | Item # | New or Replace | Qty | Unit Cost  | Gross Total Cost | Waste Total      | Other Financin | Net Waste        |
|-------------------------------------|------------|-------------------------------------|--------|----------------|-----|------------|------------------|------------------|----------------|------------------|
| 03. Brock Waste Management Facility | Brock WMF  | Auger and Solar Roll Off Bin        | 144    | N              | 1   | \$ 200,000 | \$200,000        | \$200,000        | \$0            | \$200,000        |
| 10. Facilities Management           | Oshawa WMF | Equipment Storage Building - Design | 147    | N              | 1   | \$ 60,000  | \$60,000         | \$60,000         | \$0            | \$60,000         |
| <b>Grand Total</b>                  |            |                                     |        |                |     |            | <b>\$260,000</b> | <b>\$260,000</b> | <b>\$0</b>     | <b>\$260,000</b> |

**Tangible Capital Asset Program Summary**

|                    |                |
|--------------------|----------------|
| 1 Operations - New | 200,000        |
| 3 Facilities - New | 60,000         |
|                    | <b>260,000</b> |



**2016 Business Plan**

**Works - Solid Waste Management  
Tangible Capital Assets - Replacement**

| Program Detail Page                   | Location                   | Item Description  | Item # | New or Replace | Qty | Unit Cost  | Gross Total Cost   | Waste Total        | Other Financing | Net Waste          |
|---------------------------------------|----------------------------|---|--------|----------------|-----|------------|--------------------|--------------------|-----------------|--------------------|
| 01. Oshawa Waste Mgmt Facility        | Waste Facilities           | Roll-off Bin Replacement Program                          | 159    | R              | 17  | \$ 6,294   | \$107,000          | \$107,000          | \$0             | <b>\$107,000</b>   |
| 02. Scugog Waste Management Facility  | Scugog WMF                 | Front-end Loader  | 148    | N              | 1   | \$ 125,000 | \$125,000          | \$125,000          | \$0             | <b>\$125,000</b>   |
| 05. Durham Material Recovery Facility | Material Recovery Facility | Closed Door Baler under pre-sort area                     | 145    | N              | 1   | \$ 175,000 | \$175,000          | \$175,000          | \$0             | <b>\$175,000</b>   |
| 08. Waste Administration              | Financial Services         | Computers & Monitors Refresh                              | 3      | R              | 1   | \$ 184,160 | \$184,160          | \$10,300           | \$0             | <b>\$10,300</b>    |
|                                       | Waste Facilities           | Office Chairs   | 152    | R              | 2   | \$ 500     | \$1,000            | \$1,000            | \$0             | <b>\$1,000</b>     |
|                                       |                            | Computer Printer & Computer Peripheries                   | 146    | R              | 1   | \$ 3,000   | \$3,000            | \$3,000            | \$0             | <b>\$3,000</b>     |
|                                       |                            | Weigh Scale System  | 162    | N              | 1   | \$ 157,749 | \$157,749          | \$157,749          | \$0             | <b>\$157,749</b>   |
| 10. Facilities Management             | Oshawa WMF                 | Scale House #1 Replacement - Design                       | 160    | N              | 1   | \$ 60,000  | \$60,000           | \$60,000           | \$0             | <b>\$60,000</b>    |
|                                       | Scugog WMF                 | Repave Roadways   | 155    | N              | 1   | \$ 102,000 | \$102,000          | \$102,000          | \$0             | <b>\$102,000</b>   |
|                                       | Material Recovery Facility | Replace existing plastic screen fence with new chain link | 157    | N              | 1   | \$ 61,000  | \$61,000           | \$61,000           | \$0             | <b>\$61,000</b>    |
|                                       |                            | Asphalt Repairs at Site Access Roadway                    | 142    | R              | 1   | \$ 106,000 | \$106,000          | \$106,000          | \$0             | <b>\$106,000</b>   |
|                                       |                            | HVAC System Upgrades                                      | 150    | N              | 1   | \$ 370,000 | \$370,000          | \$370,000          | \$0             | <b>\$370,000</b>   |
| 13. Waste Management Centre           | Waste Management Centre    | Replace current phone system at call centre               | 156    | N              | 1   | \$ 150,000 | \$150,000          | \$150,000          | \$0             | <b>\$150,000</b>   |
| <b>Grand Total</b>                    |                            |   |        |                |     |            | <b>\$1,601,909</b> | <b>\$1,428,049</b> | <b>\$0</b>      | <b>\$1,428,049</b> |

**Tangible Capital Asset Program Summary**

|                        |                         |
|------------------------|-------------------------|
| 2 Operations - Replace | 729,049                 |
| 4 Facilities - Replace | 699,000                 |
|                        | <u><u>1,428,049</u></u> |



## 2016 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:

- ◆ The DYEC executed Host Community Agreement includes Regional commitment to establish a Regional Municipal Hazardous and Special Waste (MHSW) facility in the Municipality of Clarington within one year of commencement of commercial operations.
- ◆ Investigation of Anaerobic Digestion (AD) and pre-sort technologies employed at a centralized transfer facility to expand processing capacity and extract increased organics out of the solid waste stream.

## MAJOR CAPITAL PROJECTS



### 2016 Program Detail

### Works - Solid Waste Management

| Detailed Cost of Program:            | 2015                 |                    | 2016           |                   |                    |
|--------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                           | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Tangible Capital Assets</b>       |                      |                    |                |                   |                    |
| Capital Fund Contribution            | 1,462                | 1,462              | -              | 1,400             | 1,400              |
| <b>Total Tangible Capital Assets</b> | <b>1,462</b>         | <b>1,462</b>       | <b>-</b>       | <b>1,400</b>      | <b>1,400</b>       |





# The Regional Municipality of Durham

## 2016 - 2025 Forecast - Major Capital Projects

### Works - Solid Waste Management

| ITEM  | 2016<br>BUDGET<br>ESTIMATES | 2017<br>BUDGET<br>ESTIMATES | 2018<br>BUDGET<br>ESTIMATES | 2019<br>BUDGET<br>ESTIMATES | 2020<br>BUDGET<br>ESTIMATES | 2021<br>BUDGET<br>ESTIMATES | 2022<br>BUDGET<br>ESTIMATES | 2023<br>BUDGET<br>ESTIMATES | 2024<br>BUDGET<br>ESTIMATES | 2025<br>BUDGET<br>ESTIMATES | TOTAL<br>PROJECT<br>ESTIMATES |
|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| <b>Expenses</b>   |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| <b>Former Landfill sites (Blackstock, Darlington, Scugog, Scott and Whitby)</b> |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| 1 Major landfill protection improvements as required by the MOE                 |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Blackstock landfill <sup>(1)</sup>  |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Remediation/Reclamation   |                             |                             |                             |                             |                             |                             |                             |                             |                             | 500,000                     | 500,000                       |
| Scugog landfill   |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Remediation - Purchase Contaminant Attenuation Zone                             | -                           | 500,000                     |                             |                             |                             |                             |                             |                             |                             |                             | 500,000                       |
| Scott landfill  |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Remediation - Purchase Contaminant Attenuation                                  |                             |                             | 1,500,000                   | 800,000                     |                             |                             |                             |                             |                             |                             | 2,300,000                     |
| <b>Sub-total</b>  | \$ -                        | \$ 500,000                  | \$ 1,500,000                | \$ 800,000                  | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ 500,000                  | \$ 3,300,000                  |
| <b>Former Landfill site in Oshawa</b>   |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| 2 Major landfill protection improvements as required by the MOE                 |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Regrading   |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Stormwater Management   |                             |                             |                             | 340,000                     | 345,000                     | 250,000                     |                             |                             |                             | 500,000                     | 1,435,000                     |
| <b>Sub-total</b>  | \$ -                        | \$ -                        | \$ -                        | \$ 340,000                  | \$ 345,000                  | \$ 250,000                  | \$ -                        | \$ -                        | \$ -                        | \$ 500,000                  | \$ 1,435,000                  |
| <b>New MHSW Facility Clarington</b>   |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| 3 New MHSW Facility to meet Clarington Host Community Agreement                 |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Final Design & Tendering  | 100,000                     | -                           |                             |                             |                             |                             |                             |                             |                             |                             | 100,000                       |
| Construction  | 900,000                     | -                           |                             |                             |                             |                             |                             |                             |                             |                             | 900,000                       |
| <b>Sub-total</b>  | \$ 1,000,000                | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ 1,000,000                  |
| <b>Organics Plan/Anaerobic Digestion</b>  |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| 4 Utilization of Anaerobic Digestion to produce green energy                    |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| * Preliminary Design/Consultant Investigation                                   | 400,000                     |                             |                             |                             |                             |                             |                             |                             |                             |                             | 400,000                       |
| Construction  |                             | 30,000,000                  |                             |                             |                             |                             |                             |                             |                             |                             | 30,000,000                    |
| <b>Sub-total</b>  | \$ 400,000                  | \$ 30,000,000               | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ 30,400,000                 |
| <b>Optimization Study - New Waste Transfer and Processing Facility</b>          |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| 5 Transfer & Processing Facility to meet Provincial Regulations                 |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| * Final Design & Tendering  |                             | 500,000                     |                             |                             |                             |                             |                             |                             |                             |                             | 500,000                       |
| Construction 2016   |                             | 6,500,000                   | 6,000,000                   |                             |                             |                             |                             |                             |                             |                             | 12,500,000                    |
| <b>Sub-total</b>  | \$ -                        | \$ 7,000,000                | \$ 6,000,000                | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ 13,000,000                 |
| <b>New Seaton Waste Management Facility</b>                                     |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| 6 New Waste Management Facility to meet Provincial Regulations                  |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Final Design & Tendering  |                             |                             |                             |                             | 500,000                     |                             |                             |                             |                             |                             | 500,000                       |
| Construction  |                             |                             |                             |                             | 8,000,000                   |                             |                             |                             |                             |                             | 8,000,000                     |
| <b>Sub-total</b>  | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ 8,500,000                | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ 8,500,000                  |
| <b>Modification Waste Management Facilities &amp; New Eco Stations</b>          |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| 7 New Eco Stations that meet Provincial Regulations to enhance diversion        |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Preliminary Design/Consultant Investigation                                     |                             |                             |                             |                             |                             | 500,000                     | 500,000                     | 500,000                     |                             |                             | 1,500,000                     |
| Final Design & Tendering  |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Land Acquisition  |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| Construction  |                             |                             |                             | 600,000                     | 3,152,500                   |                             |                             | 600,000                     | 3,152,500                   |                             | 7,505,000                     |
| <b>Sub-total</b>  | \$ -                        | \$ -                        | \$ -                        | \$ 600,000                  | \$ 3,152,500                | \$ 500,000                  | \$ 500,000                  | \$ 1,100,000                | \$ 3,152,500                | \$ -                        | \$ 9,005,000                  |
| <b>Total Expenses Major Capital</b>   | \$ 1,400,000                | \$ 37,500,000               | \$ 7,500,000                | \$ 1,740,000                | \$ 11,997,500               | \$ 750,000                  | \$ 500,000                  | \$ 1,100,000                | \$ 3,152,500                | \$ 1,000,000                | \$ 66,640,000                 |
| Recovery/Reserve Fund Major Capital   | \$ -                        |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| <b>Total Reserve and Reserve Funds</b>  | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                        | \$ -                          |
| <b>Net Solid Waste Management Tax Contribution</b>                              | \$ 1,400,000                | \$ 37,500,000               | \$ 7,500,000                | \$ 1,740,000                | \$ 11,997,500               | \$ 750,000                  | \$ 500,000                  | \$ 1,100,000                | \$ 3,152,500                | \$ 1,000,000                | \$ 66,640,000                 |

**Notes:**  
Further details provided in the 2016 Solid Waste Management Servicing and Financing Study and subsequent studies, including updates of studies and business case analyses regarding eco-station facilities, waste transfer, landfill mining and anaerobic digestion or other pre-sort technologies. Required capital funding may include public or private partnerships and/or grants and will be identified through business cases and as part of future project approval processes.

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**2016**  
**BUSINESS PLANS & BUDGETS**

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**HEALTH**

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2016 Business Plan

Health

Major Services & Activities

Chronic Diseases and Injuries

- ◆ Enforce Smoke-Free Ontario Act (SFOA) and Elections Cigarette Act, 2015 (ECA), including tobacco vendor inspections; promote tobacco use prevention and cessation strategies.
- ◆ Implement strategies to reduce the frequency, severity and impact of preventable injury and substance misuses.
- ◆ Reduce aggressive driving and alcohol-related motor vehicle injuries, through community partnerships.
- ◆ Implement education campaigns to promote healthy eating and physical activity.
- ◆ Promote and implement school and workplace wellness initiatives.

Family Health

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

Infectious Diseases

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

Environmental Health and Emergency Preparedness

- ◆ Conduct regular inspections of food premises, water facilities, personal services settings; inspect sewage systems.
- ◆ Investigate and conduct risk assessments of environmental health hazards, such as air quality.
- ◆ Respond to public inquiries; provide information on environmental health issues.
- ◆ Plan for health issues during emergencies.



2016 Business Plan

Health

Major Services & Activities (Continued)

Paramedic Services

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

Professional and Administrative Services

- ◆ Provide health status reporting, program evaluation, information development and epidemiologic consultation.
- ◆ Develop and create educational and health promotion materials and resources.
- ◆ Implement information privacy and security protocols for all records containing confidential information.
- ◆ Provide administrative support services to programs.

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

**Strategic Goal 4.1 - Provide accessible, affordable and responsive emergency and public health services.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Administer and enforce the SFOA and ECA.
- ◆ Provide effective and efficient paramedic response services.
- ◆ Maintain DineSafe Durham and implement the Know Before You Go program.
- ◆ Provide telephone assessment, health education and counselling services.
- ◆ Respond to all reported outbreaks.
- ◆ Produce population health and surveillance information products.

**Performance Targets**

- ◆ SFOA: Maintain compliance rates and enforcement checks.
- ◆ Paramedic Services: Maintain or improve response time.
- ◆ Maintain food premises inspection frequencies.
- ◆ Health Connection: Provide assistance to callers.
- ◆ Maintain response times re: outbreaks.
- ◆ Maintain or improve information products.

**Strategic Goals**

**Responsibility - Support**

| Goal | Description  |
|------|--|
| 2.4  | Protect the quality and quantity of both ground and surface water.                                       |
| 3.4  | Support the coordination of growth with the provision of both hard and soft infrastructure and services. |
| 4.4  | Foster improved collaboration between both service providers and the volunteer community.                |

|  |
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**HEALTH**

**Page No.**

**PUBLIC HEALTH**

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**TANGIBLE CAPITAL ASSETS**

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## PROGRAM SUMMARY

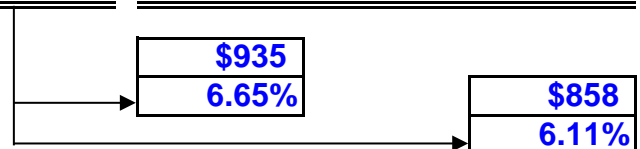


### 2016 Business Plan

### Public Health

| By Program   | 2015                 |                    | 2016            |                   |                    |
|--|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                              | \$                   | \$                 | \$              | \$                | \$                 |
| <b>Operating:</b>                                    |                      |                    |                 |                   |                    |
| 1 Chronic Diseases and Injuries                      | 6,419                | 7,775              | 7,822           | (4)               | 7,818              |
| 2 Family Health                                      | 8,225                | 8,879              | 8,936           | (260)             | 8,676              |
| 3 Infectious Diseases                                | 7,963                | 8,605              | 8,938           | 109               | 9,047              |
| 4 Environmental Health and<br>Emergency Preparedness | 4,901                | 5,036              | 5,160           | (12)              | 5,148              |
| 5 Professional and<br>Administrative Services        | 7,083                | 7,535              | 7,647           | 1                 | 7,648              |
| 6 Facilities Management                              | 580                  | 649                | 630             | -                 | 630                |
| 7 Headquarters Shared Cost                           | 1,866                | 1,866              | 1,896           | 21                | 1,917              |
| <b>Operating Subtotal</b>                            | <b>37,037</b>        | <b>40,345</b>      | <b>41,029</b>   | <b>(145)</b>      | <b>40,884</b>      |
| <b>Tangible Capital Assets*:</b>                     |                      |                    |                 |                   |                    |
| 5 New  | 16                   | 16                 | -               | 3                 | 3                  |
| 5 Replacement  | 255                  | 255                | 262             | 65                | 327                |
| <b>Tangible Capital Assets<br/>Subtotal</b>          | <b>271</b>           | <b>271</b>         | <b>262</b>      | <b>68</b>         | <b>330</b>         |
| <b>Total Program Expenses</b>                        | <b>37,308</b>        | <b>40,616</b>      | <b>41,291</b>   | <b>(77)</b>       | <b>41,214</b>      |
| <b>Revenue Programs</b>                              |                      |                    |                 |                   |                    |
| 8 Contribution from Province -<br>Mandatory Programs | (26,042)             | (26,563)           | (26,303)        | -                 | (26,303)           |
| <b>Total Revenue Programs</b>                        | <b>(26,042)</b>      | <b>(26,563)</b>    | <b>(26,303)</b> | <b>-</b>          | <b>(26,303)</b>    |
| <b>Net Program Expenses</b>                          | <b>11,266</b>        | <b>14,053</b>      | <b>14,988</b>   | <b>(77)</b>       | <b>14,911</b>      |

### Summary of Increase (Decrease)



\* Excludes Tangible Capital Assets in 100% funded programs

## PROGRAM SUMMARY



### 2016 Business Plan

### Public Health

#### Summary of Base Budget Changes

|  | \$    | Comments   |
|--|-------|--|
| Salaries & Benefits  | 617   | Economic increases   |
| Salaries & Benefits  | 337   | Annualization - 6 positions  |
| Operating Expenses   | (113) | Reduced requirements through realignment of existing resources   |
| Operating Expenses   | 7     | Inflationary increases   |
| Operating Expenses   | (108) | Reduced requirement (MOH Remuneration; Professional Services; Network Operations Maintenance; Agency Personnel; Property Rental) |
| Minor Assets & Equipment   | (6)   | Reduced requirement  |
| Major Repairs & Renovations  | (20)  | Reduced requirement  |
| Tangible Capital Assets - New  | (24)  | Reduced requirement  |
| Tangible Capital Assets - Replacement Facilities, including Headquarters Shared Cost | 9     | Increased requirement  |
| Provincial Subsidy - Mandatory   | 31    | Inflationary increases   |
| Provincial Subsidy - Other   | 260   | 2015 Approved funding, plus 1% estimated increase  |
| Revenue from OPG   | (62)  | Various funding increases (Healthy Smiles Ontario)   |
|  | 7     | Reduced requirement  |
|  | 935   |  |

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

## Public Health

(\$,000's)

### Chronic Diseases and Injuries

**Chronic Disease Prevention:**

- ◆ Increase in Professional Services for Rapid Risk Factor Surveillance System (RRFSS) to reflect the increased cost of surveying respondents via cell phones versus land lines. 6

**Injury Substance Misuse Prevention:**

- ◆ Position reclassification: Manager position to Assistant Manager (January 2016) as a result of reassessment of management needs. (14)
- ◆ Increase in Professional Services for RRFSS to reflect the increased cost of surveying respondents via cell phones versus land lines. 4

**Smoke-Free Ontario Act Enforcement:**

- ◆ Provision for additional salaries and benefits for temporary employees to respond to new requirements of the Act. 34
- ◆ Increase in Car Allowance for additional temporary Tobacco Enforcement Officers. 7
- ◆ 100% subsidy from the Province. (41)

**E-Cigarette Act Enforcement:**

- ◆ In 2015, the Province passed the *Making Healthier Choices Act, 2014* to protect youth from the dangers of tobacco and the potential harms of electronic cigarettes (known as e-cigarettes). The Ministry of Health and Long-Term Care introduced 100% funding starting in 2015, for public health units to prepare for implementation and enforcement of the legislation (as of January 1, 2016).
- ◆ Part-time Enforcement Officer - salary and benefits (\$24k) and overtime (\$10k). 34
- ◆ Other operating costs: Car Allowance (\$7k); Purchased Services (\$8k); Training (\$1k); Program Materials (\$3k); Office Supplies (\$6k); Printing (\$3k); tablets (\$3k). 31
- ◆ 100% subsidy from the Province. (65)
- ◆ One-time costs for part-time Enforcement Officer salary and benefits offset by one-time Provincial subsidy. 51
- ◆ 100% one-time subsidy from the Province. (51)

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(4)



## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Public Health

(\$,000's)

#### Family Health

**Child Health:**

- ◆ Increase in Professional Services for RRFSS to reflect the increased cost of surveying respondents via cell phones versus land lines. 2

**Healthy Babies, Healthy Children:**

- ◆ Increase in Purchased Services (\$6k) for translation services, required to assist with providing in-home services to clients; offset by decrease in Car Allowance (-\$6k). -

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

- ◆ Reduction in Professional Services as public health units will no longer be processing and paying claims for fee-for-service dental providers. Expected to be completely phased out by the end of February 2016. (300)
- ◆ Transfer of costs to Healthy Smiles Ontario program to reflect Provincial changes to Dental programs. (69)

**Healthy Smiles Ontario:**

- ◆ New position: 1.0 Clinical Dentist (Provincial funding requested).  
The Province is integrating six oral health programs related to children, and are advocating for a mixed model of service delivery (starting January 2016). It is anticipated public health units will offer more direct patient care to increase accessibility to treatment. A full-time dentist is required to provide this service. 185
- ◆ Increase in Materials & Supplies required by the clinical dentist to provide treatment to clients. (Provincial funding requested) 10
- ◆ 100% subsidy from the Province has been requested. (195)
- ◆ Transfer of costs from CINOT program to reflect Provincial changes to Dental programs. 69
- ◆ New Tangible Capital Assets: Laptops for Oral Health clinic staff (\$15k), and Intra-oral x-ray head and sensors for Oral Health clinic (\$20k). 35

**Infant and Child Development:**

- ◆ Purchased Services for translation services, required to assist with providing in-home services to priority populations. 3

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(260)

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Public Health

(\$,000's)

#### Infectious Diseases

**Panorama Readiness:**

- ◆ Additional part-time administrative support staff relating to implementation of the Provincial software application (Panorama), and changes to *Immunization of School Pupils Act* (ISPA), which will cause peak periods for data entry of immunization records. 50
- ◆ Provincial one-time subsidy for Panorama implementation. (29)

**Vaccine Preventable Diseases:**

- ◆ Increase in full-time salaries for Community Health Nurse positions automatically upgraded to Public Health Nurse positions when educational requirements are met. 13
- ◆ Increase in Materials & Supplies for replacement of expired pandemic supplies (masks, personal protective equipment). This is a periodic requirement, to ensure that the stock of equipment is up to date and unexpired. 50
- ◆ Increase in Professional Services for RRFSS to reflect the increased cost of surveying respondents via cell phones versus land lines. 3

**Control of Infectious Diseases (ENV):**

- ◆ Environmental Health will be proceeding with the introduction of a disclosure program for Personal Services Settings (PSS) and will require the following one-time expenses: Printing (\$15k); Advertising (\$15k); Program Materials & Supplies (\$3k). 33
- ◆ Purchased Services (\$2k) for translation services to assist with providing services to clients and Internal Postage (\$1k) for mailing Wee Care newsletters to all day care operators. 3

**Rabies Prevention and Control:**

- ◆ Printing costs for forms and educational materials based on prior year expenditures. 1

**Sexual Health:**

- ◆ Increase in Sales of Program Materials to better reflect prior years actuals. (15)

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109

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# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

## Public Health

(\$,000's)

### Environmental Health and Emergency Preparedness

#### Food Safety:

- ◆ Increase in Printing & Reproduction costs for new training manuals to comply with new legislation. 1
- ◆ Increase in Professional Services for RRFSS to reflect the increased cost of surveying respondents via cell phones versus land lines. 3
- ◆ Increase in Food Safety Fees to better reflect prior years actuals. (23)

#### PHI Practicum Grant:

- ◆ Part-time salary and benefits for additional PHI Practicums (students) funded 100% (Year one of three). 10
- ◆ 100% subsidy from the Province. (10)

#### Safe Water:

- ◆ Increase in Professional Services for RRFSS to reflect the increased cost of surveying respondents via cell phones versus land lines. 1

#### Health Hazard Prevention and Management:

- ◆ Transfer of Senior Accounting Clerk position in Administration to Health Hazard Prevention and Management and reclassified to Environmental Policy Analyst. (effective July 1, 2016). This position will assist with the increased environmental health issues, including extreme weather events, indoor/outdoor air quality, climate change adaptation and mitigation strategies, surface water contamination and explore creation of a process for a Cold Alert Response System in 2016. 53
- ◆ Increase in Equipment Maintenance (\$1k) and Program Materials and Supplies (\$1k) for air testing performed by 3rd party. 2

#### Sewage Systems - Part 8 Ontario Building Code (OBC):

- ◆ Required Provincial and Ontario On-Site Wastewater Association membership for Public Health Inspectors. 1
- ◆ Increase in Part 8 OBC Fees to better reflect prior years actuals. (50)

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

## Public Health

(\$,000's)

### Environmental Health and Emergency Preparedness (Continued)

**Sewage Systems Maintenance Inspection:**

|  |      |
|--|------|
| ◆ Costs associated with five summer students completing the necessary inspections related to Phase 2 of the program pertaining to Lake Simcoe Protection Act. Costs will only be incurred once funding has been secured from the area municipalities. Temporary salary and benefits (\$47k); Car Allowance (\$6k); Program Materials (\$3k). | 56   |
| ◆ Laptops for students working on Lake Simcoe Protection Act (LPSA) activities.  | 11   |
| ◆ Funding from area municipalities.  | (67) |
|  | (12) |

### Professional and Administrative Services

**Administration Division:**

|   |      |
|---|------|
| ◆ Position reclassification: from Clerk 2 to Community Development Coordinator (effective July 1, 2016). This position will provide additional assistance with regards to development and use of community development related resources. | 4    |
| ◆ Position transfer: Senior Accounting Clerk from Administration to Health Hazard Prevention and Management (effective July 1, 2016).   | (40) |
| ◆ Minor Assets & Equipment: replacement multimedia unit (\$3k) and toxic gas monitoring unit (\$7k).  | 10   |

**Epidemiology and Evaluation:**

|   |      |
|---|------|
| ◆ New position: 1.0 Epidemiologist (start July 1, 2016)<br>A part-time epidemiologist position is being converted to a full-time position, in order to maintain on-line database by ensuring information and statistics are up to date, and to add/revise health indicators as necessary. (Annualized cost is \$121k) | 61   |
| ◆ The cost of the full-time epidemiologist position will be offset in part by a reduction in part-time salary and benefit costs.  | (36) |
| ◆ Increase in Professional Services for RRFSS to reflect the increased cost of surveying respondents via cell phones versus land lines.   | 2    |
|   | 1    |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Public Health

(\$,000's)

#### Headquarters Shared Cost

|   |           |
|---|-----------|
| ◆ Public Health share of costs related to the operation and maintenance of Regional Headquarters. | 21        |
|   | <u>21</u> |

#### Tangible Capital Assets

##### NEW

|  |   |
|--|---|
| ◆ Furniture display unit for Environmental Health. | 3 |
|--|---|

##### REPLACEMENT

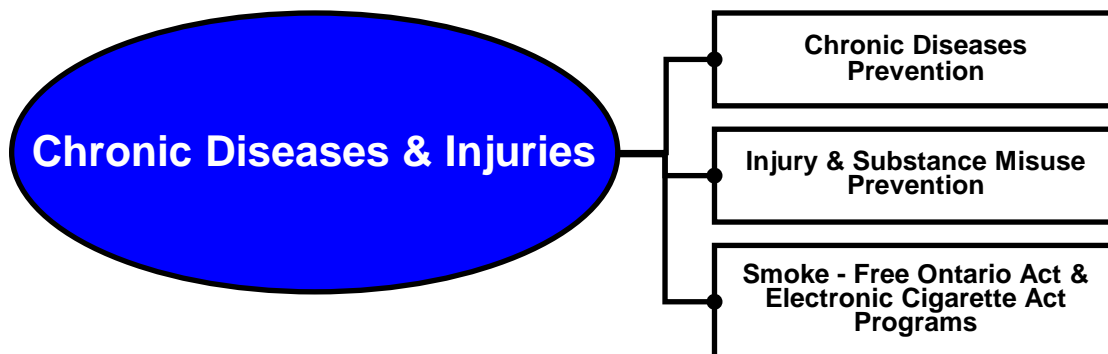
|   |    |
|---|----|
| ◆ Servers for Durham Environmental Health Information System (DEHIS) application.                   | 16 |
| ◆ Additional replacement tablets for Environmental Health.  | 15 |
| ◆ Additional replacement laptops/tablets, to ensure equipment is replaced before warranties expire. | 34 |

|              |                    |
|--------------|--------------------|
|              | <u>68</u>          |
| <b>Total</b> | <u><u>(77)</u></u> |



2016 Program Detail

Public Health



Purpose:

- ◆ To reduce the burden of preventable chronic diseases of public health importance.
- ◆ To reduce the frequency, severity, and impact of preventable injury and of substance misuse.

Description of Program Activities:

- ◆ **Chronic Diseases Prevention:** addresses health needs of priority populations and the general public by developing programs and activities addressing issues such as tobacco use prevention and cessation, healthy eating, daily physical activity, breast and cervical cancer screening, skin cancer prevention; works in partnership with schools, workplaces, coalitions, health and social service providers and community agencies.
- ◆ **Injury & Substance Misuse Prevention:** addresses health needs of priority populations and the general public by developing programs and activities addressing issues such as alcohol and substance misuse, suicide prevention and mental health promotion, motor vehicle safety, falls across the lifespan; works in partnership with schools, workplaces, coalitions, health and social service providers and community agencies.
- ◆ **Smoke-Free Ontario (SFO) Strategy:** promotes Smoke-Free Ontario legislation, and implements youth initiated tobacco control activities. The strategy also includes the implementation of an evidence-based worksite intervention for quitting smoking. Also, enforces the Smoke-Free Ontario Act (SFOA) by conducting inspections and compliance checks of tobacco vendors, enforces provincial legislation pertaining to no-smoking in work places, public places and schools; and promotes awareness of the Smoke-Free Ontario Act. Effective January 1 2016, the Electronic Cigarette Act (ECA) prohibits the sale and supply of e-cigarettes to persons under age 19, the sale in vending machines, and requires the posting of prescribed signs in retail settings.

Description of Program Resources:

- ◆ 2016 Full Time Staff = 72.2
- ◆ 2015 Full Time Staff = 72.2



2016 Program Detail

Public Health

Performance Measurements:

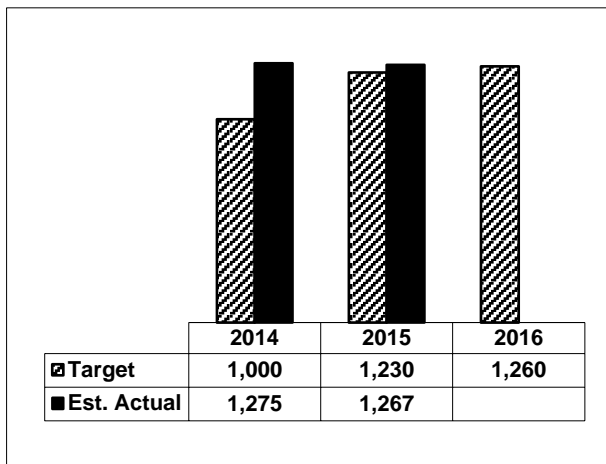
Chronic Diseases and Injuries undertakes numerous activities towards achieving its objectives. The following represent some of the performance indicators:

- ◆ Tobacco Vendor Compliance Inspections
- ◆ Smoking-Related Charges
- ◆ Public Health Nurse Visits to Schools and Workplaces

Performance Data:

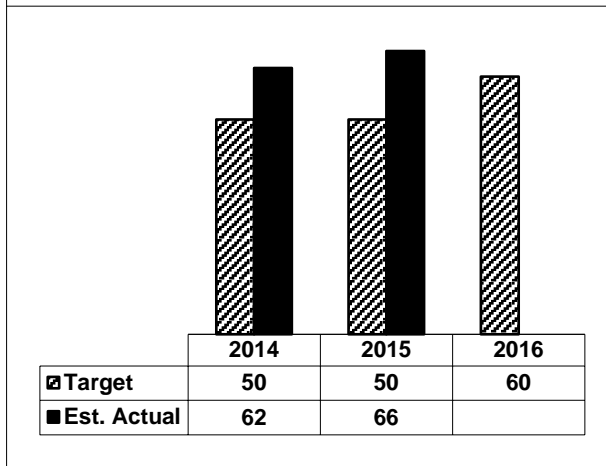
Tobacco Vendor Inspections

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



Smoking-Related Charges

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



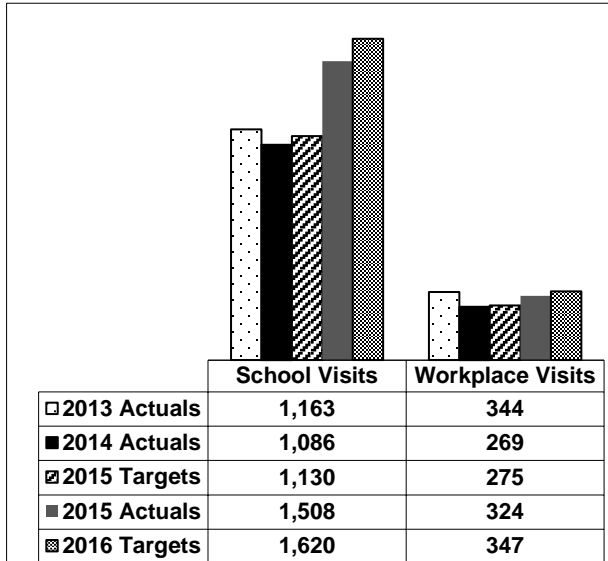
PROGRAM 1  
CHRONIC DISEASES AND INJURIES



2016 Program Detail

Public Health

Performance Data (continued):



Public Health Nurse Visits

*Public health nurses from Chronic Disease Prevention and Prevention of Injuries & Substance Misuse meet with schools and workplaces to implement comprehensive strategies to promote health.*



**PROGRAM 1  
CHRONIC DISEASES AND INJURIES**



**2016 Program Detail**

**Public Health**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 6,947                        | 8,092                      | 8,205                  | 105                       | 8,310                      |
| Personnel Related   | 107                          | 153                        | 153                    | 15                        | 168                        |
| Communications  | 246                          | 300                        | 301                    | 3                         | 304                        |
| Supplies  | 65                           | 88                         | 89                     | 9                         | 98                         |
| Materials & Services  | 14                           | 86                         | 12                     | 8                         | 20                         |
| Professional Services   | 52                           | 74                         | 74                     | 10                        | 84                         |
| Leased Facilities Expenses                                    | 4                            | 4                          | 4                      | -                         | 4                          |
| <b>Operating Expenses Subtotal</b>                            | <b>7,435</b>                 | <b>8,797</b>               | <b>8,838</b>           | <b>150</b>                | <b>8,988</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Health Charge - Injury  | 35                           | 30                         | 34                     | -                         | 34                         |
| Health Recovery - Nurse                                       | (35)                         | (30)                       | (34)                   | -                         | (34)                       |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Gross Operating Expenses</b>                               | <b>7,435</b>                 | <b>8,797</b>               | <b>8,838</b>           | <b>150</b>                | <b>8,988</b>               |
| <b>Tangible Capital Assets</b>                                |                              |                            |                        |                           |                            |
| New   | -                            | -                          | -                      | 3                         | 3                          |
| <b>Total Tangible Capital Assets</b>                          | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>3</b>                  | <b>3</b>                   |
| <b>Total Expenses</b>   | <b>7,435</b>                 | <b>8,797</b>               | <b>8,838</b>           | <b>153</b>                | <b>8,991</b>               |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Provincial Subsidy  | (1,016)                      | (1,022)                    | (1,016)                | (157)                     | (1,173)                    |
| Sundry Revenue  | -                            | -                          | -                      | -                         | -                          |
| <b>Total Revenues</b>   | <b>(1,016)</b>               | <b>(1,022)</b>             | <b>(1,016)</b>         | <b>(157)</b>              | <b>(1,173)</b>             |
| <b>Net Program Expenses</b>                                   | <b>6,419</b>                 | <b>7,775</b>               | <b>7,822</b>           | <b>(4)</b>                | <b>7,818</b>               |

**PROGRAM 1  
CHRONIC DISEASES AND INJURIES**



**2016 Program Detail**

**Public Health**

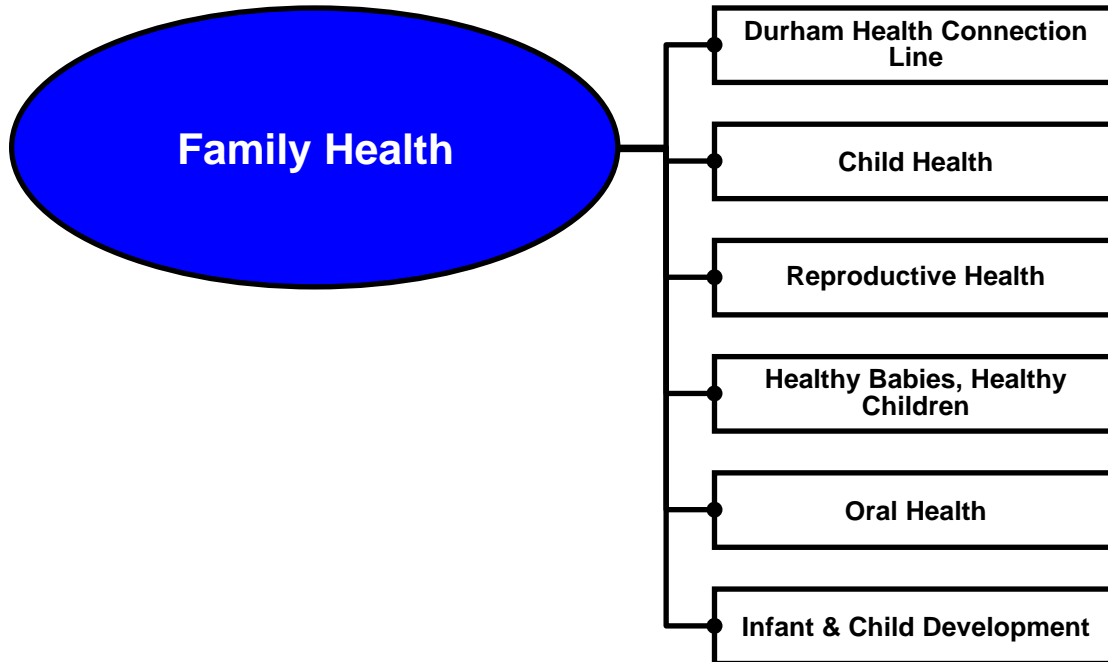
**Summary by Program Type**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Gross Operating Expenses</b>      |                              |                            |                        |                           |                            |
| Chronic Disease Prevention           | 3,685                        | 5,179                      | 4,035                  | 6                         | 4,041                      |
| Determinants of Health               | 182                          | 185                        | 182                    | -                         | 182                        |
| Chief Nurse Officer Initiative       | 122                          | 124                        | 122                    | -                         | 122                        |
| Injury Substance Misuse Prev         | 2,680                        | 2,554                      | 3,735                  | (10)                      | 3,725                      |
| Tobacco Control Co-ord               | 108                          | 115                        | 117                    | -                         | 117                        |
| SFO - Youth Engagement Funding       | 80                           | 80                         | 80                     | -                         | 80                         |
| Tobacco Enforcement                  | 562                          | 544                        | 551                    | 41                        | 592                        |
| SFO Prosecution                      | 16                           | 16                         | 16                     | -                         | 16                         |
| E-Cigarettes Act Enforcement         | -                            | -                          | -                      | 113                       | 113                        |
| <b>Gross Operating Expenses</b>      | <b>7,435</b>                 | <b>8,797</b>               | <b>8,838</b>           | <b>150</b>                | <b>8,988</b>               |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| E-Cigarettes Act Enforcement         | -                            | -                          | -                      | 3                         | 3                          |
| <b>Total Tangible Capital Assets</b> | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>3</b>                  | <b>3</b>                   |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Determinants of Health               | (180)                        | (184)                      | (180)                  | -                         | (180)                      |
| Chief Nurse Officer Initiative       | (121)                        | (123)                      | (121)                  | -                         | (121)                      |
| Tobacco Control Co-ord               | (100)                        | (100)                      | (100)                  | -                         | (100)                      |
| SFO - Youth Engagement Funding       | (80)                         | (80)                       | (80)                   | -                         | (80)                       |
| Tobacco Enforcement                  | (519)                        | (519)                      | (519)                  | (41)                      | (560)                      |
| SFO Prosecution                      | (16)                         | (16)                       | (16)                   | -                         | (16)                       |
| E-Cigarettes Act Enforcement         | -                            | -                          | -                      | (116)                     | (116)                      |
| <b>Total Revenues</b>                | <b>(1,016)</b>               | <b>(1,022)</b>             | <b>(1,016)</b>         | <b>(157)</b>              | <b>(1,173)</b>             |
| <b>Net Program Expenses</b>          | <b>6,419</b>                 | <b>7,775</b>               | <b>7,822</b>           | <b>(4)</b>                | <b>7,818</b>               |



2016 Program Detail

Public Health



Purpose:

- ◆ To enable individuals and families to achieve optimal preconception health, experience a healthy pregnancy, have the healthiest newborn(s) possible, and be prepared for parenthood.
- ◆ 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 residents.
- ◆ **Child Health:** conducts educational programs such as Babyville, SMILE, perinatal mood disorder group; addresses health needs of priority populations and all families by implementing programs and activities addressing child and youth growth and developmental milestones, attachment, positive parenting, healthy family dynamics and infant feeding; works in partnership with health and social service providers, coalitions and community agencies.
- ◆ **Reproductive Health:** provides health education, support and skill development sessions for young pregnant and postpartum women including teenagers.
- ◆ **Healthy Babies, Healthy Children:** conducts family screening prenatally, postpartum, and early years to identify possible "at risk" families; conducts pre-natal postpartum home visits and family assessments; provides home visits, including the family visitor service, and service coordination to high risk families.
- ◆ **Oral Health:** provides administration for children and youth (0-13 years) and identifies children requiring dental treatment, sealants, fluorides, etc.; provides classroom oral health education; Ontario Works (adults), and other Regional dental benefit programs.
  - ◆ Low-Income Dental Plan, also known as Healthy Smiles Ontario, was introduced in 2010.



**2016 Program Detail**

**Public Health**

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

- ◆ **Infant and Child Development:** provides assistance to infants and young children (birth to age six) and their families to address issues of child development by providing home visits and resources to families of children with special needs.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 111                      New position: 1 Clinical Dentist (Provincial funding requested)  
2015 Full Time Staff = 110

**Performance Measurements:**

Family Health undertakes numerous activities towards achieving its purpose.

The following represents some of the performance indicators:

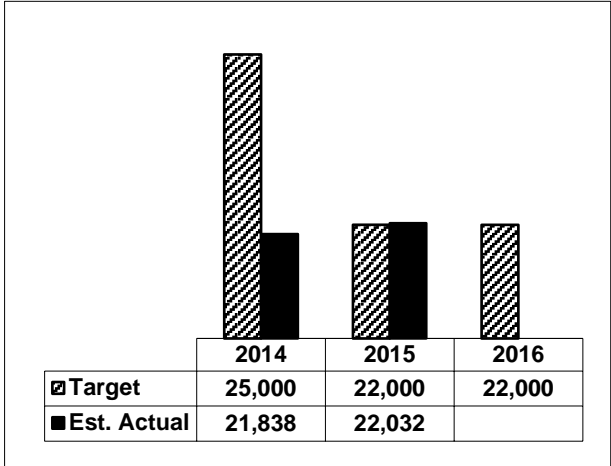
- ◆ Durham Health Connection Line Calls
- ◆ New Clients Attending Breastfeeding Clinics
- ◆ Number of Home Visits to Clients in the Healthy Babies, Healthy Children Program
- ◆ Children Served/Waitlist for Infant and Child Development Program
- ◆ Oral Health Services to Children
- ◆ Dental Screening



**2016 Program Detail**

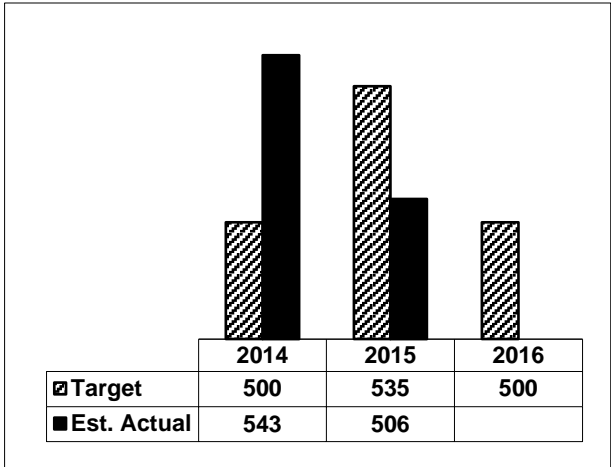
**Public Health**

**Performance Data:**



**Durham Health Connection Line Calls**

*Callers to Durham Health Connection Line receive services for assessment, counselling and referral. The volume of calls has increased from 7,600 in 2004 to 22,032 in 2015.*



**New Clients Attending Breastfeeding Clinics**

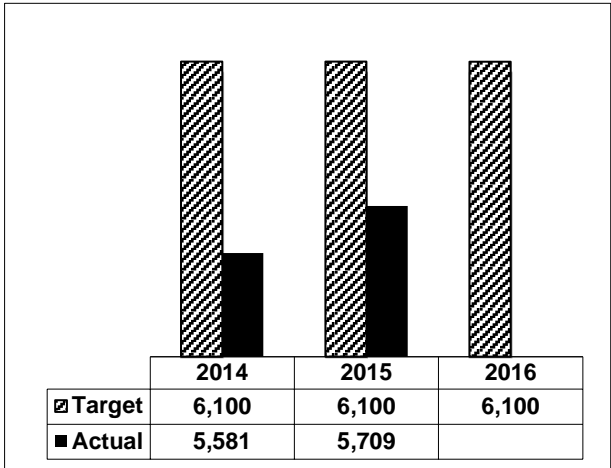
*Mothers attend breastfeeding clinics for information and counselling on lactation concerns.*



**2016 Program Detail**

**Public Health**

**Performance Data (continued):**



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

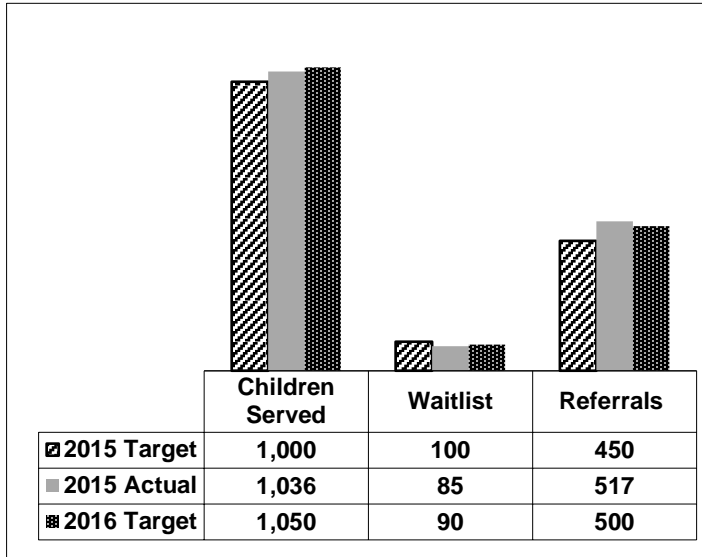
*Home visits are completed by public health nurses and family visitors.*



2016 Program Detail

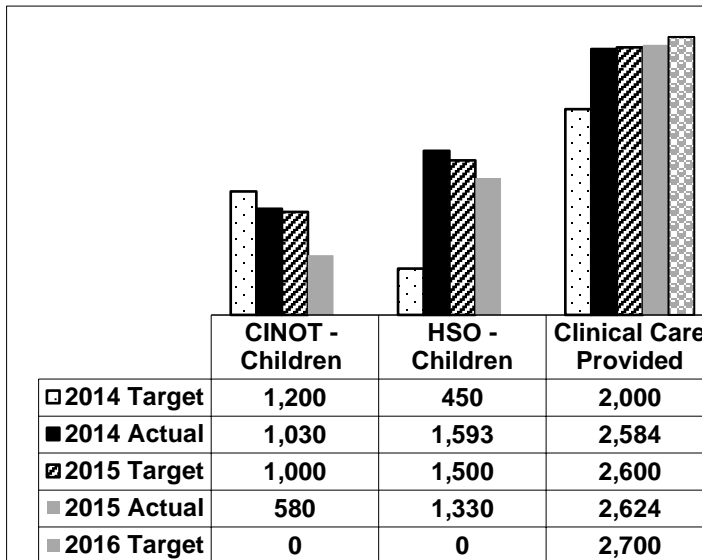
Public Health

Performance Data (continued):



Children Served/Waitlist For Infant & Child Development Program

*Infants and young children (birth to age six) 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.*



Oral Health Services to Children

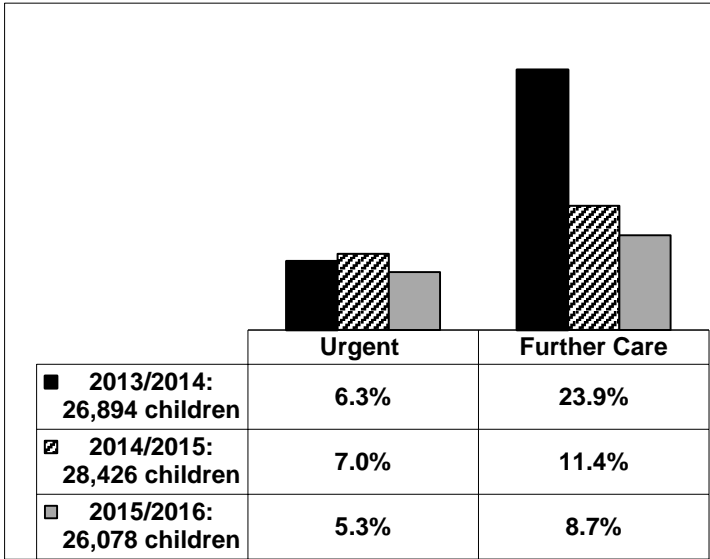
*Claims are paid for children under the Healthy Smiles Ontario (HSO) program. Dentists provide services and submit claims on behalf of clients eligible for coverage.*



**2016 Program Detail**

**Public Health**

**Performance Data (continued):**



**Dental Screening**

*Dental assistants and hygienists provide screening in schools, and preventative and emergency care services in the Region's clinic (Whitby).*



**PROGRAM 2  
FAMILY HEALTH**



**2016 Program Detail**

**Public Health**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 11,476                       | 12,000                     | 12,167                 | 185                       | 12,352                     |
| Personnel Related   | 254                          | 304                        | 304                    | (6)                       | 298                        |
| Communications  | 220                          | 258                        | 259                    | -                         | 259                        |
| Supplies  | 259                          | 205                        | 205                    | 10                        | 215                        |
| Materials & Services  | 4                            | 2                          | 2                      | 9                         | 11                         |
| Equipment Maintenance & Repairs                               | 4                            | 4                          | 4                      | -                         | 4                          |
| Professional Services   | 894                          | 868                        | 868                    | (298)                     | 570                        |
| Leased Facilities Expenses                                    | 7                            | 40                         | 10                     | -                         | 10                         |
| Financial Expenses  | 2                            | 2                          | 2                      | -                         | 2                          |
| <b>Operating Expenses Subtotal</b>                            | <b>13,120</b>                | <b>13,683</b>              | <b>13,821</b>          | <b>(100)</b>              | <b>13,721</b>              |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Health Charge - Dental Office                                 | 33                           | 33                         | 33                     | 69                        | 102                        |
| Recovery - Health - Dental Office                             | -                            | -                          | -                      | (69)                      | (69)                       |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>33</b>                    | <b>33</b>                  | <b>33</b>              | <b>-</b>                  | <b>33</b>                  |
| <b>Gross Operating Expenses</b>                               | <b>13,153</b>                | <b>13,716</b>              | <b>13,854</b>          | <b>(100)</b>              | <b>13,754</b>              |
| <b>Tangible Capital Assets</b>                                |                              |                            |                        |                           |                            |
| New   | -                            | -                          | -                      | 35                        | 35                         |
| Replacement   | 19                           | 19                         | 21                     | -                         | 21                         |
| <b>Total Tangible Capital Assets</b>                          | <b>19</b>                    | <b>19</b>                  | <b>21</b>              | <b>35</b>                 | <b>56</b>                  |
| <b>Total Expenses</b>   | <b>13,172</b>                | <b>13,735</b>              | <b>13,875</b>          | <b>(65)</b>               | <b>13,810</b>              |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Provincial Subsidy  | (4,929)                      | (4,846)                    | (4,929)                | (195)                     | (5,124)                    |
| Fees & Service Charges  | (17)                         | (10)                       | (10)                   | -                         | (10)                       |
| Sundry Revenue  | (1)                          | -                          | -                      | -                         | -                          |
| <b>Total Revenues</b>   | <b>(4,947)</b>               | <b>(4,856)</b>             | <b>(4,939)</b>         | <b>(195)</b>              | <b>(5,134)</b>             |
| <b>Net Program Expenses</b>                                   | <b>8,225</b>                 | <b>8,879</b>               | <b>8,936</b>           | <b>(260)</b>              | <b>8,676</b>               |

**PROGRAM 2  
FAMILY HEALTH**



**2016 Program Detail**

**Public Health**

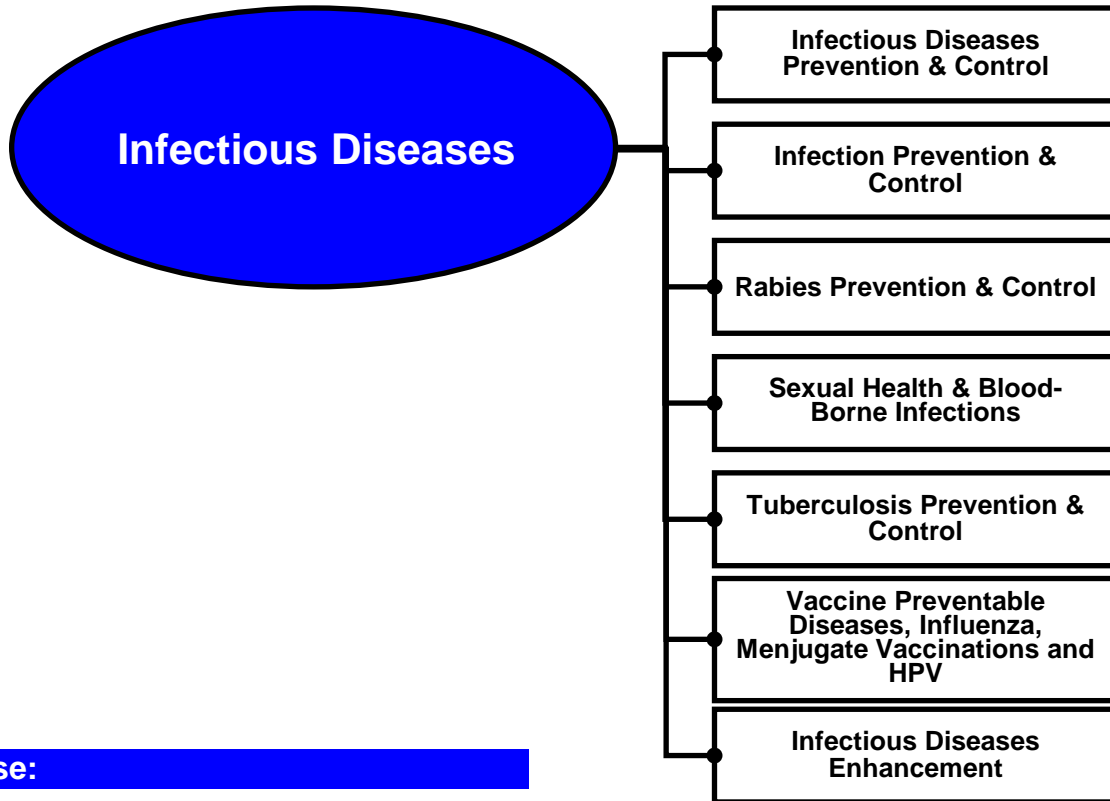
**Summary by Program Type**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Gross Operating Expenses</b>      |                              |                            |                        |                           |                            |
| Child Health #2 DHCL                 | 878                          | 914                        | 929                    | -                         | 929                        |
| Child Health #1 Parent Support       | 2,453                        | 2,653                      | 2,696                  | 2                         | 2,698                      |
| Reproductive Health                  | 1,396                        | 1,446                      | 1,472                  | -                         | 1,472                      |
| Healthy Babies Healthy Children      | 3,338                        | 3,601                      | 3,640                  | -                         | 3,640                      |
| HBHC Screening Liaison PHN           | 107                          | 108                        | 110                    | -                         | 110                        |
| Child Health #3 Dental               | 1,495                        | 1,571                      | 1,591                  | -                         | 1,591                      |
| CINOT                                | 270                          | 534                        | 534                    | (369)                     | 165                        |
| CINOT Expansion                      | 150                          | 124                        | 124                    | -                         | 124                        |
| Healthy Smiles Ontario               | 1,259                        | 916                        | 894                    | 264                       | 1,158                      |
| Infant Development                   | 1,807                        | 1,849                      | 1,864                  | 3                         | 1,867                      |
| <b>Gross Operating Expenses</b>      | <b>13,153</b>                | <b>13,716</b>              | <b>13,854</b>          | <b>(100)</b>              | <b>13,754</b>              |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Healthy Babies Healthy Children      | 15                           | 15                         | 17                     | -                         | 17                         |
| Healthy Smiles Ontario               | -                            | -                          | -                      | 35                        | 35                         |
| Infant Development                   | 4                            | 4                          | 4                      | -                         | 4                          |
| <b>Total Tangible Capital Assets</b> | <b>19</b>                    | <b>19</b>                  | <b>21</b>              | <b>35</b>                 | <b>56</b>                  |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Child Health #1 Parent Support       | (3)                          | -                          | -                      | -                         | -                          |
| Healthy Babies Healthy Children      | (2,748)                      | (2,748)                    | (2,748)                | -                         | (2,748)                    |
| HBHC Screening Liaison PHN           | (100)                        | (100)                      | (100)                  | -                         | (100)                      |
| CINOT Expansion                      | (93)                         | (95)                       | (93)                   | -                         | (93)                       |
| Healthy Smiles Ontario               | (998)                        | (912)                      | (998)                  | (195)                     | (1,193)                    |
| Infant Development                   | (1,005)                      | (1,001)                    | (1,000)                | -                         | (1,000)                    |
| <b>Total Revenues</b>                | <b>(4,947)</b>               | <b>(4,856)</b>             | <b>(4,939)</b>         | <b>(195)</b>              | <b>(5,134)</b>             |
| <b>Net Program Expenses</b>          | <b>8,225</b>                 | <b>8,879</b>               | <b>8,936</b>           | <b>(260)</b>              | <b>8,676</b>               |



2016 Program Detail

Public Health



**Purpose:**

- ◆ To prevent or reduce the burden of infectious diseases of public health importance, such as sexually transmitted infections (STIs) and blood-borne infections, tuberculosis, and vaccine preventable diseases, and to prevent the occurrence of rabies in humans.
- ◆ To promote healthy sexuality.

**Description of Program Activities:**

- ◆ **Infectious Diseases Prevention & Control (IPAC):** conducts investigations of disease outbreaks; investigates cases and contacts of infectious diseases; inspects child care centres, personal services settings (PSS); promotes good practices related to infection control and personal hygiene issues. A new disclosure program "Know Before You Go" for PSS Inspections will be implemented in 2016 and IPAC lapses in clinical settings will be posted on the Durham Region web site.
- ◆ **Infection Prevention & Control:** works with hospitals and health care facilities to develop infection control measures; investigates infectious disease outbreaks; monitors hospital rates of C. difficile, which is now a reportable disease.
- ◆ **Rabies Prevention & Control:** conducts rabies awareness sessions and investigates animal bites; issues rabies vaccine; enforces the mandatory rabies immunization regulation.
- ◆ **Sexual Health & Blood Borne Infections:** provides clinical services for health education and counselling on risk reduction strategies related to pregnancy and sexually-transmitted infections; provides clinical services for the diagnosis, treatment and management of sexually-transmitted infections.



2016 Program Detail

Public Health

Description of Program Activities (continued):

- ◆ **Tuberculosis Prevention & Control:** manages cases of active Tuberculosis (TB); investigates all contacts of cases; conducts medical surveillance for TB on immigrants new to the Region; provides medication for TB and Latent TB Infection; delivers education on prevention of active TB and identifying Latent TB Infection to prevent active diseases.
- ◆ **Vaccine Preventable Diseases:** collects, assesses, and maintains the immunization status of all children in licensed child care centres, and elementary and secondary schools; administers and enforces immunization standards of the Child Care and Early Years Act, 2014 and the Immunization of School Pupils Act; identifies and manages cases and contacts of reportable communicable diseases; administers Hep B, HPV and Meningococcal vaccinations:
  - ◆ HPV Vaccination: administers HPV vaccine to grade 8 female students who request it.
  - ◆ Hep B Vaccination: administers Hep B vaccine to grade 7 students.
  - ◆ Meningococcal Vaccine: administers vaccine to grade 7 students.
- ◆ **Infectious Disease Enhancement:** manages cases of sexually-transmitted infectious diseases, including contact investigation, infection control practices, and outbreak management.

Description of Program Resources:

- ◆ 2016 Full Time Staff = 74.6
- ◆ 2015 Full Time Staff = 74.6

Performance Measurements:

Infectious Diseases undertakes numerous activities in meeting its purpose.

The following represents some of the performance indicators:

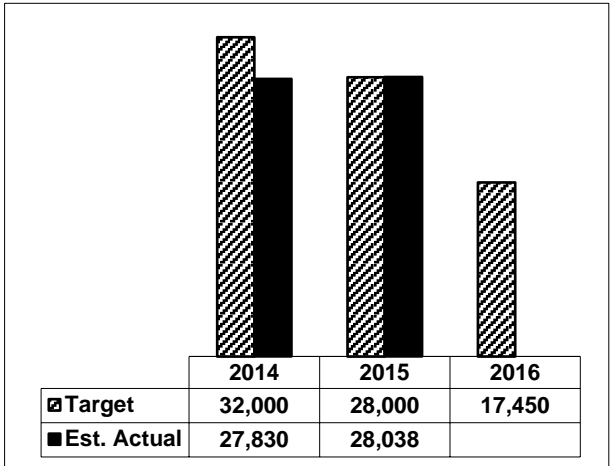
- ◆ Vaccines Administered
- ◆ Questionnaires, Suspensions and Final Notices Issued under Immunization of School Pupils Act
- ◆ Animal Bites Investigated for Rabies
- ◆ Infectious Diseases Outbreaks Investigated
- ◆ Infectious Diseases Cases and Contacts Investigated
- ◆ Influenza Vaccine Distributed



**2016 Program Detail**

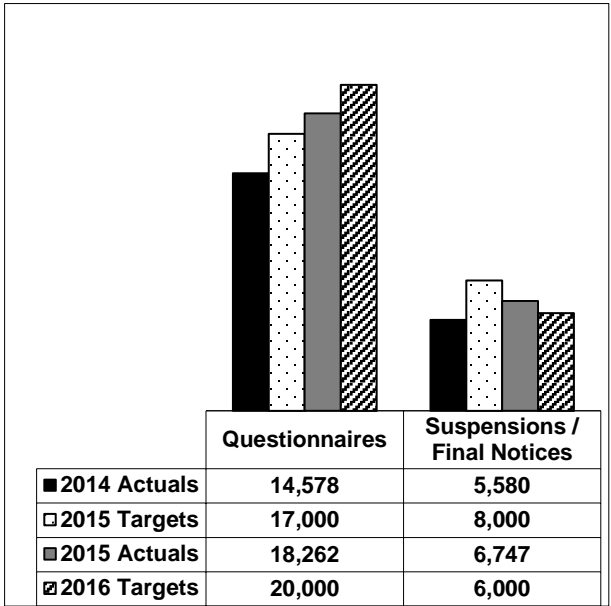
**Public Health**

**Performance Data:**



**Vaccines Administered**

*The Health Department administers vaccines for influenza, meningococcal, hepatitis B, and human papilloma virus (HPV) through clinics at schools and the community. The decrease in the target is due to discontinuation of community based influenza vaccination clinics. Decrease is offset by increase in vaccines distributed.*



**Questionnaires / Suspensions / Final Notices Issued**

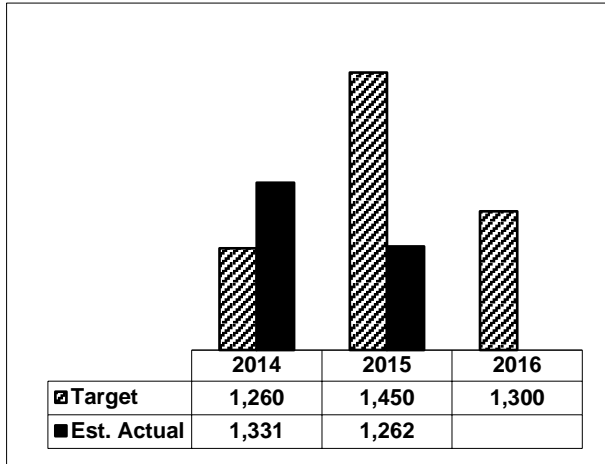
*As per provisions of the Immunization of School Pupils Act, student records are assessed and notification questionnaires are distributed to those identified with missing immunization information. Failure to acquire mandatory vaccinations can result in issuance of a final notice or suspension order to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



2016 Program Detail

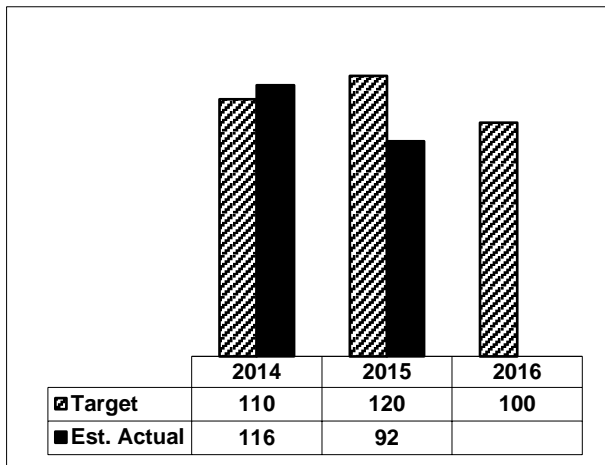
Public Health

Performance Data (continued):



Animal Bites Investigated for Rabies

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



Infectious Diseases Outbreaks Investigated

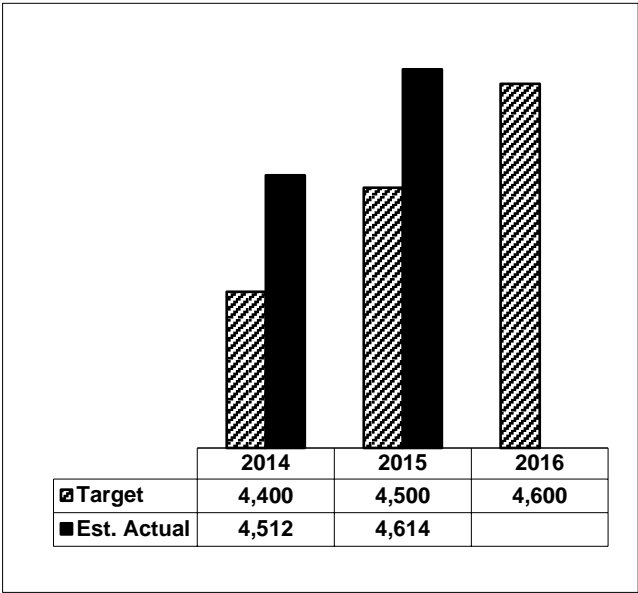
*Investigations of respiratory and enteric outbreaks, including diseases such as influenza, norovirus, listeriosis, and other infectious bacteria and viruses.*



2016 Program Detail

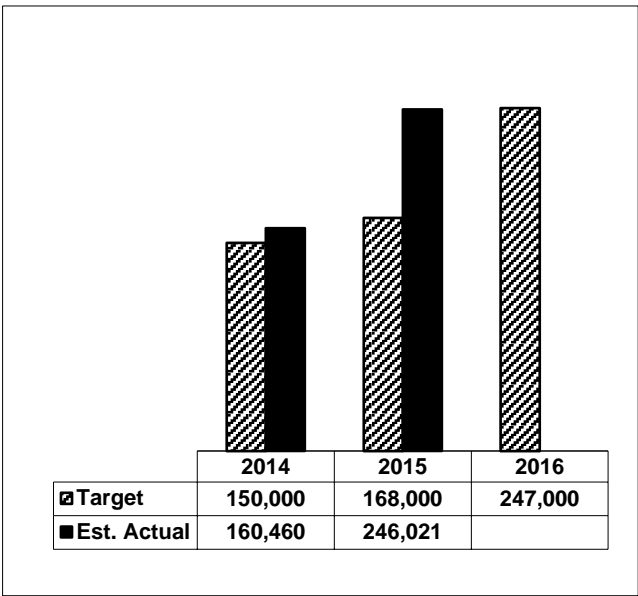
Public Health

Performance Data (continued):



**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 strep, etc.*



**Influenza Vaccine Distributed**

*The Health Department distributes influenza vaccine to health care providers including pharmacists.*

**PROGRAM 3  
INFECTIOUS DISEASES**



**2016 Program Detail**

**Public Health**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 8,002                        | 8,573                      | 8,909                  | 63                        | 8,972                      |
| Personnel Related   | 160                          | 206                        | 206                    | -                         | 206                        |
| Communications  | 117                          | 141                        | 142                    | 32                        | 174                        |
| Supplies  | 219                          | 200                        | 200                    | 53                        | 253                        |
| Medical Care  | 124                          | 108                        | 107                    | -                         | 107                        |
| Materials & Services  | 17                           | 48                         | 48                     | 2                         | 50                         |
| Equipment Maintenance & Repairs                               | 2                            | 6                          | 6                      | -                         | 6                          |
| Professional Services   | 300                          | 366                        | 366                    | 3                         | 369                        |
| Leased Facilities Expenses                                    | 3                            | 7                          | 7                      | -                         | 7                          |
| Financial Expenses  | 1                            | 1                          | 1                      | -                         | 1                          |
| <b>Operating Expenses Subtotal</b>                            | <b>8,945</b>                 | <b>9,656</b>               | <b>9,992</b>           | <b>153</b>                | <b>10,145</b>              |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Recovery - Health - Environmental Health                      | (19)                         | (9)                        | (13)                   | -                         | (13)                       |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(19)</b>                  | <b>(9)</b>                 | <b>(13)</b>            | <b>-</b>                  | <b>(13)</b>                |
| <b>Total Expenses</b>   | <b>8,926</b>                 | <b>9,647</b>               | <b>9,979</b>           | <b>153</b>                | <b>10,132</b>              |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Provincial Subsidy  | (751)                        | (825)                      | (824)                  | (29)                      | (853)                      |
| Fees & Service Charges  | (144)                        | (165)                      | (165)                  | -                         | (165)                      |
| Sale of Publications  | (66)                         | (50)                       | (50)                   | (15)                      | (65)                       |
| Investment & Interest Income                                  | (2)                          | (2)                        | (2)                    | -                         | (2)                        |
| <b>Total Revenues</b>   | <b>(963)</b>                 | <b>(1,042)</b>             | <b>(1,041)</b>         | <b>(44)</b>               | <b>(1,085)</b>             |
| <b>Net Program Expenses</b>                                   | <b>7,963</b>                 | <b>8,605</b>               | <b>8,938</b>           | <b>109</b>                | <b>9,047</b>               |



**PROGRAM 3  
INFECTIOUS DISEASES**



**2016 Program Detail**

**Public Health**

**Summary by Program Type**

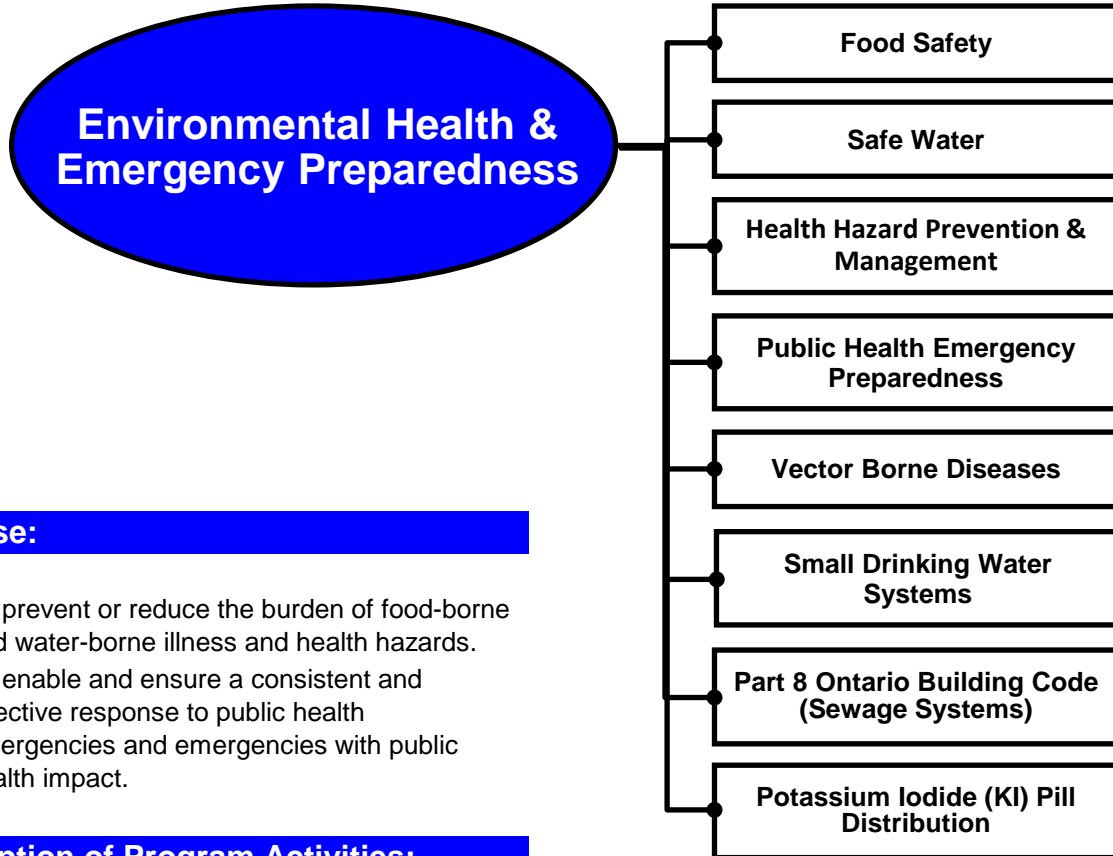
| <b>Detailed Cost of Program:</b>          | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                                | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Gross Operating Expenses</b>           |                              |                            |                        |                           |                            |
| Influenza                                 | 15                           | 16                         | 16                     | -                         | 16                         |
| Panorama Readiness                        | 88                           | -                          | -                      | 50                        | 50                         |
| HPV Vaccination                           | 168                          | 151                        | 153                    | -                         | 153                        |
| Vaccine Preventable Diseases              | 3,410                        | 3,588                      | 3,808                  | 66                        | 3,874                      |
| Meningococcal Immunization                | 87                           | 98                         | 99                     | -                         | 99                         |
| TB Prevention and Control                 | 509                          | 583                        | 580                    | -                         | 580                        |
| Infectious Diseases Enhancement           | 506                          | 747                        | 759                    | -                         | 759                        |
| Infection Prevention & Control            | 93                           | 93                         | 91                     | -                         | 91                         |
| Control Infectious Disease PHNN           | 282                          | 335                        | 340                    | -                         | 340                        |
| Control Infectious Diseases ENV           | 1,317                        | 1,303                      | 1,319                  | 36                        | 1,355                      |
| Rabies Prevention and Control             | 363                          | 480                        | 537                    | 1                         | 538                        |
| Sexual Health & Blood Borne<br>Infections | 2,021                        | 2,186                      | 2,210                  | -                         | 2,210                      |
| Needle Exchange Initiative                | 67                           | 67                         | 67                     | -                         | 67                         |
| <b>Gross Operating Expenses</b>           | <b>8,926</b>                 | <b>9,647</b>               | <b>9,979</b>           | <b>153</b>                | <b>10,132</b>              |
| <b>Revenues</b>                           |                              |                            |                        |                           |                            |
| Influenza                                 | -                            | (5)                        | (5)                    | -                         | (5)                        |
| Panorama Readiness                        | (88)                         | -                          | -                      | (29)                      | (29)                       |
| HPV Vaccination                           | (75)                         | (65)                       | (65)                   | -                         | (65)                       |
| Vaccine Preventable Diseases              | (1)                          | -                          | -                      | -                         | -                          |
| Meningococcal Immunization                | (60)                         | (80)                       | (80)                   | -                         | (80)                       |
| Infectious Diseases Enhancement           | (505)                        | (668)                      | (669)                  | -                         | (669)                      |
| Infection Prevention & Control            | (93)                         | (92)                       | (90)                   | -                         | (90)                       |
| Sexual Health & Blood Borne<br>Infections | (74)                         | (65)                       | (65)                   | (15)                      | (80)                       |
| Needle Exchange Initiative                | (67)                         | (67)                       | (67)                   | -                         | (67)                       |
| <b>Total Revenues</b>                     | <b>(963)</b>                 | <b>(1,042)</b>             | <b>(1,041)</b>         | <b>(44)</b>               | <b>(1,085)</b>             |
| <b>Net Program Expenses</b>               | <b>7,963</b>                 | <b>8,605</b>               | <b>8,938</b>           | <b>109</b>                | <b>9,047</b>               |

# PROGRAM 4 ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS



## 2016 Program Detail

## Public Health



### Purpose:

- ◆ To prevent or reduce the burden of food-borne and water-borne illness and health hazards.
- ◆ To enable and ensure a consistent and effective response to public health emergencies and emergencies with public health impact.

### Description of Program Activities:

- ◆ **Food Safety:** inspects food premises according to Ontario Public Health Standards (OPHS) protocols; holds training programs for food service workers; investigates suspected food borne illnesses; promotes safe food handling practices for the community and the food industry; implements DineSafe Durham.
- ◆ **Safe Water:** includes inspection and assessment of public and private drinking water supplies, pools and spas; responds to requests for interpreting water analysis results; samples water at public beaches; responds to adverse water reports on regulated drinking water systems; promotes proper well maintenance for owners of private wells.
- ◆ **Health Hazard Prevention and Management:** responds to inquiries/complaints regarding potential health hazards; inspects public recreational facilities (e.g. arenas, school portables, playspaces); participates on Regional Climate Change Initiatives/Workgroups and implements a Heat Alert Response System; implementing Personal Service Setting inspection and disclosure program.
- ◆ **Public Health Emergency Preparedness:** ensures appropriate management of emergencies through planning and coordinating emergency plans; provides after-hours on-call service to respond to public health emergencies.
- ◆ **Vector Borne Diseases:** assesses storm water management ponds and other surface water for West Nile Virus; oversees preventive larvaciding of catch basins; collects mosquito samples for laboratory testing; and reviews and implements the Durham Region West Nile Virus Prevention and Control Plan.

# PROGRAM 4 ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS



## 2016 Program Detail

## Public Health

### Description of Program Activities (continued):

- ◆ **Small Drinking Water Systems:** conduct and maintain inventory of private water systems, including periodic inspections.
- ◆ **Part 8 Ontario Building Code (OBC) (sewage systems):** conducts inspection activities pertaining to building permit issuance and geo-technical lot assessments on behalf of area municipalities; responds to inquiries/complaints regarding malfunctioning sewage systems.
- ◆ **Potassium Iodide (KI) Pill Distribution:** The Health Department will develop and implement a Sustainability Plan for the distribution of potassium iodide (KI) pills related to nuclear emergency preparedness in consultation with OPG and other key stakeholders.

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 44.2      Position Transfer: 1 Senior Accounting Clerk from Administration  
2015 Full Time Staff = 43.2

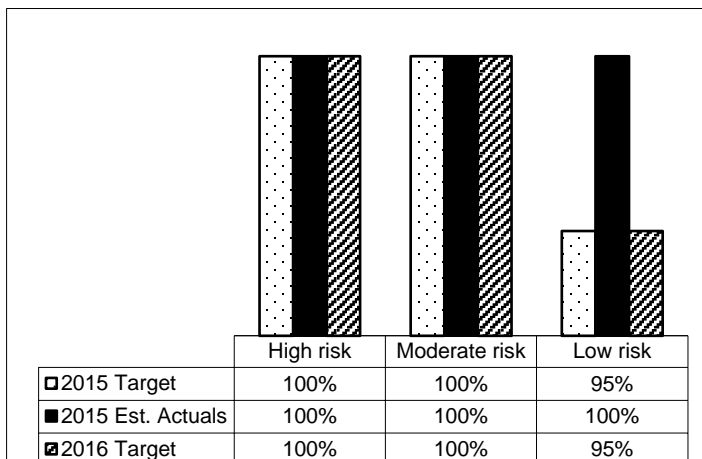
### Performance Measurements:

Environmental Health and Emergency Preparedness 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

### Performance Data:



### Food Premises Inspection Frequency

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

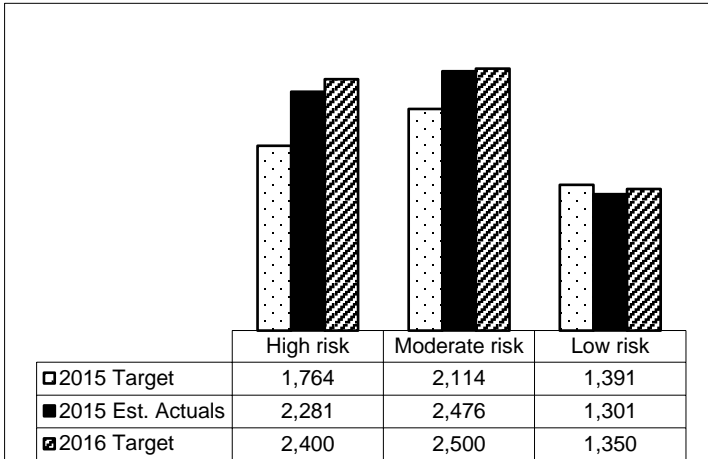
**PROGRAM 4  
ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS**



**2016 Program Detail**

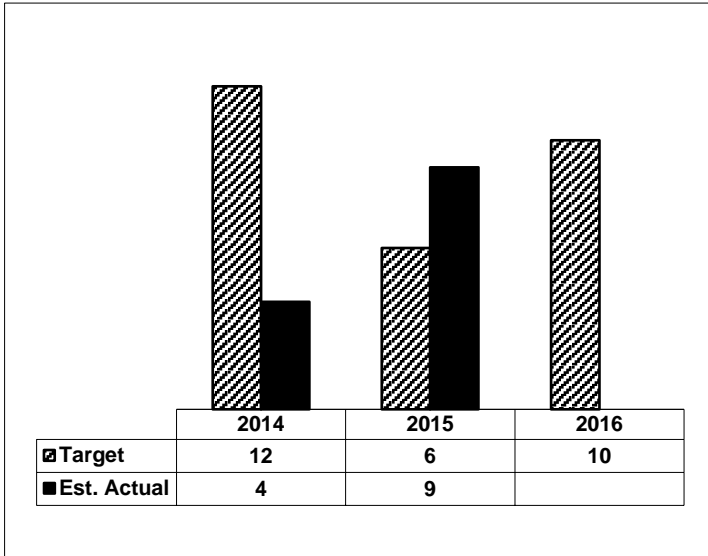
**Public Health**

**Performance Data (continued):**



**Food Premises Inspection  
Volume**

[High-3; Moderate-2; Low-1 per year]  
*The number of inspections is determined by risk category, and number of premises.*



**West Nile Virus Orders Issued**

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

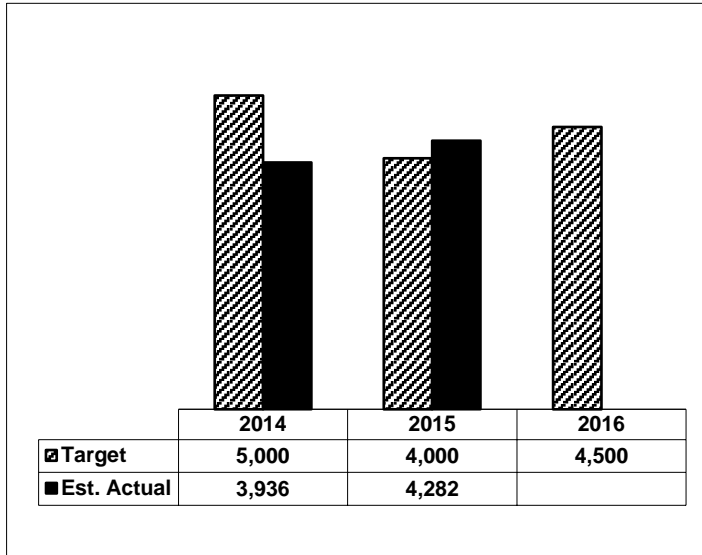
**PROGRAM 4  
ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS**



**2016 Program Detail**

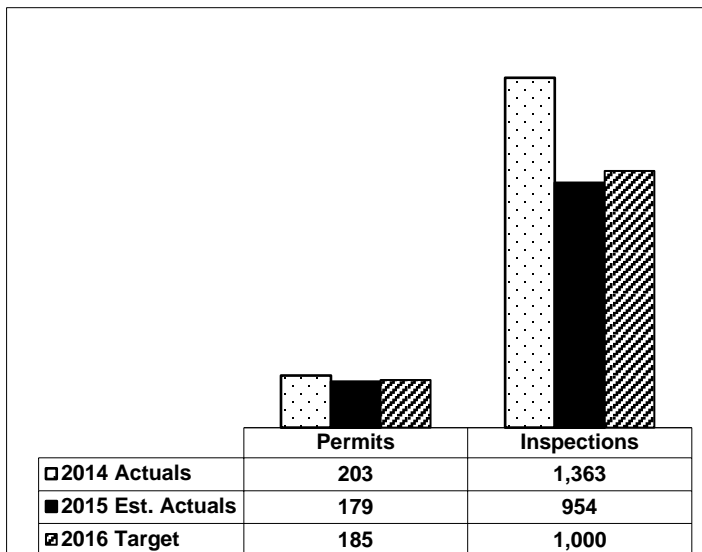
**Public Health**

**Performance Data (continued):**



**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.*



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

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

**PROGRAM 4**  
**ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS**



**2016 Program Detail**

**Public Health**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 5,402                        | 5,628                      | 5,753                  | 110                       | 5,863                      |
| Personnel Related   | 242                          | 263                        | 263                    | 7                         | 270                        |
| Communications  | 102                          | 124                        | 125                    | 1                         | 126                        |
| Supplies  | 102                          | 105                        | 104                    | 4                         | 108                        |
| Materials & Services  | 149                          | 227                        | 227                    | -                         | 227                        |
| Equipment Maintenance & Repairs                               | 1                            | 2                          | 2                      | 1                         | 3                          |
| Professional Services   | 16                           | 15                         | 15                     | 4                         | 19                         |
| Leased Facilities Expenses                                    | 2                            | 1                          | 1                      | -                         | 1                          |
| Financial Expenses  | 1                            | -                          | -                      | -                         | -                          |
| <b>Operating Expenses Subtotal</b>                            | <b>6,017</b>                 | <b>6,365</b>               | <b>6,490</b>           | <b>127</b>                | <b>6,617</b>               |
| <b>Transfers from Related Entities</b>                        |                              |                            |                        |                           |                            |
| NextGen Charge  | 3                            | 3                          | 4                      | -                         | 4                          |
| <b>Transfers from Related Entities Subtotal</b>               | <b>3</b>                     | <b>3</b>                   | <b>4</b>               | <b>-</b>                  | <b>4</b>                   |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Corporate IT Charge   | 3                            | -                          | -                      | -                         | -                          |
| Health Charge - Infectious Diseases                           | 19                           | 9                          | 13                     | -                         | 13                         |
| Recovery - Works-Water Supply                                 | (55)                         | (55)                       | (55)                   | -                         | (55)                       |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(33)</b>                  | <b>(46)</b>                | <b>(42)</b>            | <b>-</b>                  | <b>(42)</b>                |
| <b>Gross Operating Expenses</b>                               | <b>5,987</b>                 | <b>6,322</b>               | <b>6,452</b>           | <b>127</b>                | <b>6,579</b>               |
| <b>Tangible Capital Assets</b>                                |                              |                            |                        |                           |                            |
| New   | 8                            | 8                          | -                      | 11                        | 11                         |
| <b>Total Tangible Capital Assets</b>                          | <b>8</b>                     | <b>8</b>                   | <b>-</b>               | <b>11</b>                 | <b>11</b>                  |
| <b>Total Expenses</b>   | <b>5,995</b>                 | <b>6,330</b>               | <b>6,452</b>           | <b>138</b>                | <b>6,590</b>               |

**PROGRAM 4**  
**ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS**



**2016 Program Detail**

**Public Health**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (567)                        | (627)                      | (632)                  | (10)                      | (642)                      |
| Fees & Service Charges           | (527)                        | (667)                      | (660)                  | (140)                     | (800)                      |
| <b>Total Revenues</b>            | <b>(1,094)</b>               | <b>(1,294)</b>             | <b>(1,292)</b>         | <b>(150)</b>              | <b>(1,442)</b>             |
| <b>Net Program Expenses</b>      | <b>4,901</b>                 | <b>5,036</b>               | <b>5,160</b>           | <b>(12)</b>               | <b>5,148</b>               |

**PROGRAM 4**  
**ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS**



**2016 Program Detail**

**Public Health**

**Summary by Program Type**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>      |                 | <b>2016</b>    |                |                 |
|--------------------------------------|------------------|-----------------|----------------|----------------|-----------------|
| (\$,000's)                           | <b>Estimated</b> | <b>Approved</b> | <b>Base</b>    | <b>Program</b> | <b>Proposed</b> |
|                                      | <b>Actuals</b>   | <b>Budget</b>   | <b>Budget</b>  | <b>Change</b>  | <b>Budget</b>   |
| <b>Gross Operating Expenses</b>      |                  |                 |                |                |                 |
| Food Safety                          | 2,264            | 2,001           | 2,048          | 4              | 2,052           |
| Enhanced Food Safety Initiative      | 83               | 85              | 86             | -              | 86              |
| PHI Practicum Grant                  | 8                | 8               | 8              | 10             | 18              |
| Safe Water                           | 1,260            | 1,364           | 1,342          | 1              | 1,343           |
| Enhanced Safe Water Initiative       | 49               | 49              | 50             | -              | 50              |
| VBD-Vector Borne Diseases            | 516              | 617             | 620            | -              | 620             |
| Small Drinking Water Systems         | 57               | 59              | 59             | -              | 59              |
| Health Hazard Prev & Mgt             | 942              | 1,075           | 1,112          | 55             | 1,167           |
| Emerg Prep ENV                       | 202              | 231             | 288            | -              | 288             |
| Emerg PHNN                           | 38               | 54              | 55             | -              | 55              |
| KI Pill Distribution                 | 210              | 423             | 424            | -              | 424             |
| Sewage Systems - Part 8              | 346              | 342             | 346            | 1              | 347             |
| Sewage System Maint Inspection       | 12               | 14              | 14             | 56             | 70              |
| Water Source Protection              | -                | -               | -              | -              | -               |
| <b>Gross Operating Expenses</b>      | <b>5,987</b>     | <b>6,322</b>    | <b>6,452</b>   | <b>127</b>     | <b>6,579</b>    |
| <b>Tangible Capital Assets</b>       |                  |                 |                |                |                 |
| KI Pill Distribution                 | 8                | 8               | -              | -              | -               |
| Sewage System Maint Inspection       | -                | -               | -              | 11             | 11              |
| <b>Total Tangible Capital Assets</b> | <b>8</b>         | <b>8</b>        | <b>-</b>       | <b>11</b>      | <b>11</b>       |
| <b>Revenues</b>                      |                  |                 |                |                |                 |
| Food Safety                          | (45)             | (22)            | (22)           | (23)           | (45)            |
| Enhanced Food Safety Initiative      | (83)             | (83)            | (83)           | -              | (83)            |
| PHI Practicum Grant                  | (8)              | (8)             | (8)            | (10)           | (18)            |
| Enhanced Safe Water Initiative       | (48)             | (48)            | (48)           | -              | (48)            |
| VBD-Vector Borne Diseases            | (386)            | (451)           | (451)          | -              | (451)           |
| Small Drinking Water Systems         | (42)             | (37)            | (42)           | -              | (42)            |
| KI Pill Distribution                 | (218)            | (431)           | (424)          | -              | (424)           |
| Sewage Systems - Part 8              | (250)            | (200)           | (200)          | (50)           | (250)           |
| Sewage System Maint Inspection       | (14)             | (14)            | (14)           | (67)           | (81)            |
| <b>Total Revenues</b>                | <b>(1,094)</b>   | <b>(1,294)</b>  | <b>(1,292)</b> | <b>(150)</b>   | <b>(1,442)</b>  |
| <b>Net Program Expenses</b>          | <b>4,901</b>     | <b>5,036</b>    | <b>5,160</b>   | <b>(12)</b>    | <b>5,148</b>    |

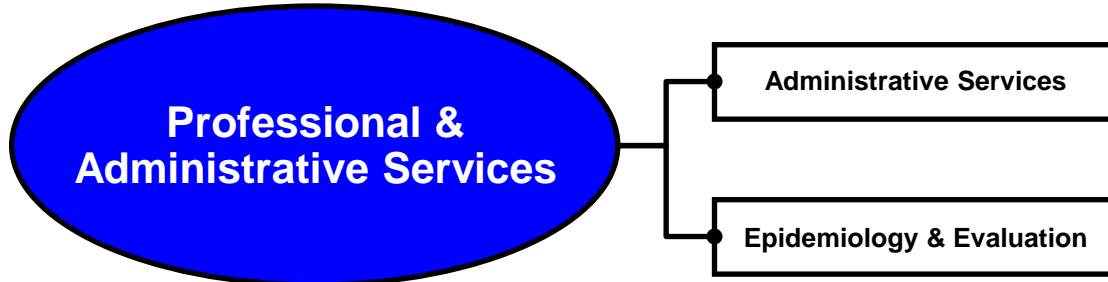


# PROGRAM 5 PROFESSIONAL AND ADMINISTRATIVE SERVICES



2016 Program Detail

Public Health



## Purpose:

- ◆ The Professional and Administrative Services include some of the senior managers (directors), community and resource development staff, technical staff, and all administrative support staff of the Health Department.
- ◆ Excluding Directors and Medical Officers, the purpose of Professional and Administrative Services is to provide efficient and effective epidemiologic, technical and administrative support to all professional and management staff at our six offices and clinics.

## Description of Program Activities:

### Administrative Services:

- ◆ Coordinates activities relating to staffing, payroll, accounting, human resources, etc., and interacts with other Regional departments to ensure the efficient handling of these responsibilities.
- ◆ Coordinates and prepares Regional and provincial budgets, financial statements, agreements and reports.
- ◆ Assists professional and management staff in conducting their duties by responding to inquiries from the public, preparing reports/correspondence, performing data entry, maintaining records, etc.
- ◆ Creates and coordinates a variety of educational, promotional and resource materials; ensures effective communication on public health issues and programs, including maintaining departmental website, graphic art for advertising, etc.
- ◆ Develops health information privacy and security policies and procedures; trains departmental employees; responds to requests for information and records; conducts privacy impact assessments on new and existing electronic applications and devices, etc.
- ◆ Maintains information technology systems and software applications; develops new applications as needed; liaises with Corporate Services - Information Technology concerning Regional applications, the WAN, Intranet, etc.; maintains and updates Health Department component of the Regional website.

### Epidemiology & Evaluation:

- ◆ Works with programs to effectively address the health needs of the community through population health assessment, program evaluation, timely health status surveillance and reporting, research and knowledge exchange, and consultation.

## Description Of Program Resources:

- ◆ 2016 Full Time Staff = 64.8      Position Transfer: 1 Senior Accounting Clerk to Health Hazard Prevention and Management  
New position: 1 Epidemiologist
- 2015 Full Time Staff = 64.8

**PROGRAM 5  
PROFESSIONAL AND ADMINISTRATIVE SERVICES**



**2016 Program Detail**

**Public Health**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 5,840                        | 6,193                      | 6,338                  | (11)                      | 6,327                      |
| Personnel Related   | 81                           | 99                         | 99                     | -                         | 99                         |
| Communications  | 150                          | 163                        | 164                    | -                         | 164                        |
| Supplies  | 81                           | 91                         | 91                     | -                         | 91                         |
| Computer Maintenance &<br>Operations                              | 203                          | 289                        | 249                    | -                         | 249                        |
| Materials & Services  | 162                          | 112                        | 112                    | -                         | 112                        |
| Equipment Maintenance &<br>Repairs                                | 12                           | 35                         | 35                     | -                         | 35                         |
| Professional Services   | 157                          | 150                        | 141                    | 2                         | 143                        |
| Leased Facilities Expenses  | 1                            | 5                          | 5                      | -                         | 5                          |
| Financial Expenses  | 50                           | 50                         | 51                     | -                         | 51                         |
| Minor Assets & Equipment  | -                            | 6                          | -                      | 10                        | 10                         |
| <b>Operating Expenses Subtotal</b>                                | <b>6,737</b>                 | <b>7,193</b>               | <b>7,285</b>           | <b>1</b>                  | <b>7,286</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Corporate IT Charge   | 272                          | 272                        | 272                    | -                         | 272                        |
| Corporate HR Charge   | 230                          | 230                        | 233                    | -                         | 233                        |
| Recovery - Social Assistance                                      | (78)                         | (78)                       | (80)                   | -                         | (80)                       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>424</b>                   | <b>424</b>                 | <b>425</b>             | <b>-</b>                  | <b>425</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>7,161</b>                 | <b>7,617</b>               | <b>7,710</b>           | <b>1</b>                  | <b>7,711</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| New   | 16                           | 16                         | -                      | 3                         | 3                          |
| Replacement   | 255                          | 255                        | 262                    | 65                        | 327                        |
| <b>Total Tangible Capital Assets</b>                              | <b>271</b>                   | <b>271</b>                 | <b>262</b>             | <b>68</b>                 | <b>330</b>                 |
| <b>Total Expenses</b>   | <b>7,432</b>                 | <b>7,888</b>               | <b>7,972</b>           | <b>69</b>                 | <b>8,041</b>               |

**PROGRAM 5  
PROFESSIONAL AND ADMINISTRATIVE SERVICES**



**2016 Program Detail**

**Public Health**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (57)                         | (62)                       | (43)                   | -                         | (43)                       |
| Sundry Revenue                   | (11)                         | (15)                       | (15)                   | -                         | (15)                       |
| Investment & Interest Income     | (10)                         | (5)                        | (5)                    | -                         | (5)                        |
| <b>Total Revenues</b>            | <b>(78)</b>                  | <b>(82)</b>                | <b>(63)</b>            | <b>-</b>                  | <b>(63)</b>                |
| <b>Net Program Expenses</b>      | <b>7,354</b>                 | <b>7,806</b>               | <b>7,909</b>           | <b>69</b>                 | <b>7,978</b>               |

**PROGRAM 5  
PROFESSIONAL AND ADMINISTRATIVE SERVICES**



**2016 Program Detail**

**Public Health**

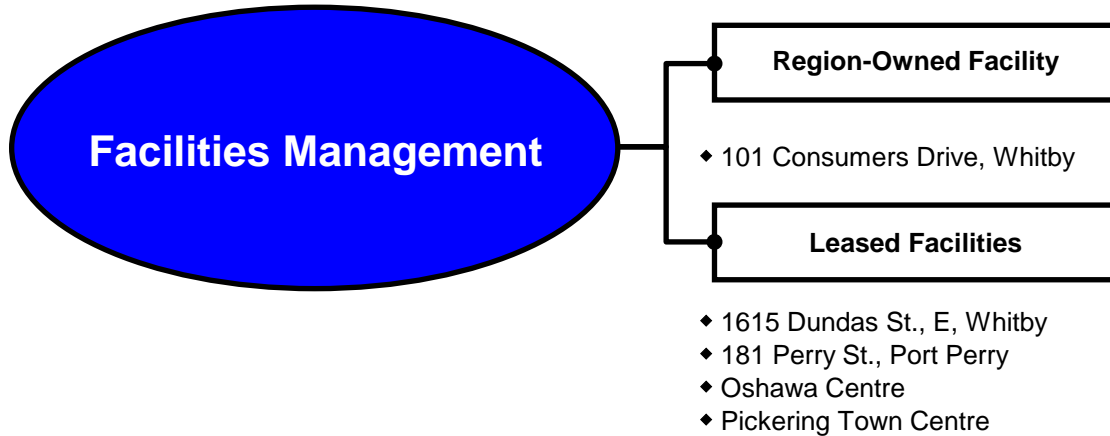
**Summary by Program Type**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Gross Operating Expenses</b>      |                              |                            |                        |                           |                            |
| General                              | 5,981                        | 6,442                      | 6,493                  | (26)                      | 6,467                      |
| Epidemiology & Evaluation            | 620                          | 611                        | 669                    | 27                        | 696                        |
| HR Services                          | 230                          | 230                        | 233                    | -                         | 233                        |
| IT Services                          | 272                          | 272                        | 272                    | -                         | 272                        |
| MOH Remuneration                     | 58                           | 62                         | 43                     | -                         | 43                         |
| <b>Gross Operating Expenses</b>      | <b>7,161</b>                 | <b>7,617</b>               | <b>7,710</b>           | <b>1</b>                  | <b>7,711</b>               |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| General                              | 271                          | 271                        | 262                    | 68                        | 330                        |
| <b>Total Tangible Capital Assets</b> | <b>271</b>                   | <b>271</b>                 | <b>262</b>             | <b>68</b>                 | <b>330</b>                 |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| General                              | (20)                         | (20)                       | (20)                   | -                         | (20)                       |
| Epidemiology & Evaluation            | (1)                          | -                          | -                      | -                         | -                          |
| MOH Remuneration                     | (57)                         | (62)                       | (43)                   | -                         | (43)                       |
| <b>Total Revenues</b>                | <b>(78)</b>                  | <b>(82)</b>                | <b>(63)</b>            | <b>-</b>                  | <b>(63)</b>                |
| <b>Net Program Expenses</b>          | <b>7,354</b>                 | <b>7,806</b>               | <b>7,909</b>           | <b>69</b>                 | <b>7,978</b>               |



**2016 Program Detail**

**Public Health**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

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

**Performance Measurements:**

- ◆ Clients and the general population can access our 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**



**2016 Program Detail**

**Public Health**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Supplies  | 1                            | 2                          | 2                      | -                         | 2                          |
| Utilities   | 34                           | 44                         | 42                     | -                         | 42                         |
| Materials & Services  | 6                            | 5                          | 5                      | -                         | 5                          |
| Buildings & Grounds Operations                                | 20                           | 40                         | 40                     | -                         | 40                         |
| Equipment Maintenance & Repairs                               | 1                            | 1                          | 1                      | -                         | 1                          |
| Contracted Services   | 88                           | 87                         | 89                     | -                         | 89                         |
| Leased Facilities Expenses                                    | 351                          | 360                        | 361                    | -                         | 361                        |
| Financial Expenses  | 9                            | 9                          | 9                      | -                         | 9                          |
| Major Repairs & Renovations                                   | 55                           | 68                         | 48                     | -                         | 48                         |
| <b>Operating Expenses Subtotal</b>                            | <b>565</b>                   | <b>616</b>                 | <b>597</b>             | <b>-</b>                  | <b>597</b>                 |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Works-Facilities Management Charge                            | 48                           | 66                         | 66                     | -                         | 66                         |
| Recovery - Health - Dental Office                             | (33)                         | (33)                       | (33)                   | -                         | (33)                       |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>15</b>                    | <b>33</b>                  | <b>33</b>              | <b>-</b>                  | <b>33</b>                  |
| <b>Net Program Expenses</b>                                   | <b>580</b>                   | <b>649</b>                 | <b>630</b>             | <b>-</b>                  | <b>630</b>                 |

**PROGRAM 7  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Public Health**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 7  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Public Health**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>1,866</b>         | <b>1,866</b>       | <b>1,896</b>   | <b>21</b>         | <b>1,917</b>       |



## PROGRAM 8 CONTRIBUTION FROM PROVINCE



### 2016 Program Detail

### Public Health

#### Purpose:

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

#### Description of Program Activities:

- ♦ Funding is provided from the Province of Ontario, through the Ministries of Health and Long-Term Care and Children and Youth Services, for Mandatory Programs, in accordance with the Ontario Public Health Standards and protocols.
- ♦ Since 2007 the Province has provided funding for mandatory public health programs on the basis of 75 per cent of approved costs. The Province is currently reviewing the funding formula for all public health units with changes expected to be announced in 2016.

**PROGRAM 8  
CONTRIBUTION FROM PROVINCE**



**2016 Program Detail**

**Public Health**

| Detailed Cost of Program: | 2015                 |                    | 2016            |                   |                    |
|---------------------------|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)                | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>           |                      |                    |                 |                   |                    |
| Provincial Subsidy        | (26,042)             | (26,563)           | (26,303)        | -                 | (26,303)           |
| <b>Total Revenues</b>     | <b>(26,042)</b>      | <b>(26,563)</b>    | <b>(26,303)</b> | <b>-</b>          | <b>(26,303)</b>    |

## TANGIBLE CAPITAL ASSETS - NEW



### 2016 Business Plan

### Public Health

| Description   | Qty | Unit Cost | Total         |
|---|-----|-----------|---------------|
|   |     | \$        | \$            |
| <b>MACHINERY &amp; EQUIPMENT</b>  |     |           |               |
| <b><u>Professional and Administrative Services - Program 5</u></b>        |     |           |               |
| 1 Furniture display unit for Environmental Health                         | 1   | 3,000     | 3,000         |
| <i>Programs 100% Funded</i>   |     |           |               |
| <b><u>Chronic Diseases and Injuries - Program 1</u></b>                   |     |           |               |
| <b>E-Cigarettes Act Enforcement</b>                                       |     |           |               |
| 2 Tablet  | 1   | 2,500     | 2,500         |
| <b><u>Family Health - Program 2</u></b>                                   |     |           |               |
| <b>Healthy Smiles Ontario</b>   |     |           |               |
| 3 Laptops for Oral Health clinic  | 7   | 2,100     | 14,700        |
| 4 Intra-oral x-ray head and sensors for Oral Health clinic                | 1   | 20,000    | 20,000        |
|   |     |           | 34,700        |
| <b><u>Environmental Health and Emergency Preparedness - Program 4</u></b> |     |           |               |
| <b>Sewage System Maintenance Inspection</b>                               |     |           |               |
| 5 Laptops for students (LPSA)   | 5   | 2,100     | 10,500        |
|   |     |           | <b>50,700</b> |

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2016 Business Plan

## Public Health

| Description   | Qty | Unit Cost | Total          |
|---|-----|-----------|----------------|
| <b>MACHINERY &amp; EQUIPMENT</b>  |     | \$        | \$             |
| <b><u>Professional and Administrative Services - Program 5</u></b>        |     |           |                |
| 1 Laptop Computers  | 92  | 2,100     | 193,200        |
| 2 Printers  | 7   | 1,500     | 10,500         |
| 3 Environmental Health Tablets  | 21  | 2,500     | 52,500         |
| 4 Environmental Health Printers   | 10  | 500       | 5,000          |
| 5 Furniture (cabinets, workstations for accessibility, etc)               |     |           | 40,000         |
| 6 Network Equipment, including servers                                    |     |           | 26,000         |
|   |     |           | <b>327,200</b> |
| <i>Programs 100% Funded, but Supplemented with Regional Contributions</i> |     |           |                |
| <b><u>Family Health - Program 2</u></b>                                   |     |           |                |
| <b>Healthy Babies, Healthy Children</b>                                   |     |           |                |
| 7 Laptop Computers  | 8   | 2,100     | 16,800         |
| <b>Infant Development</b>   |     |           |                |
| 8 Laptop Computers  | 2   | 2,100     | 4,200          |
|   |     |           | <b>21,000</b>  |
|   |     |           | <b>348,200</b> |

|   |
|---|
| <p><b>TABLE OF CONTENTS</b><br/> <b>2016</b><br/> <b>BUSINESS PLANS &amp; BUDGETS</b></p> |
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**HEALTH**

**Page No.**

**PARAMEDIC SERVICES**

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# PARAMEDIC RESPONSE STATIONS

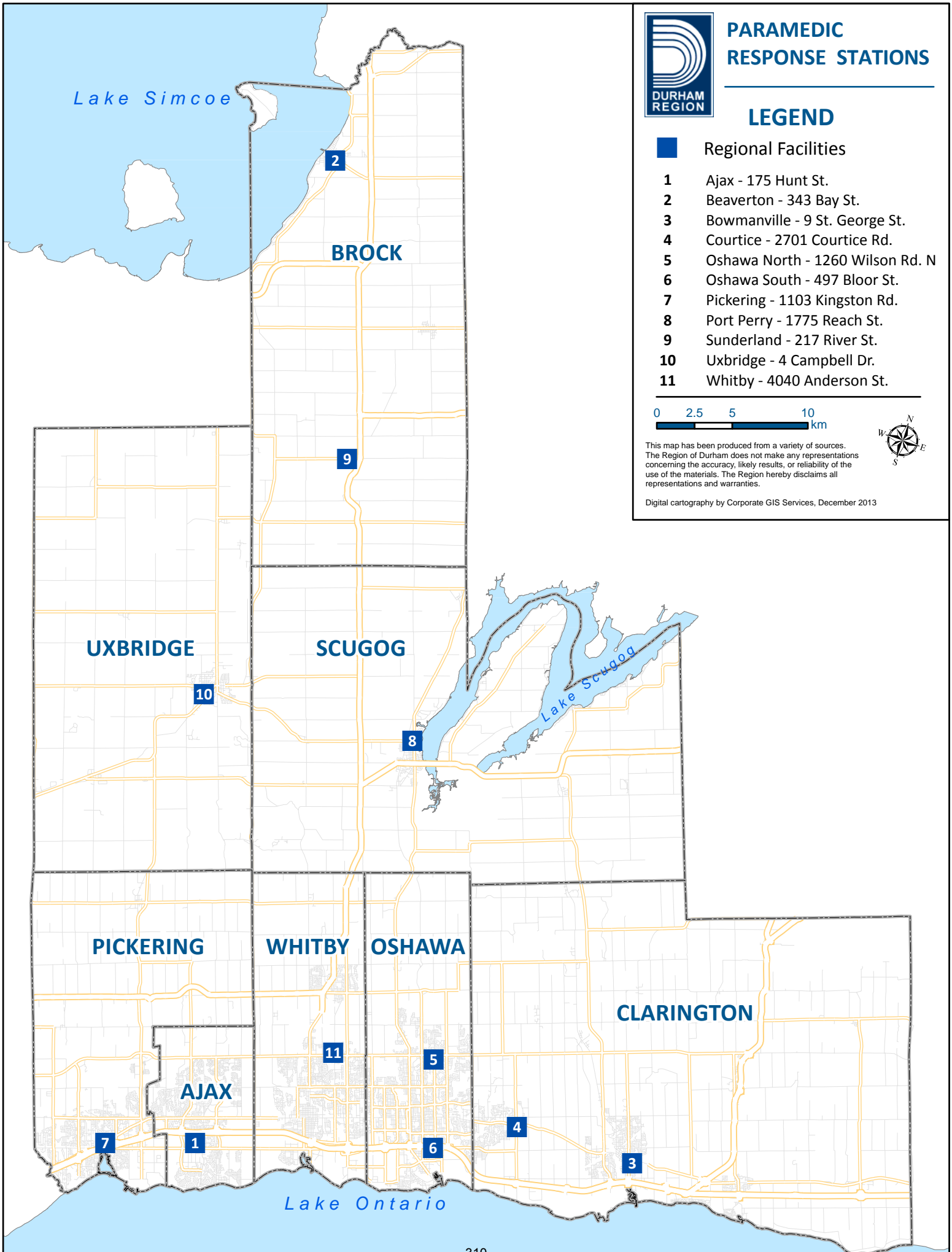
## LEGEND

- 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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Digital cartography by Corporate GIS Services, December 2013



## PROGRAM SUMMARY

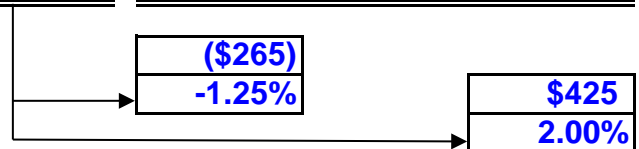


### 2016 Business Plan

### Health - Paramedic Services

| By Program                              | 2015            |                 | 2016            |               |                 |
|---|-----------------|-----------------|-----------------|---------------|-----------------|
| (\$,000's)                              | Estimated       | Approved        | Base            | Program       | Proposed        |
| <u>Expense Programs</u>                 | <u>Actuals</u>  | <u>Budget</u>   | <u>Budget</u>   | <u>Change</u> | <u>Budget</u>   |
|   | \$              | \$              | \$              | \$            | \$              |
| <b>Operating:</b>                       |                 |                 |                 |               |                 |
| 1 Administration                        | 3,358           | 3,318           | 3,322           | 68            | 3,390           |
| 2 Operations                            | 30,126          | 29,845          | 30,491          | 240           | 30,731          |
| 3 Quality Development                   | 786             | 787             | 797             | -             | 797             |
| 4 Planning and Logistics                | 3,266           | 3,399           | 3,541           | -             | 3,541           |
| 5 Facilities Management                 | 2,186           | 2,176           | 2,028           | 251           | 2,279           |
| 6 Hospital Contract - Offload Delay     |                 |                 |                 |               |                 |
| Net Expenses                            | 475             | 475             | 475             | -             | 475             |
| Provincial Subsidy                      | (475)           | (475)           | (475)           | -             | (475)           |
| Subtotal                                | -               | -               | -               | -             | -               |
| <b>Operating Subtotal</b>               | 39,722          | 39,525          | 40,179          | 559           | 40,738          |
| <b>Tangible Capital Assets:</b>         |                 |                 |                 |               |                 |
| 7 New                                   | 313             | 313             | -               | 83            | 83              |
| 7 Replacement                           | 1,570           | 1,570           | 1,348           | 48            | 1,396           |
| <b>Tangible Capital Assets Subtotal</b> | 1,883           | 1,883           | 1,348           | 131           | 1,479           |
| <b>Total Program Expenses</b>           | <b>41,605</b>   | <b>41,408</b>   | <b>41,527</b>   | <b>690</b>    | <b>42,217</b>   |
| <b>Revenue Programs</b>                 |                 |                 |                 |               |                 |
| 8 Contribution from Province            | (20,342)        | (20,194)        | (20,578)        | -             | (20,578)        |
| <b>Total Revenue Programs</b>           | <b>(20,342)</b> | <b>(20,194)</b> | <b>(20,578)</b> | <b>-</b>      | <b>(20,578)</b> |
| <b>Net Program Expenses</b>             | <b>21,263</b>   | <b>21,214</b>   | <b>20,949</b>   | <b>690</b>    | <b>21,639</b>   |

### Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2016 Business Plan

### Health - Paramedic Services

#### Summary of Base Budget Changes

|                                       | \$           | Comments                           |
|---------------------------------------|--------------|------------------------------------|
| Salaries & Benefits                   | 627          | Economic increases and adjustments |
| Operating Expenses                    | 212          | Inflationary increases             |
| Minor Assets & Equipment              | (1)          | Reduced requirement                |
| Major Repairs & Renovations           | (181)        | Reduced requirement                |
| Tangible Capital Assets - New         | (313)        | Reduced requirement                |
| Tangible Capital Assets - Replacement | (222)        | Reduced requirement                |
| Contribution from Province            | (384)        | Estimated increase                 |
| Special Event Revenue                 | (3)          | Inflationary increases             |
|                                       | <u>(265)</u> |                                    |



## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Health - Paramedic Services

(\$,000's)

#### Administration

|   |     |
|---|-----|
| ♦ New Position: 1 full-time Shift Superintendent, effective July 1, 2016, to maintain coverage for operational requirements. (Annualized Cost \$143k) | 72  |
| ♦ Increased revenue for Ambulance Call Report fees based on prior year's volume.  | (4) |
|   | 68  |

#### Operations

|   |     |
|---|-----|
| ♦ New Positions: 4 full-time Primary Care Paramedics, effective July 1, 2016, to improve emergency coverage throughout the Region. (Annualized Cost \$475k) | 240 |
|   | 240 |

#### Facilities Management

|   |              |
|---|--------------|
| ♦ Increased frequency of preventative interceptor pump outs to reduce the frequency of costly call outs.    | 8            |
| ♦ Increase in costs of maintaining security system based on prior year actuals.                             | 13           |
| ♦ Increase janitorial services frequency from monthly to weekly to reduce the need for expensive call outs. | 84           |
| ♦ Major Repairs and Renovations: One-time maintenance requirements for Paramedic Response Stations in 2016: |              |
| ♦ Metal sign replacement and interior painting at Bowmanville.  | 9            |
| ♦ Painting and wall repair at Port Perry.   | 4            |
| ♦ Security upgrades and installation of a concrete pad for garbage container at Oshawa South.               | 28           |
| ♦ Security upgrades at Uxbridge.  | 10           |
| ♦ Lighting retrofit and pavement improvements at Whitby station.  | 45           |
| ♦ Additional office space in the Logistics building at Whitby station.                                      | 50           |
|   | Subtotal 146 |
|   | 251          |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Health - Paramedic Services

(\$,000's)

#### Tangible Capital Assets

**NEW**

- ◆ Purchase of 2 new toughbook computers to document patient care records due to the increase in service demands. 13
- ◆ Additional spare / contract event defibrillators (2) to facilitate legislatively required preventative maintenance and repair services; for paramedic training; and to meet special events deployment requirements. 70

Subtotal 83

**REPLACEMENTS - ADDITIONAL**

- ◆ Replacement computers are required due to age of existing systems. 15
- ◆ Facilities Security / CCTV replacement to meet operational and workplace safety requirements. 20
- ◆ Installation of a replacement gas detection system at Ajax station. 13

Subtotal 48

131

**Total Program Changes 690**



## 2016 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 Duty Superintendents/Managers to provide clinical and administrative leadership to 58 paramedics staffing 26 ambulances and 6 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.
- ◆ Currently there are 3 Scheduling Clerks (Clerk 3) providing all operational, Divisional and Base Hospital Continuing Education scheduling duties and responsibilities until 2300 hours 7 days per week. After hours, all scheduling duties must be assumed by Duty Superintendents/Managers in addition to their regular duties and responsibilities.

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 24                      New position: 1 Shift Superintendent  
2015 Full Time Staff = 23

### 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.  
2016 Planned Service Level: 100%  
2015 Planned Service Level: 100%  
2015 Estimated Service Level: 100%

**PROGRAM 1  
ADMINISTRATION**



**2016 Program Detail**

**Health - Paramedic  
Services**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 2,960                        | 2,844                      | 2,843                  | 72                        | 2,915                      |
| Personnel Related   | 33                           | 50                         | 50                     | -                         | 50                         |
| Communications  | 59                           | 72                         | 72                     | -                         | 72                         |
| Supplies  | 20                           | 24                         | 24                     | -                         | 24                         |
| Materials & Services  | 21                           | 21                         | 21                     | -                         | 21                         |
| Equipment Maintenance & Repairs                               | 1                            | 18                         | 18                     | -                         | 18                         |
| Professional Services   | 2                            | 13                         | 14                     | -                         | 14                         |
| Financial Expenses  | 164                          | 164                        | 167                    | -                         | 167                        |
| <b>Operating Expenses Subtotal</b>                            | <b>3,260</b>                 | <b>3,206</b>               | <b>3,209</b>           | <b>72</b>                 | <b>3,281</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Corporate IT Charge   | 56                           | 56                         | 56                     | -                         | 56                         |
| Corporate HR Charge   | 64                           | 64                         | 65                     | -                         | 65                         |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>120</b>                   | <b>120</b>                 | <b>121</b>             | <b>-</b>                  | <b>121</b>                 |
| <b>Total Expenses</b>   | <b>3,380</b>                 | <b>3,326</b>               | <b>3,330</b>           | <b>72</b>                 | <b>3,402</b>               |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Fees & Service Charges  | (22)                         | (8)                        | (8)                    | (4)                       | (12)                       |
| <b>Total Revenues</b>   | <b>(22)</b>                  | <b>(8)</b>                 | <b>(8)</b>             | <b>(4)</b>                | <b>(12)</b>                |
| <b>Net Program Expenses</b>                                   | <b>3,358</b>                 | <b>3,318</b>               | <b>3,322</b>           | <b>68</b>                 | <b>3,390</b>               |



## **2016 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 Paramedic 1 and 2 will receive 48 hours of continuing medical education annually, in compliance with the legislated continuing education and training standards.

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

- ◆ 2016 Full Time Staff = 220      New positions: 4 Primary Care Paramedics  
2015 Full Time Staff = 216

### **Performance Measurements:**

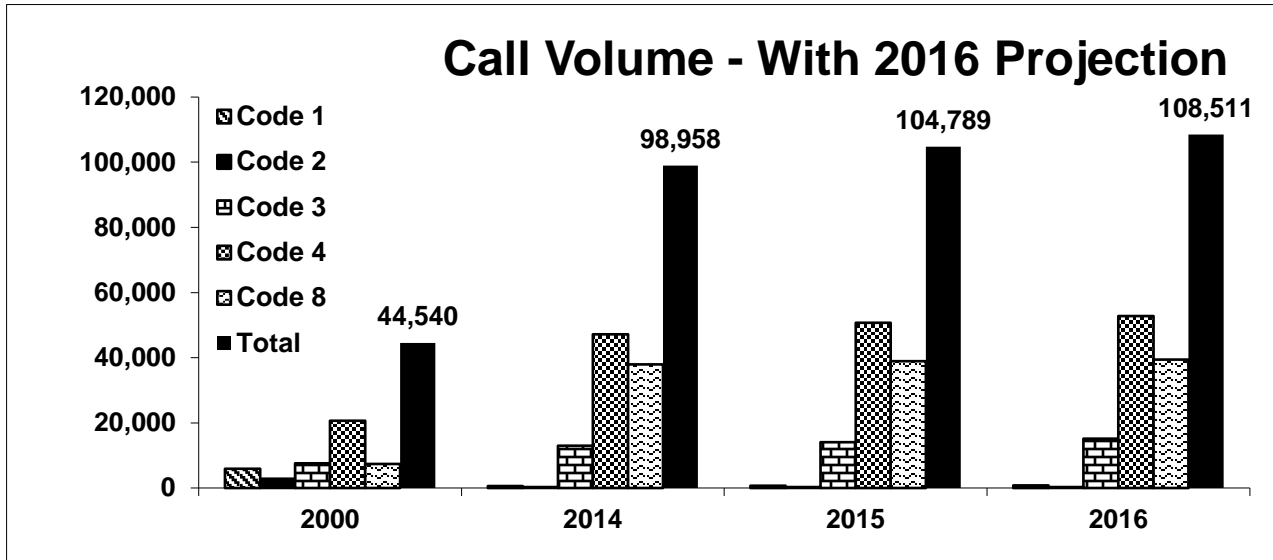
- ◆ Call Volumes
- ◆ Total Cardiac Arrest Summary
- ◆ Response Time Performance Targets
- ◆ Units of Service and Operating Cost Per Unit of Service
- ◆ Ambulance Reaction Time



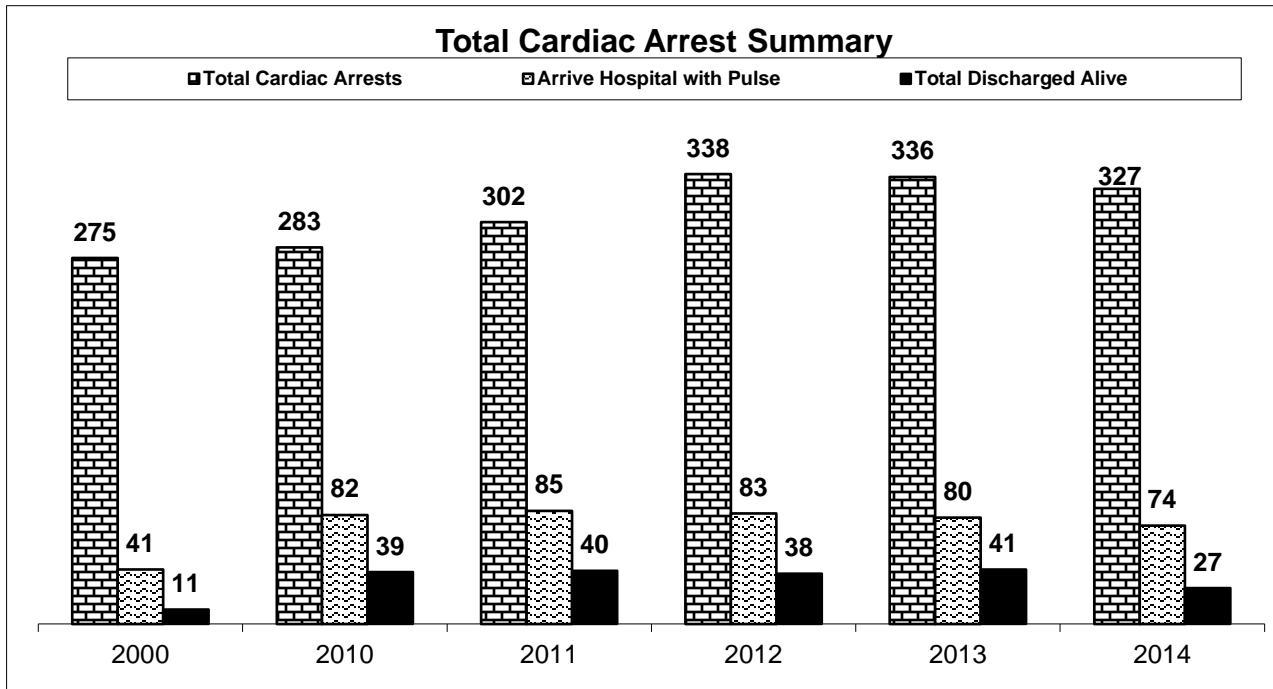
2016 Program Detail

Health - Paramedic  
Services

Performance Data:



Code 1-Non life-threatening; Code 2-Scheduled appointment; Code 3- Prompt, non life-threatening; Code 4-Potential life threatening; Code 8-Emergency coverage standby



Note: 2015 information is not available



**2016 Program Detail**

**Health - Paramedic  
Services**

**Response Time Targets:**

The following indicates the performance targets and actual performance for 2015. The 2016 targets remain the same as 2015 targets.

**Response Time Performance Targets**

|                 |                                   |                  |                     |
|-----------------|-----------------------------------|------------------|---------------------|
| <b>CTAS I</b>   | Resuscitation - 6 Minutes or Less | 60% of the time. | 2015 Actual = 63.2% |
| <b>CTAS I</b>   | Resuscitation - 8 Minutes or Less | 75% of the time. | 2015 Actual = 76.5% |
| <b>CTAS II</b>  | Emergent - 10 Minutes or Less     | 75% of the time. | 2015 Actual = 89%   |
| <b>CTAS III</b> | Urgent - 15 Minutes or Less       | 75% of the time. | 2015 Actual = 95.4% |
| <b>CTAS IV</b>  | Less Urgent - 20 Minutes or Less  | 75% of the time. | 2015 Actual = 98.7% |
| <b>CTAS V</b>   | Non Urgent - 25 Minutes or Less   | 75% of the time. | 2015 Actual = 99.5% |

**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 min, 95% of the time.
- Urgent - Patient needs physician care within 30 min, 90% of the time.
- Less Urgent - Patient needs physician care within 60 min, 85% of the time.
- Non Urgent - Patient needs physician care within 120 min, 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.



**2016 Program Detail**

**Health - Paramedic  
Services**

**Units of Service:**

|                                    | <b>2015<br/>Budget</b> | <b>2016<br/>Budget</b> |
|------------------------------------|------------------------|------------------------|
| Total paramedics hours of staffing | 405,857                | 408,769                |
| Total vehicle hours of service     | 216,068                | 217,524                |

**Operating Cost Per Unit of Service:**

|                                      | <b>2015<br/>Est Actual</b> | <b>2016<br/>Projected</b> |
|--------------------------------------|----------------------------|---------------------------|
| Cost per paramedic staffing hour     | \$ 97.87                   | \$ 99.69                  |
| Cost per vehicle hour of service     | 183.84                     | 187.34                    |
| Cost per budget call volume per year | 379.07                     | 375.55                    |
| Projected cost per household         | 176.60                     | 179.58                    |

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.

2016 Planned Service Level: 99.7%

2015 Planned Service Level: 99.7%

2015 Estimated Service Level: 99.7%



**PROGRAM 2  
OPERATIONS**



**2016 Program Detail**

**Health - Paramedic  
Services**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 29,660               | 29,038             | 29,642         | 240               | 29,882             |
| Personnel Related                       | 254                  | 285                | 326            | -                 | 326                |
| Communications                          | 96                   | 133                | 133            | -                 | 133                |
| Supplies                                | 62                   | 86                 | 86             | -                 | 86                 |
| Chemicals                               | 50                   | 130                | 130            | -                 | 130                |
| Computer Maintenance &<br>Operations    | 194                  | 204                | 204            | -                 | 204                |
| Materials & Services                    | 160                  | 184                | 188            | -                 | 188                |
| <b>Total Expenses</b>                   | <b>30,476</b>        | <b>30,060</b>      | <b>30,709</b>  | <b>240</b>        | <b>30,949</b>      |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Fees & Service Charges                  | (350)                | (215)              | (218)          | -                 | (218)              |
| <b>Total Revenues</b>                   | <b>(350)</b>         | <b>(215)</b>       | <b>(218)</b>   | <b>-</b>          | <b>(218)</b>       |
| <b>Net Program Expenses</b>             | <b>30,126</b>        | <b>29,845</b>      | <b>30,491</b>  | <b>240</b>        | <b>30,731</b>      |



**2016 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 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 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, to comply with legislated continuing education and training standards.

**Description of Program Resources:**

- ♦ 2016 Full Time Staff = 6  
2015 Full Time Staff = 6

**Performance Measurements:**

- ♦ Achievement 100% of the mandatory training requirements for all paramedic employees.
- ♦ Compliance with all licensing standards defined by the Ministry of Health and Long-Term Care.  
2016 Planned Service Level: 100%  
2015 Projected Service Level: 100%  
2015 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**



**2016 Program Detail**

**Health - Paramedic  
Services**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses          | 759                  | 751                | 761            | -                 | 761                |
| Personnel Related           | 2                    | 5                  | 5              | -                 | 5                  |
| Communications              | 1                    | -                  | -              | -                 | -                  |
| Supplies                    | 24                   | 31                 | 31             | -                 | 31                 |
| <b>Net Program Expenses</b> | <b>786</b>           | <b>787</b>         | <b>797</b>     | <b>-</b>          | <b>797</b>         |



**2016 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 105,000 calls per year (includes emergency and non-emergency calls as well as emergency coverage reinstatement assignments).
- ♦ The program Logistics Coordinator delivers medical supplies and equipment to all stations on a daily basis, and effects repairs to equipment (such as stretchers and defibrillators) as necessary.
- ♦ The Manager is responsible for logistical co-ordination of paramedic resources in cases of major incidents, such as industrial accidents or crash sites, and arranging for additional paramedics and vehicles to respond on the scene, if required.

**Description of Program Resources:**

- ♦ 2016 Full Time Staff = 5  
2015 Full Time Staff = 5
- ♦ The Paramedic Services division employs the following in its fleet:

|   | Est. Actual<br>2014 | Est. Actual<br>2015 | Budget<br>2015 | Budget<br>2016 |
|---|---------------------|---------------------|----------------|----------------|
| Ambulances - operating                  | 26                  | 27                  | 27             | 27             |
| - spares**                              | 14                  | 16                  | 16             | 16             |
| Emergency Response Vehicles - operating | 6                   | 6                   | 6              | 6              |
| - spares**                              | 2                   | 2                   | 2              | 2              |
| Management Support Vehicles - operating | 4                   | 4                   | 4              | 4              |
| - spares**                              | 1                   | 1                   | 1              | 1              |
| Paramedic Personnel Transport Units*    | 11                  | 11                  | 11             | 11             |
| Operational Support Vehicles            | 9                   | 11                  | 9              | 11             |
| Command Vehicles - operating            | 3                   | 3                   | 3              | 3              |
| - spare                                 | 1                   | 1                   | 1              | 1              |
|   | <b>77</b>           | <b>82</b>           | <b>80</b>      | <b>82</b>      |

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



**2016 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.  
2016 Planned Service Level: 99%  
2015 Projected Service Level: 98%  
2015 Planned Service Level: 99%
- ♦ Ambulances receive routine and preventive maintenance, in accordance with provincial standards.  
2016 Planned Service Level: 99%  
2015 Projected Service Level: 98%  
2015 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.

**PROGRAM 4  
PLANNING AND LOGISTICS**



**2016 Program Detail**

**Health - Paramedic  
Services**

| <b>Detailed Cost of Program:</b>        | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                              | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>               |                              |                            |                        |                           |                            |
| Personnel Expenses                      | 504                          | 450                        | 462                    | -                         | 462                        |
| Personnel Related                       | 5                            | 5                          | 6                      | -                         | 6                          |
| Supplies                                | 20                           | 18                         | 18                     | -                         | 18                         |
| Medical Care                            | 856                          | 886                        | 1,016                  | -                         | 1,016                      |
| Equipment Maintenance & Repairs         | 50                           | 50                         | 50                     | -                         | 50                         |
| Vehicle Operations                      | 1,477                        | 1,680                      | 1,680                  | -                         | 1,680                      |
| Minor Assets & Equipment                | 45                           | 1                          | -                      | -                         | -                          |
| Contribution to Reserve & Reserve Funds | 309                          | 309                        | 309                    | -                         | 309                        |
| <b>Net Program Expenses</b>             | <b>3,266</b>                 | <b>3,399</b>               | <b>3,541</b>           | <b>-</b>                  | <b>3,541</b>               |



**2016 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 - 217 River St.
- ◆ Uxbridge - 4 Campbell Dr.
- ◆ Whitby - 4040 Anderson St.

**Purpose:**

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

**Description of Program Activities:**

- ◆ Leased 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 including an ambulance bay leased in Sunderland.
- ◆ Management and administration staff are located at Paramedic Headquarters, 4040 Anderson St. in Whitby. Paramedic supply Storage Facility is adjacent to this building.
- ◆ Design and construction of the new Sunderland station beginning in 2016.



## 2016 Program Detail

## Health - Paramedic Services

### Performance Measurements:

- ◆ Station locations.
- ◆ Station condition.
- ◆ Stations are secure to protect vehicles, equipment, supplies and staff.

### 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.
  - 2016 Planned Service Level: 100%
  - 2015 Projected Service Level: 100%
  - 2015 Planned Service Level: 100%
- ◆ Stations are secure to protect vehicles, equipment, supplies and staff.
  - 2016 Planned Service Level: 100%
  - 2015 Projected Service Level: 99%
  - 2015 Planned Service Level: 100%



**PROGRAM 5  
FACILITIES MANAGEMENT**



**2016 Program Detail**

**Health - Paramedic  
Services**

| Detailed Cost of Program:<br>(\$,000's)                           | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Supplies  | 6                    | 6                  | 6              | -                 | 6                  |
| Utilities   | 196                  | 242                | 257            | -                 | 257                |
| Materials & Services  | 28                   | 24                 | 24             | 8                 | 32                 |
| Buildings & Grounds Operations                                    | 261                  | 232                | 231            | 13                | 244                |
| Equipment Maintenance &<br>Repairs                                | 22                   | 22                 | 39             | -                 | 39                 |
| Debt Charges  | 1,099                | 1,099              | 1,099          | -                 | 1,099              |
| Contracted Services   | 120                  | 61                 | 63             | 84                | 147                |
| Leased Facilities Expenses  | 159                  | 155                | 154            | -                 | 154                |
| Insurance   | 59                   | 59                 | 60             | -                 | 60                 |
| Major Repairs & Renovations                                       | 134                  | 181                | -              | 146               | 146                |
| <b>Operating Expenses Subtotal</b>                                | <b>2,084</b>         | <b>2,081</b>       | <b>1,933</b>   | <b>251</b>        | <b>2,184</b>       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                      |                    |                |                   |                    |
| Works-Facilities Management<br>Charge                             | 102                  | 95                 | 95             | -                 | 95                 |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>102</b>           | <b>95</b>          | <b>95</b>      | <b>-</b>          | <b>95</b>          |
| <b>Net Program Expenses</b>                                       | <b>2,186</b>         | <b>2,176</b>       | <b>2,028</b>   | <b>251</b>        | <b>2,279</b>       |

# PROGRAM 6 HOSPITAL CONTRACT - OFFLOAD DELAY



## 2016 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 was initially allocated 100% funding, up to \$480,000, and negotiated agreements (2015 - 2016 Ministry fiscal) with both Lakeridge Health Oshawa and Rouge Valley Health System Ajax and Pickering hospitals to hire additional Emergency Department personnel to receive patients arriving by ambulance up to 12 hours per day, 7 days per week through October 2015 and up to 20 hours per day, 7 days per week from November 2015 through March 2016. It is anticipated this funding will continue throughout 2016. 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 and 90th Percentile ambulance off-load delay 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:

|                                   | Estimated<br>Actual<br>2014 | Target<br>2014 | Estimated<br>Actual<br>2015 | Target<br>2015 | Target<br>2016 |
|-----------------------------------|-----------------------------|----------------|-----------------------------|----------------|----------------|
| ♦ 90th Percentile Offload Time    | 00:59:00                    | 00:55:00       | 01:06:00                    | 00:55:00       | 00:55:00       |
| ♦ Hours of Offload Delay          |                             |                |                             |                |                |
| ♦ Lakeridge Oshawa                | 2,511                       | 5,000          | 6,250                       | 5,000          | 5,000          |
| ♦ Rouge Valley Ajax               | 2,145                       | 2,500          | 2,700                       | 2,800          | 2,500          |
| ♦ Contract: Estimated Saved Hours | 5,605                       | 5,500          | 11,167                      | 7,500          | unknown        |
| ♦ Contract: Patients Helped       | 3,418                       | 2,400          | 3,000                       | 2,700          | unknown        |

**PROGRAM 6  
HOSPITAL CONTRACT - OFFLOAD DELAY**



**2016 Program Detail**

**Health - Paramedic  
Services**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Contracted Services         | 475                  | 475                | 475            | -                 | 475                |
| <b>Total Expenses</b>       | <b>475</b>           | <b>475</b>         | <b>475</b>     | <b>-</b>          | <b>475</b>         |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Provincial Subsidy          | (475)                | (475)              | (475)          | -                 | (475)              |
| <b>Total Revenues</b>       | <b>(475)</b>         | <b>(475)</b>       | <b>(475)</b>   | <b>-</b>          | <b>(475)</b>       |
| <b>Net Program Expenses</b> | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS**



**2016 Program Detail**

**Health - Paramedic  
Services**

| Detailed Cost of Program:            | 2015                 |                    | 2016           |                   |                    |
|--------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                           | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Tangible Capital Assets</b>       |                      |                    |                |                   |                    |
| New                                  | 313                  | 313                | -              | 83                | 83                 |
| Replacement                          | 1,570                | 1,570              | 1,348          | 48                | 1,396              |
| <b>Total Tangible Capital Assets</b> | <b>1,883</b>         | <b>1,883</b>       | <b>1,348</b>   | <b>131</b>        | <b>1,479</b>       |

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - NEW**



**2016 Business Plan**

**Health - Paramedic  
Services**

| Description                      | Qty | Unit Cost | Total         |
|----------------------------------|-----|-----------|---------------|
|                                  |     | \$        | \$            |
| <b>MACHINERY &amp; EQUIPMENT</b> |     |           |               |
| 1 Toughbooks                     | 2   | 6,500     | 13,000        |
| 2 Defibrillators                 | 2   | 35,000    | 70,000        |
|                                  |     |           | <b>83,000</b> |

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Business Plan**

**Health - Paramedic  
Services**

| Description                      |  | Qty | Unit Cost | Total            |
|----------------------------------|--|-----|-----------|------------------|
|                                  |  |     | \$        | \$               |
| <b>VEHICLES</b>                  |  |     |           |                  |
| 1                                | Ambulance  | 1   | 146,100   | 146,100          |
| 2                                | Ambulance  | 1   | 146,100   | 146,100          |
| 3                                | Ambulance  | 1   | 146,100   | 146,100          |
| 4                                | Ambulance  | 1   | 146,100   | 146,100          |
| 5                                | Ambulance  | 1   | 146,100   | 146,100          |
| 6                                | Ambulance  | 1   | 146,100   | 146,100          |
| 7                                | Ambulance  | 1   | 146,100   | 146,100          |
| 8                                | Ambulance  | 1   | 146,100   | 146,100          |
| 9                                | Emergency Response Vehicle   | 1   | 71,600    | 71,600           |
| 10                               | Emergency Response Vehicle   | 1   | 71,600    | 71,600           |
|                                  |  |     |           | <b>1,312,000</b> |
| <b>MACHINERY &amp; EQUIPMENT</b> |  |     |           |                  |
| 11                               | Station Furniture (chairs, cabinets, tables, etc.)                 |     |           | 30,000           |
| 12                               | Station & Office Desktops & Monitors                               | 6   | 950       | 5,700            |
| 13                               | Station & Office Desktops  | 10  | 700       | 7,000            |
| 14                               | Station & Office Laptops   | 4   | 2,100     | 8,400            |
| 15                               | Paramedic Services Facilities Security/CCTV replacement            |     |           | 20,000           |
| 16                               | Paramedic Services Facilities Gas Detection System at Ajax Station |     |           | 13,000           |
|                                  |  |     |           | <b>84,100</b>    |
|                                  |  |     |           | <b>1,396,100</b> |

## PROGRAM 8 CONTRIBUTION FROM PROVINCE



### 2016 Program Detail

### Health - Paramedic Services

#### Purpose:

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

#### Description of Program Activities:

- ♦ The Province of Ontario, through the Ministry of Health and Long-Term Care, provides a contribution towards the operations of the Paramedic Services division.
- ♦ Since 2006, the Province increased provincial funding for land ambulance services in a phased-in approach to achieve 50-50 cost-sharing for 2009. Confirmation from the Ministry with respect to 2016 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 2). Many of the events serviced take place at Canadian Tire Motor Sport Park in Clarington (e.g. automobile races) and the GM Centre (Oshawa Generals) in Oshawa.
- ♦ The Province provided targeted funding to ease offload delays in hospital emergency rooms. Region of Durham Paramedic Services have negotiated with local hospitals to hire additional Emergency Department personnel to receive patients arriving by ambulance. Costs and subsidy for this program are included in the Hospital Contract-Offload Delay program (Program 6).

**PROGRAM 8  
CONTRIBUTION FROM PROVINCE**



**2016 Program Detail**

**Health - Paramedic  
Services**

| Detailed Cost of Program: | 2015                 |                    | 2016            |                   |                    |
|---------------------------|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)                | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>           |                      |                    |                 |                   |                    |
| Provincial Subsidy        | (20,342)             | (20,194)           | (20,578)        | -                 | (20,578)           |
| <b>Total Revenues</b>     | <b>(20,342)</b>      | <b>(20,194)</b>    | <b>(20,578)</b> | <b>-</b>          | <b>(20,578)</b>    |





## 2016 - 2025 Capital Forecast

## Health - Paramedic Services

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

| Type and Notes  | Description   | Current      |              |              |              |              | 2021-2025     | 2017-2025 TOTAL |
|---|---|--------------|--------------|--------------|--------------|--------------|---------------|-----------------|
|   |   | 2016         | 2017         | 2018         | 2019         | 2020         |               |                 |
| <b><u>NEW</u></b>   |   |              |              |              |              |              |               |                 |
| <b>Machinery &amp; Equipment</b>  |   |              |              |              |              |              |               |                 |
| 1,2   | Computers for vehicles  | 13           | 13           | -            | 13           | -            | 39            | 65              |
| 3   | Stair Chairs  | -            | 6            | -            | 6            | -            | 18            | 30              |
| 3   | Main Stretcher  | -            | 35           | -            | 35           | -            | 105           | 175             |
| 3   | Scoop Stretchers  | -            | 2            | -            | 2            | -            | 6             | 10              |
| 3   | Defibrillators  | -            | 70           | -            | 70           | -            | 210           | 350             |
| 4   | Additional Spare / Contract Event Defibrillators                | 70           | -            | 70           | -            | 70           | -             | 140             |
| 5   | Bariatric Stretcher   | -            | -            | -            | 12           | -            | 24            | 36              |
| <b>Vehicles</b>   |   |              |              |              |              |              |               |                 |
| 6   | Ambulances  | -            | 292          | -            | 292          | -            | 876           | 1,460           |
| <b>Building</b>   |   |              |              |              |              |              |               |                 |
| 7   | Paramedic Station Seaton Initial Design                         | -            | -            | 100          | -            | -            | -             | 100             |
| 7   | Paramedic Station Seaton - Construction                         | -            | -            | -            | 3,800        | -            | -             | 3,800           |
| 8   | Paramedic Station in Clarington - Initial Design                | -            | -            | -            | -            | -            | 100           | 100             |
| 8   | Paramedic Station in Clarington - Construction                  | -            | -            | -            | -            | -            | 3,800         | 3,800           |
| <b>Land/Land Improvement</b>  |   |              |              |              |              |              |               |                 |
| 8   | Paramedic Station in Clarington - Land Acquisition              | -            | -            | -            | -            | -            | 400           | 400             |
| <b>New Subtotal</b>   |   | <b>83</b>    | <b>418</b>   | <b>170</b>   | <b>4,230</b> | <b>70</b>    | <b>5,578</b>  | <b>10,466</b>   |
| Type and Notes  | Description   | Current      |              |              |              |              | 2021-2025     | 2017-2025 TOTAL |
|   |   | 2016         | 2017         | 2018         | 2019         | 2020         |               |                 |
| <b><u>REPLACEMENT</u></b>   |   |              |              |              |              |              |               |                 |
| <b>Machinery &amp; Equipment</b>  |   |              |              |              |              |              |               |                 |
| 9   | Computers for vehicles  | -            | 273          | 202          | -            | -            | 501           | 976             |
| 10  | Defibrillators  | -            | -            | 1,750        | -            | -            | 2,030         | 3,780           |
| 11  | Paramedic Services HQ and Station Computers                     | 21           | 5            | 5            | 5            | 5            | 25            | 45              |
| 12  | Main Stretchers   | -            | 954          | -            | -            | -            | 1,007         | 1,961           |
| 12  | Parrot Poles for Defibrillators                                 | -            | 54           | -            | -            | -            | 57            | 111             |
| 12  | Scoop Stretchers  | -            | -            | -            | -            | -            | 80            | 80              |
| 12  | Bariatric Stretcher   | -            | -            | 12           | -            | -            | 12            | 24              |
| 12  | Stair Chairs  | -            | -            | -            | -            | 165          | -             | 165             |
| 13  | Automatic Vehicle Locators (AVLs)                               | -            | -            | -            | 40           | -            | -             | 40              |
| 14  | Office and Station Furnishings                                  | 30           | 30           | 30           | 30           | 30           | 150           | 270             |
| 15  | Patient Clinical Training Simulators                            | -            | -            | -            | 100          | -            | 100           | 200             |
| 16  | Paramedic Services Facilities Security / CCTV Replacements      | 20           | 20           | -            | -            | -            | -             | 20              |
| 17  | Paramedic Services Facilities Gas Detection System Replacements | 13           | -            | -            | -            | -            | -             | -               |
| 18  | IO delivery apparatus   | -            | -            | -            | 20           | -            | 20            | 40              |
| 19  | Special Event Response (Gator/Cart)                             | -            | -            | -            | -            | -            | 50            | 50              |
| 20  | RFID Tag Module for GPS Tracking TCA's                          | -            | 10           | -            | -            | 10           | 10            | 30              |
| <b>Vehicles</b>   |   |              |              |              |              |              |               |                 |
| 21  | Ambulances  | 1,169        | 1,315        | 1,461        | 1,461        | 1,461        | 7,889         | 13,587          |
| 22  | Emergency Response Vehicles                                     | 143          | 143          | 143          | 143          | 143          | 715           | 1,287           |
| 23  | Management Support Vehicle                                      | -            | 40           | 40           | 40           | 40           | 200           | 360             |
| 24  | Logistics Delivery Truck  | -            | -            | -            | -            | 100          | 100           | 200             |
| 25  | ESU/Special Event Trailer                                       | -            | -            | -            | -            | -            | 120           | 120             |
| 25  | ESU Van   | -            | -            | -            | -            | -            | 100           | 100             |
| <b>Replacement Subtotal</b>   |   | <b>1,396</b> | <b>2,844</b> | <b>3,643</b> | <b>1,839</b> | <b>1,954</b> | <b>13,166</b> | <b>23,446</b>   |
| <b>TOTAL TANGIBLE CAPITAL ASSETS:</b>   |   | <b>1,479</b> | <b>3,262</b> | <b>3,813</b> | <b>6,069</b> | <b>2,024</b> | <b>18,744</b> | <b>33,912</b>   |
| Financing will be sourced from a combination of property taxes, provincial subsidy and contribution from reserves |   |              |              |              |              |              |               |                 |



## 2016 - 2025 Capital Forecast

## Health - Paramedic Services

### Notes:

#### NEW:

1. All ambulances are equipped with two (2) Toughbook mobile computers for MOH Mobile Locator mapping and electronic ambulance call report completion.
2. Computers for vehicles: 2 required in 2016; 2 required in 2017; 2 required in 2019; 2 required in 2021; 2 required in 2023; 2 required in 2025.
3. All new ambulances require the following equipment: a stair chair, a main stretcher, a scoop stretcher, and a defibrillator.
4. Additional spare / contract event defibrillators are required in order to facilitate legislatively required preventative maintenance and repair services; for paramedic training; and to meet special events deployment requirements. (2016-2; 2018-2; and 2020-2)
5. Additional bariatric stretchers are required, based on increasing call volumes. (2019-1; 2022-1; 2025-1)
6. New ambulances are required in order to maintain response time reliability with increasing ambulance call volumes, corresponding to the request for additional paramedics. (2017-2; 2019-2; 2021-2; 2023-2; and 2025-2)
7. The construction of a new paramedic response station is proposed for the Seaton community in 2019, related to increased call demand, to reduce response times and to address this new Seaton community's geography and growth service demand impacts. This station will also support and enhance paramedic response time reliability in the City of Pickering and the Township of Uxbridge. Paramedic Services has identified more than one land use option in the Seaton plan with the Works Department, one of which is potential shared property partnership opportunity with the City of Pickering Fire Services. No land costs are anticipated.
8. The construction of a larger replacement paramedic response station is proposed for the Municipality of Clarington (replacing the current Bowmanville station) in 2021/2022, based on increasing call volumes and local community growth patterns, in order to enhance response time reliability to more eastern Clarington communities, and maintain paramedic response time reliability in the Town of Bowmanville.

#### REPLACEMENT:

9. Mobile computers in ambulances and Emergency Response vehicles have a lifecycle of approximately four years based on current experience and Corporate IT policy; therefore the Region will cyclically replace a portion of the computers.
10. Defibrillators must be replaced every 5 years, which will occur in 2018 and 2023. There is an annual contribution to a reserve fund for this purpose, which will cover the cost of the replacements.
11. All computers at headquarters and in all paramedic response stations are replaced on a four-year lifecycle in accordance with Corporate IT policy requirements.
12. All main stretchers require cyclical replacement every five (5) years while other conveyance equipment (bariatric stretchers, scoop stretchers, stair chairs, etc.) require cyclical replacement every seven (7) years for patient safety, staff safety risk mitigation and Ambulance Service Certification Standards.
13. AVL/GPS systems are currently anticipated to be replaced in all remaining vehicles, including Paramedic Transport Vehicles, in 2019. This replacement will be mitigated if new ambulances can be delivered annually with new AVL/GPS units installed by the vendor.
14. Furniture at all paramedic response stations and office furnishings at headquarters must be replaced periodically in order to maintain a functional, safe and healthy work environment.
15. The patient training simulators used for the practice, remediation and evaluation of paramedic clinical care skills will require replacement in 2019 and 2021.
16. Security/CCTV systems at all current stations must be prioritized for replacement, enhancement and/or repair work to be completed in 2016 and 2017 in order to meet operational and workplace safety requirements.
17. Paramedic Services requires replacement gas detection systems.
18. Intraosseous delivery apparatus require cyclical replacement every five (5) years (2019, 2024).
19. One special event response (Gator / Cart) will require 10-year cyclical replacement in 2021 and 2025 in order to meet service operational requirements due to increased service demands at community special events/festivals and contractual services in which ambulance vehicle access is restricted.
20. Radio Frequency ID Tag module will be required to be replaced for placement on new equipment as old tags are non transferable.
21. Based on the size of the ambulance fleet, and as per the approved provincial replacement schedule, we will need to increase the number of replacement vehicles purchased to; 8 in 2016; 9 in 2017; 10 in 2018 and 11 in 2022. All new ambulances are equipped with an ECO idle reduction system to reduce GHG emissions, noise pollution and fuel consumption, as well as air-ride rear suspension to enhance patient safety/comfort and to improve paramedic safety due to the reduced lift height requirements of the vehicle.
22. Based on the current and proposed number of Emergency Response Vehicles in the fleet, and as per the provincial approved replacement schedule, Paramedic Services maintain the base number of replacement vehicles purchased at two each year.
23. Management support vehicles are cyclically and routinely replaced to meet provincial approved replacement schedules and standards. These vehicles are procured to be consistent with Emergency Response Vehicle design in order to enhance lifecycle functionality and flexibility.
24. One logistics delivery truck requires cyclical replacement in 2020; and again in 2023; to meet the service operational requirements and the provincial approved replacement schedule.
25. One Emergency Support Unit / Special Event trailer will require 15-year cyclical replacement in 2021 and the other in 2023 to meet service operational requirements, emergency planning and preparedness planning, and increased paramedic service demands at community special events/festivals and contractual services.

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**EMERGENCY MANAGEMENT AND PROGRAM SUPPORT SERVICES**

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**2016 Business Plan**

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

**Major Services & Activities**

**Emergency Management**

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

**Program Support Services**

- ◆ Assist the Department and the Commissioner's Office to continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs, and to continue to coordinate the Department retaining the Canada Order of Excellence from Excellence Canada. This was awarded to the Department in 2015 and is reviewed every three years.

**Local Diversity and Immigration**

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

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

**Strategic Goal 4.4 - Foster improved collaboration between both service providers and the volunteer community.**

**Responsibility - Support**

**Key Deliverables**

- ◆ Assist the broader Durham community in developing a greater understanding of the benefits of immigration and the communities' responsibility towards creating inclusive communities and workplaces.
- ◆ Position Durham Region as a destination of choice for internationally trained professionals, entrepreneurs and investment through community collaboration inclusive of service providers and a volunteer base.

**Performance Targets**

- ◆ Number of municipal/civic/institutional processes (plans) that embed the needs of all populations.



**2016 Business Plan**

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

**Strategic Goal 4.5** - Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

**Responsibility** - Support

**Key Deliverables**

- ◆ Provide assistance to the Local Diversity and Immigration Partnership Council to develop local collaborations and community-based planning around the needs of all populations, primarily newcomers.
- ◆ Define ways to create a culture of inclusion.
- ◆ Respond to community growth, cultural diversification and evolving resident needs through the coordination and framework of the Order of Excellence from Excellence Canada.
- ◆ Define ways to improve labour market outcomes for newcomers.
- ◆ Develop settlement service capacity in Durham.
- ◆ Position Durham Region as a destination of choice for internationally trained professionals, entrepreneurs and investment.

**Performance Targets**

- ◆ Level of additional alternative funding sources.
- ◆ New funding for community partners for new or improved services.

## PROGRAM SUMMARY

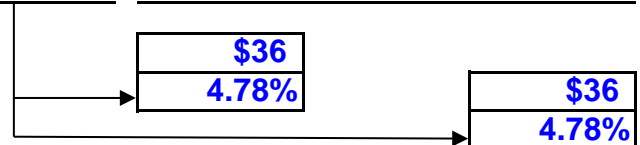


### 2016 Business Plan

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

| By Program                               | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                               | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                  | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                        |                      |                    |                |                   |                    |
| 1 Emergency Management                   | 139                  | 171                | 174            | -                 | 174                |
| 2 Program Support Services               | 486                  | 563                | 606            | -                 | 606                |
| 3 Local Diversity and Immigration        |                      |                    |                |                   |                    |
| Net Expenses                             | 359                  | 338                | 291            | -                 | 291                |
| Federal Subsidy                          | (298)                | (336)              | (288)          | -                 | (288)              |
| Local Diversity and Immigration Subtotal | 61                   | 2                  | 3              | -                 | 3                  |
| <b>Operating Subtotal</b>                | <b>686</b>           | <b>736</b>         | <b>783</b>     | <b>-</b>          | <b>783</b>         |
| <b>Tangible Capital Assets:</b>          |                      |                    |                |                   |                    |
| 2 New                                    | 8                    | 8                  | -              | -                 | -                  |
| 2 Replacement                            | 9                    | 9                  | 6              | -                 | 6                  |
| <b>Tangible Capital Assets Subtotal</b>  | <b>17</b>            | <b>17</b>          | <b>6</b>       | <b>-</b>          | <b>6</b>           |
| <b>Net Program Expenses</b>              | <b>703</b>           | <b>753</b>         | <b>789</b>     | <b>-</b>          | <b>789</b>         |

#### Summary of Increase (Decrease)



#### Summary of Base Budget Changes

|   | \$        | Comments                   |
|---|-----------|----------------------------|
| Salaries & Benefits                     | 9         | Economic increases         |
| Salaries & Benefits                     | 36        | Annualization - 1 position |
| Operating Expenses                      | 1         | NextGen charge             |
| Tangible Capital Assets - New           | (8)       | Reduced requirement        |
| Tangible Capital Assets - Replacement   | (3)       | Reduced requirement        |
| Federal Subsidy                         | 48        | Local Government Diversity |
| Salaries & Benefits, Operating Expenses | (47)      | Local Government Diversity |
|   | <b>36</b> |                            |



## 2016 Program Detail

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

#### **Purpose:**

- ◆ To 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.

#### **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 implementation of 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 Ontario Municipal Social Services Association (OMSSA), the Ontario Central Emergency Social Services Committee and the Municipal Emergency Social Services Network
- ◆ Documenting exercises for staff training
- ◆ Responding to smaller-scale incidents where social services are required
- ◆ Participating in exercises held by member municipalities in Durham Region or involving other social services departments
- ◆ Identifying and assessing evacuation sites
- ◆ Inventorying and updating emergency supplies
- ◆ Building relationships with municipal community partners
- ◆ Testing staff notification procedures and technology





**2016 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 Operation Centre
- ◆ Professional development
  
- ◆ 2016 Full Time Staff = 1
- 2015 Full Time Staff = 1

**Performance Measurements:**

- ◆ Staff training and resulting exercise and incident evaluations through planned emergency exercises.

**Performance Data:**

**Planned emergency exercises:**

| <b>Year</b> | <b>Centre</b>            | <b>Type</b>    | <b>Date</b> |
|-------------|--------------------------|----------------|-------------|
| 2016        | Evacuation Centre        | Field exercise | Spring      |
| 2017        | Nuclear Reception Centre | Field exercise | Spring      |
| 2018        | Nuclear Reception Centre | Field exercise | Fall        |
| 2019        | Nuclear Reception Centre | Field exercise | Spring      |

**PROGRAM 1  
EMERGENCY MANAGEMENT**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                    | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                           |                              |                            |                        |                           |                            |
| Personnel Expenses                                  | 107                          | 105                        | 107                    | -                         | 107                        |
| Personnel Related                                   | 5                            | 7                          | 7                      | -                         | 7                          |
| Communications                                      | 8                            | 2                          | 2                      | -                         | 2                          |
| Supplies  | 4                            | 10                         | 10                     | -                         | 10                         |
| Materials & Services                                | 12                           | 44                         | 44                     | -                         | 44                         |
| <b>Operating Expenses Subtotal</b>                  | <b>136</b>                   | <b>168</b>                 | <b>170</b>             | <b>-</b>                  | <b>170</b>                 |
| <b>Transfers from Related Entities</b>              |                              |                            |                        |                           |                            |
| NextGen Charge                                      | 3                            | 3                          | 4                      | -                         | 4                          |
| <b>Transfers from Related Entities<br/>Subtotal</b> | <b>3</b>                     | <b>3</b>                   | <b>4</b>               | <b>-</b>                  | <b>4</b>                   |
| <b>Net Program Expenses</b>                         | <b>139</b>                   | <b>171</b>                 | <b>174</b>             | <b>-</b>                  | <b>174</b>                 |



**2016 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 Progressive Excellence Program.

**Description of Program Activities:**

- ◆ To establish a strategic policy development capacity within the organization to support more effective longer-term planning, program and service development and related initiatives.
- ◆ To prepare an investment-based programs and services framework to support ongoing Department program development, delivery and evaluation in order to help develop Durham's human potential and economy.
- ◆ To continue to maintain the Canada Order of Excellence from Excellence Canada for the Department's Quality Programs.
- ◆ To help increase community service provider partnerships and service availability and access.
- ◆ To develop research and innovation capacity in the Department and to increase the Department's efforts in implementing leading edge ideas and best practices.
- ◆ Involvement in broad-based community projects that impact human services, and also strengthen ties with municipalities, the Province and local agencies.
- ◆ Present and advocate for traditional and new sources of funding for social services.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 4  
2015 Full Time Staff = 4

**PROGRAM 2  
PROGRAM SUPPORT SERVICES**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 356                          | 417                        | 460                    | -                         | 460                        |
| Personnel Related                    | 77                           | 84                         | 84                     | -                         | 84                         |
| Communications                       | 7                            | 12                         | 12                     | -                         | 12                         |
| Supplies                             | 5                            | 7                          | 7                      | -                         | 7                          |
| Materials & Services                 | 31                           | 31                         | 31                     | -                         | 31                         |
| Professional Services                | 10                           | 12                         | 12                     | -                         | 12                         |
| <b>Gross Operating Expenses</b>      | <b>486</b>                   | <b>563</b>                 | <b>606</b>             | <b>-</b>                  | <b>606</b>                 |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| New                                  | 8                            | 8                          | -                      | -                         | -                          |
| Replacement                          | 9                            | 9                          | 6                      | -                         | 6                          |
| <b>Total Tangible Capital Assets</b> | <b>17</b>                    | <b>17</b>                  | <b>6</b>               | <b>-</b>                  | <b>6</b>                   |
| <b>Net Program Expenses</b>          | <b>503</b>                   | <b>580</b>                 | <b>612</b>             | <b>-</b>                  | <b>612</b>                 |



## **2016 Program Detail**

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

### **Purpose:**

- ◆ To provide a collaborative community framework to facilitate development and implementation of strategies for the needs of all populations incorporated into planning processes, with an emphasis on successful newcomer settlement.

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

- ◆ To continue to support the Local Diversity and Immigration Partnership Council (LDIPC).
- ◆ To assist non-settlement service providers and the broader community in developing a greater understanding of the benefits of immigration.
- ◆ To oversee the Durham Community Immigration Internet Portal, a one-stop, community based immigration web portal, designed to welcome, support, attract and retain skilled newcomers, newcomer entrepreneurs, businesses and other new Canadians to our Region.
- ◆ To support LDIPC growth and development by:
  - ◆ Working with service providers and funders to broaden the understanding of objectives of the LDIPC and to broaden funding base.
  - ◆ Enhancing capacity of service providers and non-traditional service providers to deliver services to newcomers and other populations by facilitating partnerships and identifying future ways that LDIPC's can influence settlement service provision.
- ◆ The LDIPC have four main objectives:
  - 1) to continue to create a culture of inclusion
  - 2) to improve labour market outcomes for newcomers
  - 3) to attract and retain newcomers
  - 4) to grow Durham's settlement capacity

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

- ◆ 2016 Full Time Staff = 2  
2015 Full Time Staff = 2

**PROGRAM 3  
LOCAL DIVERSITY AND IMMIGRATION**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 345                          | 318                        | 273                    | -                         | 273                        |
| Personnel Related                | 5                            | 7                          | 3                      | -                         | 3                          |
| Communications                   | 5                            | 7                          | 6                      | -                         | 6                          |
| Supplies                         | 1                            | 1                          | 1                      | -                         | 1                          |
| Materials & Services             | 3                            | 5                          | 8                      | -                         | 8                          |
| <b>Total Expenses</b>            | <b>359</b>                   | <b>338</b>                 | <b>291</b>             | <b>-</b>                  | <b>291</b>                 |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Federal Subsidy                  | (298)                        | (336)                      | (288)                  | -                         | (288)                      |
| <b>Total Revenues</b>            | <b>(298)</b>                 | <b>(336)</b>               | <b>(288)</b>           | <b>-</b>                  | <b>(288)</b>               |
| <b>Net Program Expenses</b>      | <b>61</b>                    | <b>2</b>                   | <b>3</b>               | <b>-</b>                  | <b>3</b>                   |

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2016 Business Plan

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

| Description  |                  | Qty | Unit Cost | Total               |
|--|------------------|-----|-----------|---------------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                   |                  |     | \$        | \$                  |
| <b><u>Program Support Services - Program 2</u></b> |                  |     |           |                     |
| 1  | Laptop Computers | 3   | 2,100     | 6,300               |
|  |                  |     |           | <b><u>6,300</u></b> |

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**SOCIAL ASSISTANCE**

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**2016 Business Plan**

**Social Services -  
Social Assistance**

**Major Services & Activities**

**Ontario Works  
Program  
Delivery**

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

**Ontario Works  
Client Benefits**

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

**Family  
Counselling  
Services**

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

**Funerals and  
Burials**

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

**Employment  
Programs**

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



**2016 Business Plan**

**Social Services -  
Social Assistance**

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

**Strategic Goal 4.5 - Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Provide financial assistance to eligible persons in Durham Region in accordance with the Ontario Works (OW) Act and Regional policies.
- ◆ Refer OW participants for placement in full-time employment.
- ◆ Deliver employment programs and supports to assist OW participants.
- ◆ Provide pre-employment training to increase skills and employability so that OW participants can compete in the changing job market.

**Performance Targets**

- ◆ Length of time from initial contact to eligibility decision.
- ◆ Number of families and individuals assisted.
- ◆ Number of persons leaving OW due to employment.
- ◆ Length of stay on OW.

## PROGRAM SUMMARY



### 2016 Business Plan

### Social Services - Social Assistance

| By Program                                      | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                      | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
|   | \$                   | \$                 | \$             | \$                | \$                 |
| <b>1 ONTARIO WORKS PROGRAM DELIVERY</b>         |                      |                    |                |                   |                    |
| Net Expenses                                    | 29,811               | 32,160             | 32,653         | 182               | 32,835             |
| Tangible Capital Assets                         | 347                  | 206                | 127            | 10                | 137                |
| Provincial Subsidy                              | (17,937)             | (18,456)           | (17,921)       | (185)             | (18,106)           |
| One Time Subsidy                                | (282)                | (141)              | -              | -                 | -                  |
| Subtotal  | 11,939               | 13,769             | 14,859         | 7                 | 14,866             |
| <b>2 ONTARIO WORKS CLIENT BENEFITS</b>          |                      |                    |                |                   |                    |
| Net Expenses                                    | 78,862               | 72,494             | 74,275         | 542               | 74,817             |
| Provincial Subsidy                              | (72,412)             | (65,906)           | (67,253)       | (2,808)           | (70,061)           |
| Subtotal  | 6,450                | 6,588              | 7,022          | (2,266)           | 4,756              |
| <b>3 TRANSITION CHILD BENEFITS</b>              |                      |                    |                |                   |                    |
| Net Expenses                                    | 908                  | 866                | 866            | -                 | 866                |
| Provincial Subsidy                              | (908)                | (866)              | (866)          | -                 | (866)              |
| Subtotal  | -                    | -                  | -              | -                 | -                  |
| <b>4 FAMILY COUNSELLING SERVICES</b>            | 192                  | 192                | 192            | -                 | 192                |
| <b>5 PEDICULOSIS TREATMENT AND EDUCATION</b>    | 9                    | 21                 | 21             | -                 | 21                 |
| <b>6 FUNERALS &amp; BURIALS (100% REGIONAL)</b> | 180                  | 225                | 225            | -                 | 225                |
| <b>7 HOMEMAKERS SERVICES</b>                    |                      |                    |                |                   |                    |
| Net Expenses                                    | 37                   | 100                | 100            | -                 | 100                |
| Provincial Subsidy                              | (30)                 | (80)               | (80)           | -                 | (80)               |
| Subtotal  | 7                    | 20                 | 20             | -                 | 20                 |
| <b>8 SOCIAL INVESTMENT FUND</b>                 | 1,130                | 1,073              | 1,073          | -                 | 1,073              |

## PROGRAM SUMMARY



### 2016 Business Plan

### Social Services - Social Assistance

| By Program                            | 2015                 |                    | 2016           |                   |                                 |
|---------------------------------------|----------------------|--------------------|----------------|-------------------|---------------------------------|
| (\$,000's)                            | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget              |
|                                       | \$                   | \$                 | \$             | \$                | \$                              |
| <b>9 HEADQUARTERS SHARED COST</b>     |                      |                    |                |                   |                                 |
| Net Expenses                          | 1,164                | 1,164              | 1,182          | 13                | 1,195                           |
| Provincial Subsidy                    | (582)                | (582)              | (591)          | (7)               | (598)                           |
| Subtotal                              | 582                  | 582                | 591            | 6                 | 597                             |
| <b>Net Program Expenses</b>           | <b>20,489</b>        | <b>22,470</b>      | <b>24,003</b>  | <b>(2,253)</b>    | <b>21,750</b>                   |
| <b>Summary of Increase (Decrease)</b> |                      |                    | <b>\$1,533</b> | <b>6.82%</b>      | <b>(\$720)</b><br><b>-3.20%</b> |

#### Summary of Base Budget Changes

|                                       | \$           | Comments   |
|---------------------------------------|--------------|--|
| Salaries & Benefits                   | 497          | Economic increases   |
| Salaries & Benefits                   | 56           | Annualization - 1 position                                     |
| OW Client Benefits                    | 45           | Benefit increases, Net   |
| Operating Expenses                    | 9            | Inflationary increases   |
| Operating Expenses                    | 56           | Leased & Owned Facilities                                      |
| Operating Expenses                    | 9            | Headquarters shared cost                                       |
| Operating Expenses                    | (141)        | Reduced Requirements SAMS                                      |
| Subsidy - SAMS                        | 141          | Remove One Time Subsidy  |
| Interdepartmental Transfer            | 389          | Remove One-Time CHPI transfer of funding from Housing Services |
| Minor Assets & Equipment              | (2)          | Reduced requirement  |
| Major Repairs & Renovations           | (20)         | Reduced requirement  |
| Tangible Capital Assets - New         | (77)         | Reduced requirement  |
| Tangible Capital Assets - Replacement | 36           | Increased requirement  |
| Subsidy - OW Program Delivery         | 535          | Reduce Provincial funding                                      |
|                                       | <b>1,533</b> |  |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Ontario Works Program Delivery

##### Financial Assistance Delivery

|  |       |
|--|-------|
| ♦ New positions: 2 Caseworkers, effective July 1, 2016, to better address the challenges of poverty and the complexities within the client base. (Annualized cost is \$200k)   | 101   |
| ♦ Decrease in temporary staffing to offset the Caseworker positions (above).   | (101) |
| ♦ Reduction in gapping to allow for an anticipated reduction in staff vacancies during the year. The division will continue to place an increased focus on recruitment to meet the needs and mandate of the Ontario Works program. | 40    |
| ♦ Increase in Purchased Services (\$50k) and Bank Charges (\$35k) offset by a decrease in Telephones & Pager costs (-\$85k) to better reflect actual expenditures.   | -     |
| ♦ Increase in Financial Charges (-\$5k) and Miscellaneous Revenues (-\$7k) based on historical actuals.  | (12)  |
| ♦ Minor Assets & Equipment: Bookcase for Uxbridge office.  | 1     |
| Subtotal   | 29    |

##### Employment Programs

|   |    |
|---|----|
| ♦ Increase in Purchased Services for internet cost at Employment Resource Centre location in order to improve internet speed, as the current service levels are not meeting the client service demands. | 11 |
| ♦ Increase in Transportation Client Benefits (\$60k) offset by a decrease in Clothing and Grooming Benefits (-\$60k) to better reflect actual expenditures.   | -  |
| ♦ Minor Assets & Equipment: Security Pass Card Lock - Upper John Street (\$3k), and Interactive Display Panels (\$16k).   | 19 |
| Subtotal  | 30 |

##### Facilities Management

|  |     |
|--|-----|
| ♦ Adjustments to various accounts to better reflect actual expenditures. | 14  |
| ♦ Major Repairs & Renovations: Front Counter replacement.                | 109 |
| Subtotal   | 123 |

##### Administrative Support

|  |      |
|--|------|
| ♦ Reclassify Senior Social Services Clerk to Assistant Supervisor to better meet the needs of the division related to the upload of benefits and the collection of overpayments. | 7    |
| ♦ Decrease in temporary staffing to offset reclassification (above)  | (7)  |
| ♦ Reclassify Senior Social Services Clerk to Policy Analyst to better meet the needs of the division by providing additional training and analysis support for staff.            | 27   |
| ♦ Decrease in temporary staffing to offset reclassification (above)  | (27) |
| Subtotal   | -    |

##### Tangible Capital Assets

|  |    |
|--|----|
| ♦ Workstations for new full time positions | 10 |
| Subtotal                                   | 10 |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Ontario Works Program Delivery (Continued)

**Provincial Subsidy**

|   |          |       |
|---|----------|-------|
| ♦ Program Delivery Upload - 91.4 per cent to 94.2 per cent. |          | (185) |
|   | Subtotal | (185) |
|   |          | 7     |

#### Ontario Works Client Benefits

**Client Benefits**

|  |          |       |
|--|----------|-------|
| ♦ Reduction of client benefit costs due to upload of 100% of dental benefit costs for children to Healthy Smiles Ontario under the Ministry of Health. |          | (663) |
| ♦ Increase in client benefit recoveries (Welfare Direct Recoveries and Family Court Recoveries) to better reflect actual activity.                     |          | (250) |
| ♦ Increase in client benefit costs as a result of projected 2% caseload increase.  |          | 1,455 |
|  | Subtotal | 542   |

**Provincial Subsidy**

|  |          |         |
|--|----------|---------|
| ♦ Reduction of Provincial subsidy due to upload of 100% of dental benefit costs for children to Healthy Smiles Ontario under the Ministry of Health. |          | 625     |
| ♦ Increase in Provincial subsidy for projected 2% caseload increase.   |          | (1,371) |
| ♦ Increase in discretionary benefits subsidy based on 2015 ODSP caseload actuals.  |          | (77)    |
| ♦ Program Delivery Upload - 91.4 per cent to 94.2 per cent.  |          | (1,985) |
|  | Subtotal | (2,808) |
|  |          | (2,266) |

#### Social Investment Fund

|  |  |      |
|--|--|------|
| ♦ Increase Inter-departmental Transfer from Family Services for a Family Counsellor 2, to meet community development needs related to poverty reduction, youth unemployment and other related initiatives. |  | 49   |
| ♦ Reduction in Materials and Services to offset the Inter-departmental Transfer indicated above.   |  | (49) |
|  |  | -    |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Headquarters Shared Cost

- ◆ Social Assistance share of costs related to the operation and maintenance of Regional Headquarters. 13
- ◆ Increase Provincial subsidy related to Regional Headquarters operating and maintenance costs. (7)

6

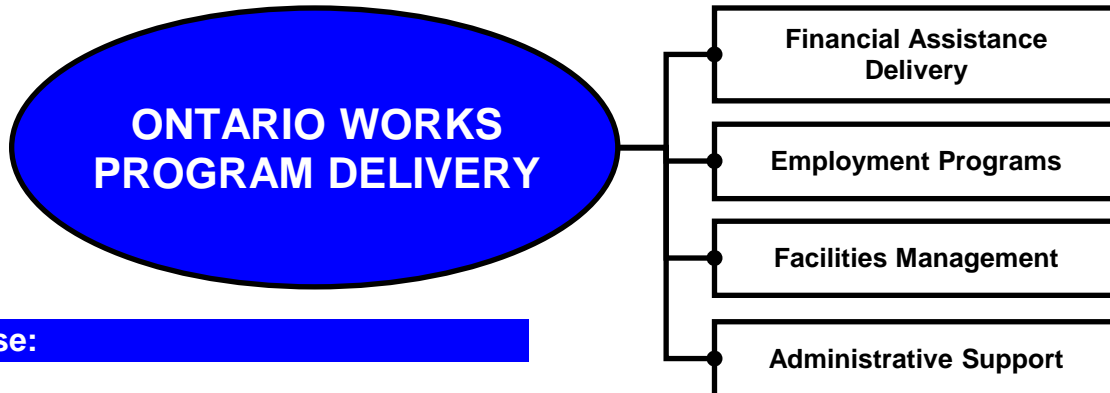
**Total Program Changes** (2,253)

# PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



## 2016 Program Detail

## Social Services - Social Assistance



### Purpose:

- ◆ To provide initial screening for Ontario Works (OW) Assistance eligibility and to respond to general enquiries 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.
- ◆ Ontario Works Employment Programs: To provide OW participants with value-added work experience; to locate full-time paid employment for job ready participants; and to provide case planning, job search workshops, self-employment training, family counseling services and other innovative and relevant employment supports.
- ◆ To foster long-term sustainable paid employment for OW participants.
- ◆ To provide a safe, comfortable work environment for the Social Services Department and its' clientele.
- ◆ To provide support services to the OW Program.

### Description of Program Activities:

- ◆ This is a mandatory program under Provincial legislation.
- ◆ In 2011, the Province implemented a revised OW funding approach where all OW program delivery funding is now within a single Provincial allocation. The following programs have been consolidated into this OW Program Delivery Program: OW Financial Assistance Delivery, OW Administrative Support, OW Employment Programs and OW Facilities Management. These programs are eligible for Provincial-Regional cost-sharing on a 50-50 basis as well as "uploaded" funding (94.2 per cent - 5.8 per cent for 2016) pertaining to Employment Programming. Provincial funding is based part on caseload levels, and Regional demographics.
- ◆ Central Intake is the first point of contact for 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 represent clients in support hearing of the Superior Court of Justice and monitor support payments made through the Family Responsibility Office.





## **2016 Program Detail**

## **Social Services - Social Assistance**

### **Description of Program Activities: (Continued)**

- ◆ Eligibility review officers review client files to verify client eligibility and where necessary refer the file to the overpayment recovery section Computer Assisted Payment Recovery System (CAPRS).

#### **Employment Programs**

- ◆ Identify and match appropriate participants with non-profit agencies or public sector volunteer work experience placements and monitor participants who find their own placements.
- ◆ Refer OW participants for placement in full-time employment. Participants skills will be assessed and participants will be marketed to appropriate employers.
- ◆ Provide employment counseling and related services to participants to facilitate their entry into the work place and increase their independence, thereby reducing the cost of social assistance. This includes the operation of the Resource Centre, individual employment counseling and group sessions from 1/2 day to 3 weeks in length depending on client needs.
- ◆ Job placement will provide an employer with assistance in hiring, screening and matching of potential candidates and funds, where appropriate, to offset informal/formal training costs and WSIB coverage for a period of six months.
- ◆ Job Placement will also support OW participants in their efforts to become employed and, once employed, support to ensure ongoing employment.
- ◆ Incentive payments, if applicable, will be targeted to meet the training requirements of individual participants.
- ◆ Human Resource support will be made available to both OW participants and employers for a period of six months.

#### **Facilities Management**

- ◆ Building and grounds maintenance staff continually inspect the perimeter and interior for deterioration in the structure and make all the necessary repairs.
- ◆ HVAC equipment is being updated on an ongoing basis as outdated components are continually repaired or replaced.
- ◆ Janitorial and custodial staff create a clean and tidy environment for staff to work. This service is monitored and is frequently assessed as to efficiency.
- ◆ Major repairs and renovations are overseen by the Works Department Facilities Management staff.
- ◆ Refer to Performance Date for listing of locations.
- ◆ Works Department performs service on a charge back basis.

#### **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, Homemakers and Nurses and the Social Investment Fund.
- ◆ Staff assigned to this program also coordinate the Departmental budget planning, review and monitoring processes as well as Provincial budget submissions, reporting and service contract requirements.



**2016 Program Detail**

**Social Services - Social Assistance**

**Description of Program Resources:**

- ◆ 2016 - Full time staff = 292.69    New positions: 2 Caseworkers.
- 2015 - Full time staff = 290.69

**Performance Measurements:**

- ◆ Number of calls to Central Intake for OW applications and general enquiries answered
- ◆ Cost per case
- ◆ Actual expenditures compared to subsidy
- ◆ OW Caseload Growth
- ◆ Office footage utilized
- ◆ Cost per square foot

**Performance Data:**

**Calls to Central Intake**

Number of calls to Central Intake for OW applications and general enquiries answered.

| 2015 Target | 2015 Estimated Actual | 2016 Target |
|-------------|-----------------------|-------------|
| 31,000      | 33,966                | 34,000      |

**OW Program Delivery: Cost per Case Comparative Data**

|                                     | 2015 Target | 2015 Estimated Actual | 2016 Target |
|-------------------------------------|-------------|-----------------------|-------------|
| Average Monthly Caseload            | 9,461       | 9,701                 | 9,650       |
| Gross Cost per average monthly case | \$3,544     | \$3,229               | \$3,540     |
| Net Cost per average monthly case   | \$1,517     | \$1,292               | \$1,604     |

# PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



## 2016 Program Detail

## Social Services - Social Assistance

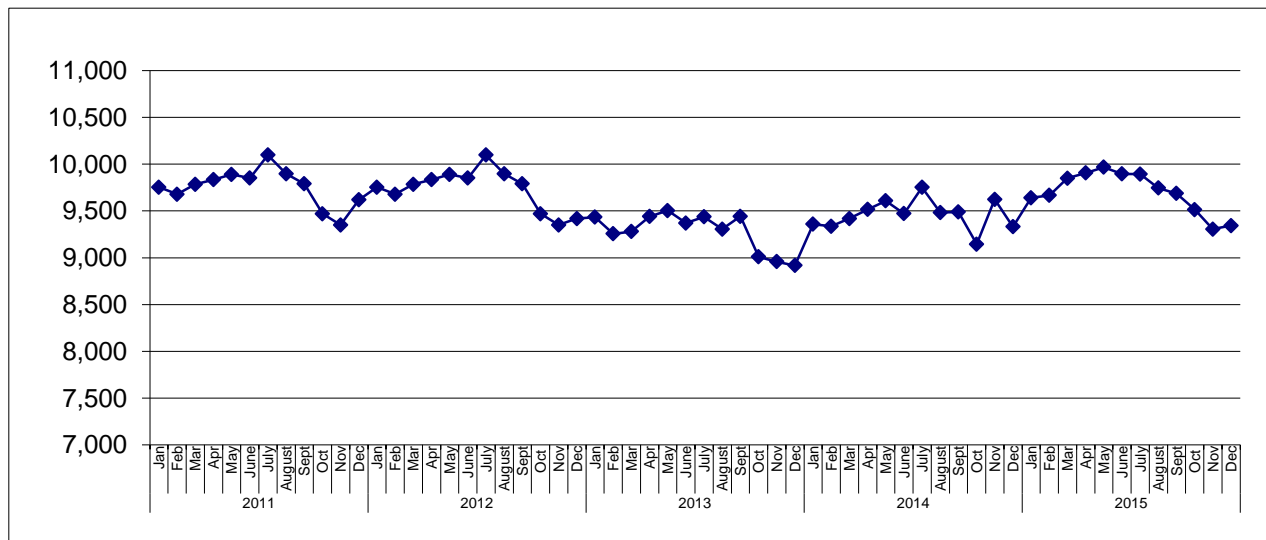
### Performance Data: (Continued)

#### Actual Expenditures Compared to Subsidy

|   | 2015<br>Target<br>(,000's) | 2015<br>Estimated<br>Actual<br>(,000's) | 2016<br>Target<br>(,000's) |
|---|----------------------------|---|----------------------------|
| Gross Cost of OW Program Delivery           | \$32,366                   | \$30,173                                | \$32,984                   |
| Headquarters Shared Cost                    | \$1,164                    | \$1,164                                 | \$1,195                    |
|   | \$33,530                   | \$31,337                                | \$34,179                   |
| One-Time SAMS Administration Relief Subsidy | (\$141)                    | (\$282)                                 | \$0                        |
| Provincial Subsidy                          | (\$19,038)                 | (\$18,519)                              | (\$18,704)                 |
|   |                            |   |                            |
| <b>Net Cost of OW Program Delivery</b>      | <b>\$14,351</b>            | <b>\$12,536</b>                         | <b>\$15,475</b>            |
|   |                            |   |                            |

\$900,000 of additional Provincial Subsidy dollars are dedicated to Centralized Corporate Services.

#### OW Caseload Growth



#### Average Annual OW Caseload Change

|              | Caseload<br>Change | Per Cent<br>Increase |
|--------------|--------------------|----------------------|
| 2010 to 2011 | 11                 | 0.12%                |
| 2011 to 2012 | -17                | -0.17%               |
| 2012 to 2013 | -455               | -4.68%               |
| 2013 to 2014 | 182                | 1.96%                |
| 2014 to 2015 | 240                | 2.54%                |
| 2015 to 2016 | 189                | 2.00%                |

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2016 Program Detail**

**Social Services - Social Assistance**

**Performance Data: (Continued)**

**Average Annual Ontario Disability Support Program (ODSP) Caseload Change**

|              | Caseload Change | Per Cent Change |
|--------------|-----------------|-----------------|
| 2012 to 2013 | 679             | 6.53%           |
| 2013 to 2014 | 655             | 5.91%           |
| 2014 to 2015 | 406             | 3.46%           |
| 2015 to 2016 | 284             | 2.34%           |

**Office Footage Utilized**

|                                | 2014   | 2015   | 2016   |
|--------------------------------|--------|--------|--------|
| Total office footage utilized: |        |        |        |
| 505 Wentworth St.              | 12,037 | 12,037 | 12,037 |
| 138 - 140 Commercial Ave.      | 17,875 | 17,875 | 17,875 |
| 2 Campbell Dr.                 | 3,640  | 3,640  | 3,640  |
| 200 John St. (Lower Level)     | 4,279  | 4,279  | 4,279  |
| 200 John St. (Upper Level)     | 15,776 | 15,776 | 15,776 |

**Cost Per Square Foot**

|                           | 2014 Actuals | 2015 Estimated Actuals | 2016 Target |
|---------------------------|--------------|------------------------|-------------|
| Cost per square foot:     |              |                        |             |
| 505 Wentworth             | \$ 33        | \$ 33                  | \$ 34       |
| 138 - 140 Commercial      | \$ 20        | \$ 21                  | \$ 21       |
| 2 Campbell Drive          | \$ 44        | \$ 30                  | \$ 31       |
| 200 John St (Lower Level) | \$ 28        | \$ 30                  | \$ 29       |
| 200 John St (Upper Level) | \$ 25        | \$ 30                  | \$ 30       |

**Note:** The above costs exclude capital and Headquarters shared costs.

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2016 Program Detail**

**Social Services - Social Assistance**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 25,631                       | 27,739                     | 28,189                 | 40                        | 28,229                     |
| Personnel Related   | 211                          | 238                        | 238                    | -                         | 238                        |
| Communications  | 409                          | 571                        | 580                    | (85)                      | 495                        |
| Supplies  | 181                          | 149                        | 149                    | -                         | 149                        |
| Food  | 1                            | 3                          | 3                      | -                         | 3                          |
| Utilities   | 72                           | 53                         | 86                     | -                         | 86                         |
| Computer Maintenance & Operations                             | 17                           | 9                          | 9                      | -                         | 9                          |
| Materials & Services  | 213                          | 209                        | 209                    | 62                        | 271                        |
| Buildings & Grounds Operations                                | 78                           | 79                         | 79                     | 3                         | 82                         |
| Equipment Maintenance & Repairs                               | 38                           | 96                         | 96                     | -                         | 96                         |
| Client Benefit Expenses                                       | 1,699                        | 1,798                      | 1,798                  | -                         | 1,798                      |
| Professional Services   | 34                           | 49                         | 49                     | -                         | 49                         |
| Contracted Services   | 93                           | 83                         | 83                     | 10                        | 93                         |
| Leased Facilities Expenses                                    | 1,124                        | 1,098                      | 1,121                  | -                         | 1,121                      |
| Financial Expenses  | 71                           | 33                         | 33                     | 35                        | 68                         |
| Minor Assets & Equipment                                      | -                            | 2                          | -                      | 20                        | 20                         |
| Major Repairs & Renovations                                   | 23                           | 20                         | -                      | 109                       | 109                        |
| <b>Operating Expenses Subtotal</b>                            | <b>29,895</b>                | <b>32,229</b>              | <b>32,722</b>          | <b>194</b>                | <b>32,916</b>              |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Health Charge   | 78                           | 78                         | 80                     | -                         | 80                         |
| Works-Facilities Management Charge                            | 66                           | 66                         | 66                     | -                         | 66                         |
| Recovery - LTC Administration                                 | (204)                        | (204)                      | (206)                  | -                         | (206)                      |
| Recovery - Adult Day Program                                  | (9)                          | (9)                        | (9)                    | -                         | (9)                        |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(69)</b>                  | <b>(69)</b>                | <b>(69)</b>            | <b>-</b>                  | <b>(69)</b>                |
| <b>Gross Operating Expenses</b>                               | <b>29,826</b>                | <b>32,160</b>              | <b>32,653</b>          | <b>194</b>                | <b>32,847</b>              |

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2016 Program Detail**

**Social Services - Social Assistance**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| New                                  | 218                          | 77                         | -                      | 10                        | 10                         |
| Replacement                          | 129                          | 129                        | 127                    | -                         | 127                        |
| <b>Total Tangible Capital Assets</b> | <b>347</b>                   | <b>206</b>                 | <b>127</b>             | <b>10</b>                 | <b>137</b>                 |
| <b>Total Expenses</b>                | <b>30,173</b>                | <b>32,366</b>              | <b>32,780</b>          | <b>204</b>                | <b>32,984</b>              |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Provincial Subsidy-One Time          | (282)                        | (141)                      | -                      | -                         | -                          |
| Provincial Subsidy                   | (17,937)                     | (18,456)                   | (17,921)               | (185)                     | (18,106)                   |
| Sundry Revenue                       | (15)                         | -                          | -                      | (12)                      | (12)                       |
| <b>Total Revenues</b>                | <b>(18,234)</b>              | <b>(18,597)</b>            | <b>(17,921)</b>        | <b>(197)</b>              | <b>(18,118)</b>            |
| <b>Net Program Expenses</b>          | <b>11,939</b>                | <b>13,769</b>              | <b>14,859</b>          | <b>7</b>                  | <b>14,866</b>              |

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2016 Program Detail**

**Social Services - Social Assistance**

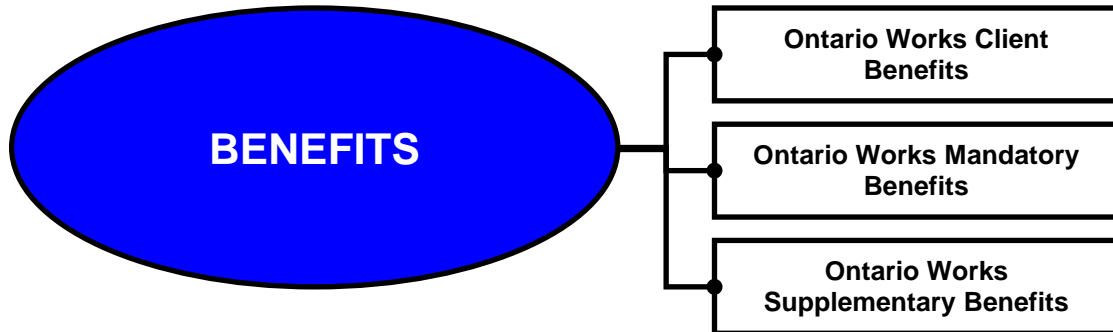
**Summary by Program Type**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Gross Operating Expenses</b>      |                              |                            |                        |                           |                            |
| General                              | 22,256                       | 23,999                     | 24,375                 | 41                        | 24,416                     |
| OW Employment Supports               | 4,285                        | 4,843                      | 4,924                  | 30                        | 4,954                      |
| OW Employment Programs SDMT          | 1,784                        | 1,883                      | 1,883                  | -                         | 1,883                      |
| FM at Place                          | 1,034                        | 1,011                      | 1,005                  | 121                       | 1,126                      |
| FM-Ont Works-Employment<br>Prgms     | 467                          | 424                        | 466                    | 2                         | 468                        |
| <b>Gross Operating Expenses</b>      | <b>29,826</b>                | <b>32,160</b>              | <b>32,653</b>          | <b>194</b>                | <b>32,847</b>              |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| General                              | 314                          | 173                        | 112                    | 10                        | 122                        |
| OW Employment Supports               | 33                           | 33                         | 15                     | -                         | 15                         |
| <b>Total Tangible Capital Assets</b> | <b>347</b>                   | <b>206</b>                 | <b>127</b>             | <b>10</b>                 | <b>137</b>                 |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| General                              | (18,214)                     | (18,578)                   | (17,901)               | (196)                     | (18,097)                   |
| OW Employment Programs SDMT          | (20)                         | (19)                       | (20)                   | (1)                       | (21)                       |
| <b>Total Revenues</b>                | <b>(18,234)</b>              | <b>(18,597)</b>            | <b>(17,921)</b>        | <b>(197)</b>              | <b>(18,118)</b>            |
| <b>Net Program Expenses</b>          | <b>11,939</b>                | <b>13,769</b>              | <b>14,859</b>          | <b>7</b>                  | <b>14,866</b>              |



2016 Program Detail

Social Services - Social Assistance



**Purpose:**

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

**Description of Program Activities:**

- ◆ These are mandatory programs under Provincial legislation, with the exception of OW Supplementary Benefits which is a discretionary program.
- ◆ The cost of benefits less program recoveries is shared with the Province. In 2016, the cost sharing formula will be 94.2 per cent Province - 5.8 per cent Region.
- ◆ 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 the OW Program Delivery.



**PROGRAM 2  
ONTARIO WORKS CLIENT BENEFITS**



**2016 Program Detail**

**Social Services - Social Assistance**

| Detailed Cost of Program:                                     | 2015                 |                    | 2016            |                   |                    |
|---|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                                     |                      |                    |                 |                   |                    |
| Client Benefit Expenses                                       | 79,251               | 72,883             | 74,275          | 542               | 74,817             |
| <b>Operating Expenses Subtotal</b>                            | <b>79,251</b>        | <b>72,883</b>      | <b>74,275</b>   | <b>542</b>        | <b>74,817</b>      |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                      |                    |                 |                   |                    |
| Recovery - Housing Services                                   | (389)                | (389)              | -               | -                 | -                  |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(389)</b>         | <b>(389)</b>       | <b>-</b>        | <b>-</b>          | <b>-</b>           |
| <b>Total Expenses</b>   | <b>78,862</b>        | <b>72,494</b>      | <b>74,275</b>   | <b>542</b>        | <b>74,817</b>      |
| <b>Revenues</b>   |                      |                    |                 |                   |                    |
| Provincial Subsidy  | (72,412)             | (65,906)           | (67,253)        | (2,808)           | (70,061)           |
| <b>Total Revenues</b>   | <b>(72,412)</b>      | <b>(65,906)</b>    | <b>(67,253)</b> | <b>(2,808)</b>    | <b>(70,061)</b>    |
| <b>Net Program Expenses</b>                                   | <b>6,450</b>         | <b>6,588</b>       | <b>7,022</b>    | <b>(2,266)</b>    | <b>4,756</b>       |

## PROGRAM 3 TRANSITION CHILD BENEFITS



### 2016 Program Detail

### Social Services - Social Assistance

#### Purpose:

- ◆ The Transition Child Benefits (TCB) are issued to recipients who have dependent children under the age of 18 or trustees who care for a child receiving Temporary Care Assistance (TCA) under Ontario Works.
- ◆ The TCB is issued in cases where the parent/recipient/trustee is not receiving the Ontario Child Benefit (OCB) or the National Child Benefit Supplement (NCBS) based upon annual reporting of income tax through Canada Revenue Agency (CRA). This Benefit is also issued in cases where the parent/recipient/trustee may only be receiving a portion of the OCB or NCBS and not the maximum amount.
- ◆ The maximum amount of this benefit is \$230 per dependent child in a given month.

#### Description of Program Activities:

- ◆ The parent/recipient/trustee must apply for the OCB/NCBS or complete an income tax return to be assessed.
- ◆ Generally the TCB is issued for a period of 4 months and will need to be repaid when the parent/recipient/trustee receives a retroactive OCB/NCBS payment from the Government of Canada.

#### Description of Program Resources:

- ◆ The personnel who administer this program are charged to the Ontario Works Administrative Support and Ontario Works Financial Assistance Delivery programs.
- ◆ This program is fully funded by the Province.

**PROGRAM 3  
TRANSITION CHILD BENEFITS**



**2016 Program Detail**

**Social Services - Social Assistance**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Client Benefit Expenses          | 908                          | 866                        | 866                    | -                         | 866                        |
| <b>Total Expenses</b>            | <b>908</b>                   | <b>866</b>                 | <b>866</b>             | <b>-</b>                  | <b>866</b>                 |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (908)                        | (866)                      | (866)                  | -                         | (866)                      |
| <b>Total Revenues</b>            | <b>(908)</b>                 | <b>(866)</b>               | <b>(866)</b>           | <b>-</b>                  | <b>(866)</b>               |
| <b>Net Program Expenses</b>      | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |

## PROGRAM 4 FAMILY COUNSELLING SERVICES



### 2016 Program Detail

### Social Services - Social Assistance

#### Purpose:

- ◆ To provide individual and family counselling to Ontario Works (OW) participants.

#### Description of Program Activities:

- ◆ 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.
- ◆ This is a 100 per cent Regionally funded program.
- ◆ The cost of this program represents the time spent by Family Services Durham staff working with the OW participants.
- ◆ Family Services is accredited through Canadian Family Services Accreditation Program (CFSAP), the Council on Accreditation and is ISO 9001:2008 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 30 per cent of these counselling hours from Family Services Durham.

#### Performance Measurements:

- ◆ Number of counselling sessions
- ◆ Average weekly direct counselling service hours per counsellor
- ◆ Number of clients served

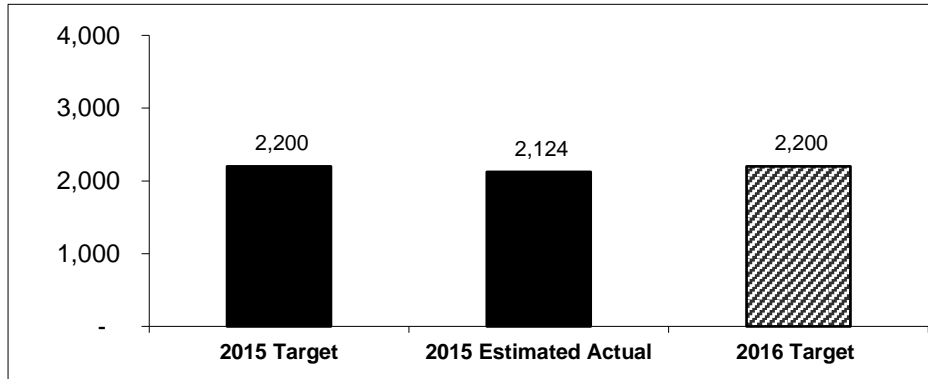


**2016 Program Detail**

**Social Services - Social Assistance**

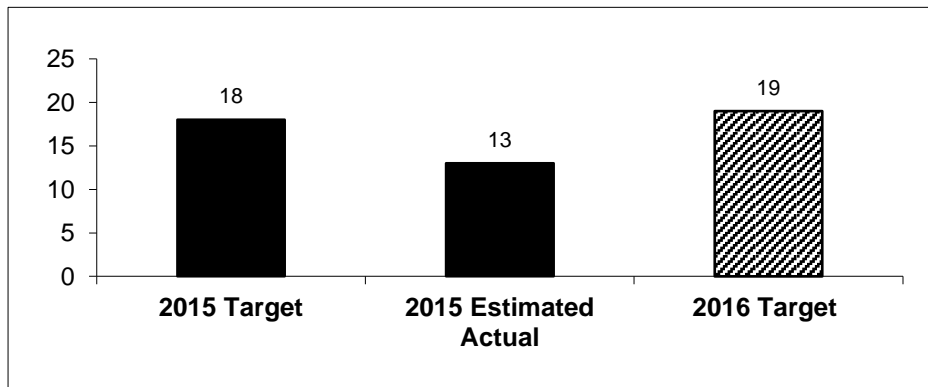
**Performance Data:**

**Number of Counselling Sessions**

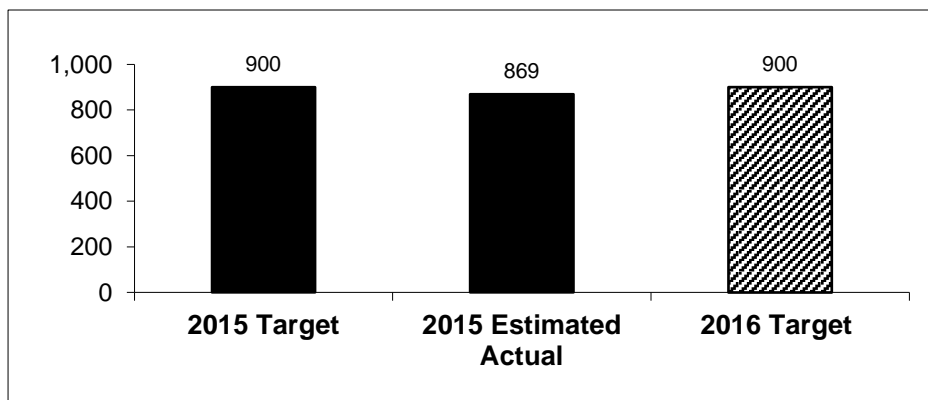


Note: This is based on the number of counselling staff who spend 19 hours per week in direct counselling.

**Average Weekly Direct Counselling Service Hours per Counsellor**



**Number of Clients Served**



**PROGRAM 4  
FAMILY COUNSELLING SERVICES**



**2016 Program Detail**

**Social Services - Social Assistance**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Family Services Charge  | 192                          | 192                        | 192                    | -                         | 192                        |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>192</b>                   | <b>192</b>                 | <b>192</b>             | <b>-</b>                  | <b>192</b>                 |
| <b>Net Program Expenses</b>                                   | <b>192</b>                   | <b>192</b>                 | <b>192</b>             | <b>-</b>                  | <b>192</b>                 |

# PROGRAM 5 PEDICULOSIS TREATMENT AND EDUCATION



## 2016 Program Detail

## Social Services - Social Assistance

### Purpose:

- ◆ To provide treatment, education and counseling services for Ontario Works and Ontario Disability Support recipients dealing with a pediculosis outbreak.

### Description of Program Activities:

- ◆ This program is funded 100 per cent by the Region up to a contracted amount.
- ◆ Provide treatment, education and counselling to those dealing with a pediculosis outbreak to obtain proper treatment and to learn how to prevent and, if needed, deal with subsequent outbreaks.

### Description of Program Resources:

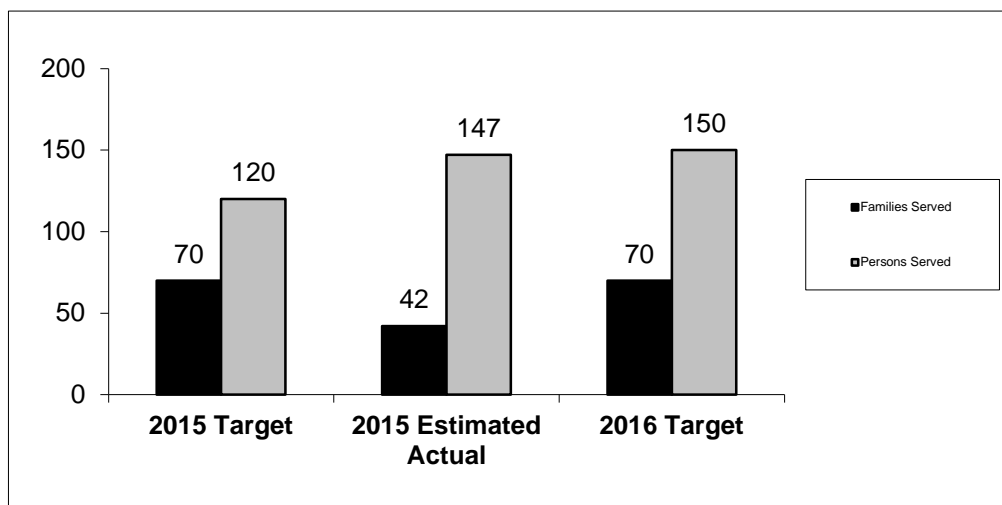
- ◆ Services provided via a contract with a community agency.

### Performance Measurements:

- ◆ Number of families and individuals served.

### Performance Data:

## Number of Families and Individuals Served



**PROGRAM 5  
PEDICULOSIS TREATMENT AND EDUCATION**



**2016 Program Detail**

**Social Services - Social Assistance**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Materials & Services        | 9                    | 21                 | 21             | -                 | 21                 |
| <b>Net Program Expenses</b> | <b>9</b>             | <b>21</b>          | <b>21</b>      | <b>-</b>          | <b>21</b>          |





**2016 Program Detail**

**Social Services - Social Assistance**

**Purpose:**

- ◆ To assist with the cost of funerals and burials for low income residents of Durham Region who were not in receipt of Ontario Works or Ontario Disability Support Assistance.
- ◆ Under the Anatomy Act and the Public Hospitals Act, the Region has a mandatory obligation to bury unclaimed bodies.

**Description of Program Activities:**

- ◆ This program is funded 100 per cent by the Region.
- ◆ Staff administer a "needs test" to determine financial eligibility.
- ◆ Staff apply for and process recovery of costs from the federal government through the Canada Pension Plan and deceased estates where available.

**Description of Program Resources:**

- ◆ The personnel who administer this program are budgeted in Ontario Works Program Delivery.

**Performance Measurements:**

- ◆ Average annual burial cost
- ◆ Number of burials

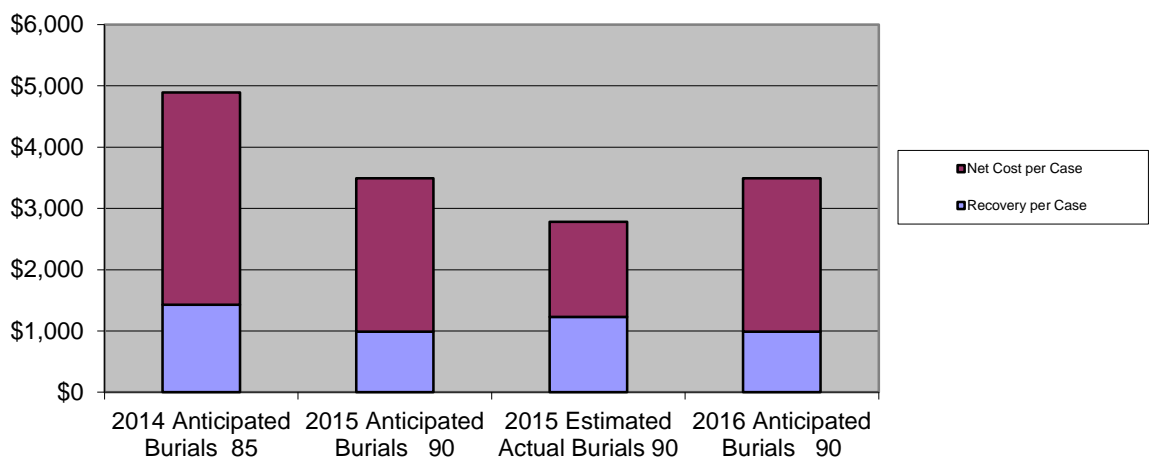


**2016 Program Detail**

**Social Services - Social Assistance**

**Performance Data:**

**Average Annual Burial Cost**



**PROGRAM 6  
FUNERALS AND BURIALS**



**2016 Program Detail**

**Social Services - Social Assistance**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Client Benefit Expenses     | 279                  | 314                | 314            | -                 | 314                |
| <b>Total Expenses</b>       | <b>279</b>           | <b>314</b>         | <b>314</b>     | <b>-</b>          | <b>314</b>         |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Sundry Revenue              | (99)                 | (89)               | (89)           | -                 | (89)               |
| <b>Total Revenues</b>       | <b>(99)</b>          | <b>(89)</b>        | <b>(89)</b>    | <b>-</b>          | <b>(89)</b>        |
| <b>Net Program Expenses</b> | <b>180</b>           | <b>225</b>         | <b>225</b>     | <b>-</b>          | <b>225</b>         |



## **2016 Program Detail**

## **Social Services - Social Assistance**

### **Purpose:**

- ◆ Purchase homemaking services for low income persons in need, as determined by, and in accordance with, the Homemakers and Nurses' Act, to facilitate the frail, elderly and ill/disabled persons remaining in their own homes.

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

- ◆ This program has an 80/20 cost sharing formula with the Province (Ministry of Health and Long-Term Care) funding 80% of the costs..
- ◆ This is a core business program.
- ◆ Staff contract for the provision of homemaking services to assist low income persons, primarily seniors and the disabled, with meal preparation and light housecleaning.
- ◆ Staff maintain Purchase of Service Agreements with the following community home care agencies to provide these services:
  - ◆ DHS Health Care Services
  - ◆ We Care Home Health Services
  - ◆ Para-Med Home Health Care Services - Oshawa
  - ◆ Saint Elizabeth Health Care
  - ◆ VHA Home Healthcare

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

- ◆ 1 Caseworker 2 and 1 clerical staff in the Ontario Works Program Delivery Program oversee the service contracts for these services as part of their responsibilities.
- ◆ The personnel who administer this program are budgeted in Ontario Works Program Delivery.

### **Performance Measurements:**

- ◆ Hours of service provided
- ◆ Cost per hour of service
- ◆ Gross cost of program

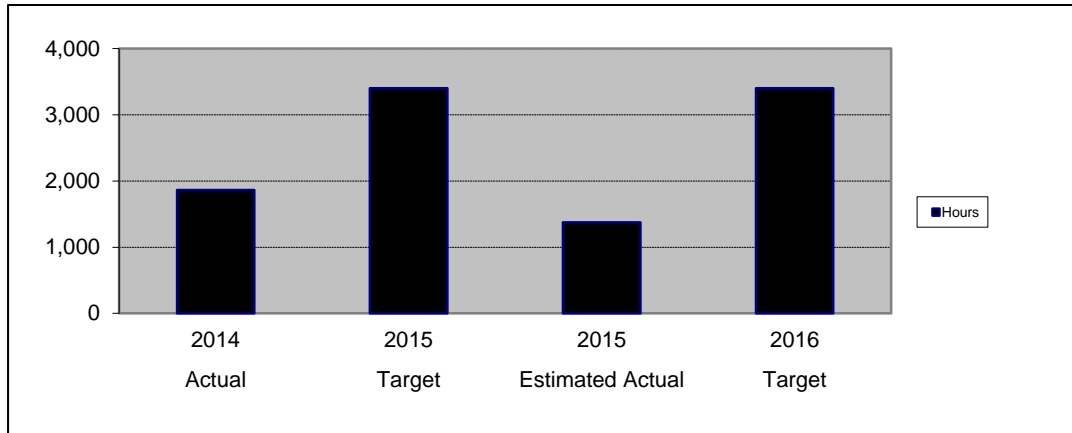


**2016 Program Detail**

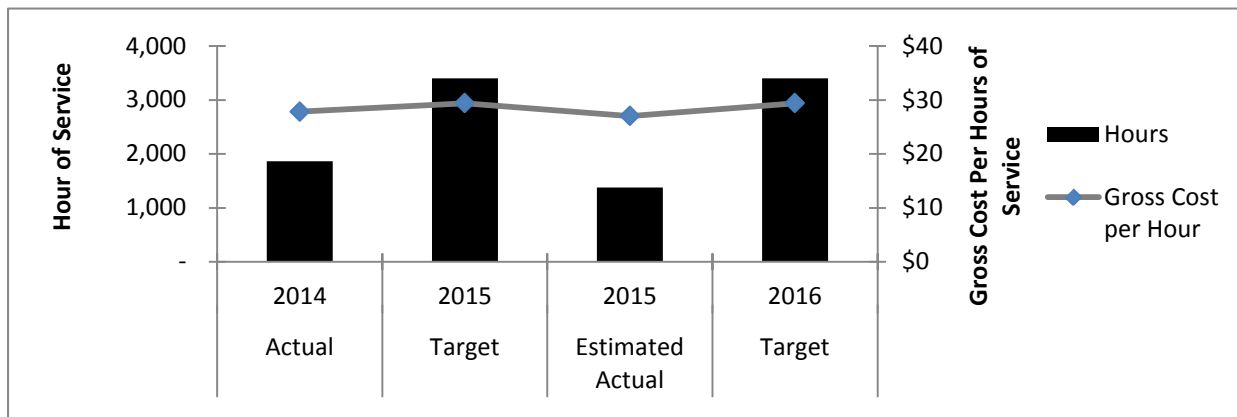
**Social Services - Social Assistance**

**Performance Data:**

**Hours of Service Provided**



**Cost per Hour of Service**



**Gross Cost of Program**

|                                 | <u>Actual 2014</u> | <u>Target 2015</u> | <u>Estimated Actual 2015</u> | <u>Target 2016</u> |
|---------------------------------|--------------------|--------------------|------------------------------|--------------------|
| Hours of Service provided:      | 1,833              | 3,400              | 1,375                        | 3,400              |
| Gross Cost of Program:          | \$53,291           | \$100,000          | \$37,146                     | \$100,000          |
| Gross Cost per Hour of Service: | \$29.07            | \$29.41            | \$27.02                      | \$29.41            |

**PROGRAM 7  
HOMEMAKERS SERVICES**



**2016 Program Detail**

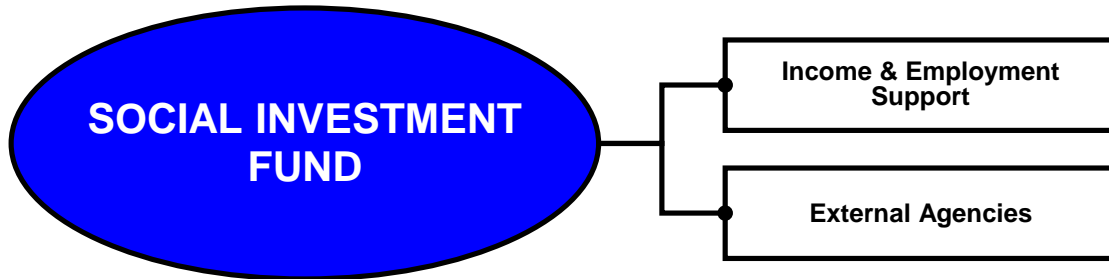
**Social Services - Social Assistance**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Contracted Services         | 37                   | 100                | 100            | -                 | 100                |
| <b>Total Expenses</b>       | <b>37</b>            | <b>100</b>         | <b>100</b>     | <b>-</b>          | <b>100</b>         |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Provincial Subsidy          | (30)                 | (80)               | (80)           | -                 | (80)               |
| <b>Total Revenues</b>       | <b>(30)</b>          | <b>(80)</b>        | <b>(80)</b>    | <b>-</b>          | <b>(80)</b>        |
| <b>Net Program Expenses</b> | <b>7</b>             | <b>20</b>          | <b>20</b>      | <b>-</b>          | <b>20</b>          |



2016 Program Detail

Social Services - Social Assistance



**Purpose:**

- ◆ To help prevent and reduce the depth of child poverty.
- ◆ 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 Division** - 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, Pre & Post Natal Nutrition Program, Feed the Need in Durham, Brain Injury Association of Durham, Girls Inc. and Durham Mental Health Services have received funds in prior years.

**Description of Program Resources:**

- ◆ Allocation of funding is subject to an annual report to Regional Council.



**2016 Program Detail**

**Social Services - Social Assistance**

**Performance Measurements:**

- ◆ The number of persons assisted.

**Performance Data:**

**Number of Persons Assisted**

| <b>Agency/Department</b>           | <b>2014<br/>Actual</b> | <b>2015<br/>Target</b> | <b>2015<br/>Estimated<br/>Actual</b> | <b>2016<br/>Target</b> |
|------------------------------------|------------------------|------------------------|--------------------------------------|------------------------|
| Income & Employment Support        | 12,215                 | 12,000                 | 8,759                                | 12,000                 |
| Durham Child Nutrition Program     | 54,799                 | 54,000                 | 70,585                               | 70,000                 |
| Girls Inc.                         | 4,070                  | 4,050                  | 7,612                                | 7,000                  |
| Rose of Durham                     | 4,590                  | 4,500                  | 6,924                                | 6,500                  |
| Feed the Need in Durham            | 10,276                 | 10,275                 | 14,550                               | 12,000                 |
| Brain Injury Association of Durham | 60                     | 60                     | 49                                   | 60                     |
| Distress Centre Durham             | N/A                    | 2,690                  | 2,700                                | 3,000                  |
| <b>Total:</b>                      | <b>86,010</b>          | <b>87,575</b>          | <b>111,179</b>                       | <b>110,560</b>         |

- ◆ Programs which receive funding can change from year to year depending on priorities identified in Reports to Council.

|  | <b>2015<br/>Agency<br/>Allocations</b> | <b>2016<br/>Agency<br/>Allocations</b> |
|--|--|--|
| <b>Rose of Durham - Durham Child Nutrition Program</b> | <b>\$103,250</b>                       | <b>\$103,250</b>                       |
| <b>Girls Inc.</b>                                      | <b>\$35,000</b>                        | <b>\$35,000</b>                        |
| <b>Distress Centre Durham</b>                          | <b>\$40,000</b>                        | <b>\$40,000</b>                        |
| <b>Rose of Durham</b>                                  | <b>\$30,000</b>                        | <b>\$30,000</b>                        |
| <b>Brain Injury Association of Durham</b>              | <b>\$50,750</b>                        | <b>\$50,750</b>                        |
| <b>Feed the Need Durham</b>                            | <b>\$38,000</b>                        | <b>\$38,000</b>                        |
|  | <b>\$297,000</b>                       | <b>\$297,000</b>                       |

\* Subject to an annual report to Regional Council.



**PROGRAM 8  
SOCIAL INVESTMENT FUND**



**2016 Program Detail**

**Social Services - Social Assistance**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Materials & Services  | 311                          | 516                        | 516                    | (49)                      | 467                        |
| Client Benefit Expenses                                       | 522                          | 260                        | 260                    | -                         | 260                        |
| Contracted Services   | 297                          | 297                        | 297                    | -                         | 297                        |
| <b>Operating Expenses Subtotal</b>                            | <b>1,130</b>                 | <b>1,073</b>               | <b>1,073</b>           | <b>(49)</b>               | <b>1,024</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Family Services Charge  | -                            | -                          | -                      | 49                        | 49                         |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>49</b>                 | <b>49</b>                  |
| <b>Net Program Expenses</b>                                   | <b>1,130</b>                 | <b>1,073</b>               | <b>1,073</b>           | <b>-</b>                  | <b>1,073</b>               |

**PROGRAM 9  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Social Services - Social Assistance**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 9  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Social Services - Social Assistance**

| <b>Detailed Cost of Program:</b>   | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)   | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>  |                              |                            |                        |                           |                            |
| Rents  | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Total Revenues</b>  | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Net Program Expenses</b>  | <b>11,441</b>                | <b>11,774</b>              | <b>11,964</b>          | <b>134</b>                | <b>12,098</b>              |
| <b>Department's Share of Net<br/>Program Expenses</b>                                  | <b>1,164</b>                 | <b>1,164</b>               | <b>1,182</b>           | <b>13</b>                 | <b>1,195</b>               |
| <b>Less: Provincial Subsidy</b>  | <b>(582)</b>                 | <b>(582)</b>               | <b>(591)</b>           | <b>(7)</b>                | <b>(598)</b>               |
| <b>Social Assistance's Share of<br/>Program Expenses Net of<br/>Provincial Subsidy</b> | <b>582</b>                   | <b>582</b>                 | <b>591</b>             | <b>6</b>                  | <b>597</b>                 |

## TANGIBLE CAPITAL ASSETS - NEW



### 2016 Business Plan

### Social Services - Social Assistance

| Description  | Qty | Unit Cost | Total         |
|--|-----|-----------|---------------|
|  |     | \$        | \$            |
| <b><u>OW Financial Assistance Delivery - Program 1</u></b> |     |           |               |
| 2 Workstations - 2 Caseworkers                             | 2   | 5,000     | 10,000        |
|  |     |           | <b>10,000</b> |

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2016 Business Plan

### Social Services - Social Assistance

| Description  | Qty | Unit Cost | Total          |
|--|-----|-----------|----------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                           |     | \$        | \$             |
| <b><u>OW Administrative Support - Program 1</u></b>        |     |           |                |
| 1 Desktop Computer (Includes Monitor)                      | 3   | 950       | 2,850          |
| 2 Laptop Computers   | 2   | 2,100     | 4,200          |
|  |     |           | <b>7,050</b>   |
| <b><u>OW Financial Assistance Delivery - Program 1</u></b> |     |           |                |
| 3 Desktop Computers (Includes Monitors)                    | 19  | 950       | 18,050         |
| 4 Laptop Computers   | 3   | 2,100     | 6,300          |
| 5 Monitors   | 123 | 250       | 30,750         |
| 6 Software Replacement - CAPRS                             | 1   | 50,000    | 50,000         |
|  |     |           | <b>105,100</b> |
| <b><u>OW Employment Programs - Program 1</u></b>           |     |           |                |
| 7 Laptop Computers   | 7   | 2,100     | 14,700         |
|  |     |           | <b>14,700</b>  |
|  |     |           | <b>126,850</b> |

|   |
|---|
| <p><b>TABLE OF CONTENTS</b><br/> <b>2016</b><br/> <b>BUSINESS PLANS &amp; BUDGETS</b></p> |
|---|

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**SOCIAL SERVICES**

**Page No.**

**CHILDREN’S SERVICES**

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2016 Business Plan

Social Services - Children's Services

Major Services & Activities

Directly Operated

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

Purchase of Services

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

Behaviour Management

- ◆ Provide consultation to parents and care givers in the child's natural environment and child care centres, when they are experiencing difficulty managing child behaviour.

General Operating

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

Administration

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

Community Planning

- ◆ As the Consolidated Municipal Service Manager (CMSM), create and implement an annual service system plan for Durham and provide leadership for child care initiatives by: working in partnership with school boards, child care operators, support services and agencies to implement the Early Learning Framework and Provincial Modernization activities.

Wage Enhancement

- ◆ Close the wage gap between Registered Early Child Care Educators (RECE's) working in School Boards and those in licensed child care.



**2016 Business Plan**

**Social Services -  
Children's Services**

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

|  |
|--|
| of our diverse community, including children, youth and the aging population<br><b>Responsibility - Lead</b>   |
| <b>Key Deliverables</b> <ul style="list-style-type: none"> <li>◆ Interview and assess eligibility of approximately 4,000 fee subsidy applications.</li> <li>◆ Measure parent satisfaction.</li> <li>◆ Administer approximately 86 fee subsidy child care contracts and related funding in the Purchase of Service Child Care Fee Subsidy System.</li> <li>◆ Host 4 Best Start Network community meetings.</li> </ul>                   |
| <b>Performance Targets</b> <ul style="list-style-type: none"> <li>◆ 90 per cent of parents surveyed are satisfied with services provided in Directly Operated programs.</li> <li>◆ 2,400 children with special needs served annually.</li> <li>◆ 2,000 information guides printed and distributed annually.</li> <li>◆ 3,700 or less children waiting for a subsidized placement.</li> <li>◆ Meet Ministry service targets.</li> </ul> |



## PROGRAM SUMMARY



### 2016 Business Plan

### Social Services - Children's Services

| By Program                             | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                             | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
|  | \$                   | \$                 | \$             | \$                | \$                 |
| <b>1 PURCHASED FEE SUBSIDY SPACES</b>  |                      |                    |                |                   |                    |
| Operating Expenses                     | 18,368               | 18,156             | 18,155         | 1,000             | 19,155             |
| Provincial Subsidy                     | (16,104)             | (16,104)           | (16,104)       | (1,000)           | (17,104)           |
| Subtotal                               | 2,264                | 2,052              | 2,051          | -                 | 2,051              |
| <b>2 DIRECTLY OPERATED SPACES</b>      |                      |                    |                |                   |                    |
| Operating Expenses                     | 6,859                | 7,404              | 7,344          | 141               | 7,485              |
| Tangible Capital Assets                | 44                   | 44                 | 31             | -                 | 31                 |
| Provincial Subsidy                     | (4,260)              | (4,260)            | (4,260)        | (47)              | (4,307)            |
| Provincial Contribution-One-Time       | -                    | -                  | -              | (25)              | (25)               |
| Fees & Service Charges                 | (1,003)              | (1,000)            | (1,000)        | (20)              | (1,020)            |
| Subtotal                               | 1,640                | 2,188              | 2,115          | 49                | 2,164              |
| <b>3 ONTARIO WORKS CHILD CARE</b>      |                      |                    |                |                   |                    |
| Operating Expenses                     | 1,059                | 1,200              | 1,200          | -                 | 1,200              |
| Provincial Subsidy                     | (927)                | (927)              | (927)          | -                 | (927)              |
| Subtotal                               | 132                  | 273                | 273            | -                 | 273                |
| <b>4 SOCIAL INVESTMENT FUND</b>        |                      |                    |                |                   |                    |
| Operating Expenses                     | 38                   | 32                 | 32             | -                 | 32                 |
| Subtotal                               | 38                   | 32                 | 32             | -                 | 32                 |
| <b>5 SPECIAL NEEDS RESOURCING</b>      |                      |                    |                |                   |                    |
| Operating Expenses                     | 3,600                | 3,600              | 3,362          | 424               | 3,786              |
| Provincial Subsidy                     | (2,983)              | (2,983)            | (2,983)        | (324)             | (3,307)            |
| Provincial Contribution-One-Time       | -                    | (238)              | -              | (100)             | (100)              |
| Subtotal                               | 617                  | 379                | 379            | -                 | 379                |
| <b>6 BEHAVIOUR MANAGEMENT SERVICES</b> |                      |                    |                |                   |                    |
| Operating Expenses                     | 1,507                | 1,585              | 1,660          | 7                 | 1,667              |
| Tangible Capital Assets                | 5                    | 5                  | 1              | -                 | 1                  |
| Provincial Subsidy                     | (1,144)              | (1,144)            | (1,144)        | (7)               | (1,151)            |
| Fees & Service Charges                 | (114)                | (114)              | (115)          | -                 | (115)              |
| Subtotal                               | 254                  | 332                | 402            | -                 | 402                |

## PROGRAM SUMMARY



### 2016 Business Plan

### Social Services - Children's Services

| By Program                                 | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                 | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
|  | \$                   | \$                 | \$             | \$                | \$                 |
| <b>7 GENERAL OPERATING PROGRAM SUBSIDY</b> |                      |                    |                |                   |                    |
| Operating Expenses                         | 7,987                | 7,987              | 7,725          | 252               | 7,977              |
| Provincial Subsidy                         | (6,649)              | (6,649)            | (6,649)        | (252)             | (6,901)            |
| Provincial Contribution-One-Time           | -                    | (262)              | -              | -                 | -                  |
| Subtotal                                   | 1,338                | 1,076              | 1,076          | -                 | 1,076              |
| <b>8 ADMINISTRATION</b>                    |                      |                    |                |                   |                    |
| Operating Expenses                         | 3,971                | 4,024              | 4,157          | 110               | 4,267              |
| Tangible Capital Assets                    | 57                   | 57                 | 22             | 7                 | 29                 |
| Provincial Subsidy                         | (2,177)              | (2,177)            | (2,176)        | (110)             | (2,286)            |
| Subtotal                                   | 1,851                | 1,904              | 2,003          | 7                 | 2,010              |
| <b>9 SPECIAL PURPOSE - PROJECTS</b>        |                      |                    |                |                   |                    |
| Operating Expenses                         | 1,327                | 1,357              | 1,357          | (281)             | 1,076              |
| Tangible Capital Assets                    | -                    | -                  | -              | 27                | 27                 |
| Provincial Subsidy                         | (1,327)              | (1,357)            | (1,357)        | 254               | (1,103)            |
| Subtotal                                   | -                    | -                  | -              | -                 | -                  |
| <b>10 EARLY LEARNING PLANNING</b>          |                      |                    |                |                   |                    |
| Operating Expenses                         | 63                   | 79                 | 79             | -                 | 79                 |
| Provincial Subsidy                         | (63)                 | (79)               | (79)           | -                 | (79)               |
| Subtotal                                   | -                    | -                  | -              | -                 | -                  |
| <b>11 DATA ANALYSIS RESEARCH</b>           |                      |                    |                |                   |                    |
| Operating Expenses                         | 113                  | 117                | 119            | -                 | 119                |
| Provincial Subsidy                         | (101)                | (101)              | (101)          | -                 | (101)              |
| Subtotal                                   | 12                   | 16                 | 18             | -                 | 18                 |

## PROGRAM SUMMARY



### 2016 Business Plan

### Social Services - Children's Services

| By Program                            | 2015                 |                    | 2016           |                   |                    |
|---------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                            | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
|                                       | \$                   | \$                 | \$             | \$                | \$                 |
| <b>12 HEADQUARTERS SHARED COST</b>    |                      |                    |                |                   |                    |
| Operating Expenses                    | 537                  | 537                | 546            | 6                 | 552                |
| Provincial Subsidy                    | (154)                | (154)              | (154)          | -                 | (154)              |
| Subtotal                              | 383                  | 383                | 392            | 6                 | 398                |
| <b>13 WAGE ENHANCEMENT</b>            |                      |                    |                |                   |                    |
| Operating Expenses                    | 4,120                | 4,530              | 4,120          | 4,532             | 8,652              |
| Tangible Capital Assets               | 2                    | 2                  | -              | -                 | -                  |
| Provincial Subsidy                    | (4,120)              | (4,120)            | (4,120)        | (4,532)           | (8,652)            |
| Provincial Contribution-One-Time      | (2)                  | (412)              | -              | -                 | -                  |
| Subtotal                              | -                    | -                  | -              | -                 | -                  |
| <b>Net Program Expenses</b>           | <b>8,529</b>         | <b>8,635</b>       | <b>8,741</b>   | <b>62</b>         | <b>8,803</b>       |
| <b>Summary of Increase (Decrease)</b> |                      |                    | <b>\$106</b>   |                   | <b>\$168</b>       |
|                                       |                      |                    | <b>1.23%</b>   |                   | <b>1.95%</b>       |

### Summary of Base Budget Changes

|                                       | \$         | Comments                    |
|---------------------------------------|------------|-----------------------------|
| Salaries & Benefits                   | 172        | Economic increases          |
| Salaries & Benefits                   | 154        | Annualization - 3 positions |
| Operating Expenses                    | 10         | Inflationary increases      |
| Operating Expenses                    | 9          | Headquarters shared cost    |
| Major Repairs & Renovations           | (186)      | Reduced requirement         |
| Tangible Capital Assets - New         | (41)       | Reduced requirement         |
| Tangible Capital Assets - Replacement | (11)       | Reduced requirement         |
| Other Revenue                         | (1)        | CAS consulting              |
|                                       | <b>106</b> |                             |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Social Services - Children's Services

#### Purchased Fee Subsidy Spaces

|  |       |
|--|-------|
| ◆ Increase in Purchased Fee Contracted Services to increase capacity and allow for approximately 71 additional spaces. | 746   |
| ◆ Provincial Subsidy to offset the cost of approximately 71 additional spaces.   | (746) |
| ◆ Increase additional 25 fee subsidy spaces from reallocation of Special Purpose - Projects subsidy.                   | 254   |
| ◆ Provincial Subsidy reallocated from Special Purpose - Projects.  | (254) |
|  | -     |

#### Directly Operated Spaces

|  |      |
|--|------|
| ◆ New Position: 1 Assistant Program Manager, effect July 1, 2016, to ensure staff vacancies are filled in a timely manner to improve operational efficiencies. (Annualized cost is \$94k). | 47   |
| ◆ Increase in Provincial Subsidy to offset staffing costs associated with Assistant Program Manager.   | (47) |
| ◆ Lakewoods Public School permit costs as a result of staff providing onsite childcare services.   | 14   |
| ◆ One-Time increase in Professional Services related to the relocation of Edna Thomson.  | 25   |
| ◆ Provincial Contribution - One-time (Best Start).   | (25) |
| ◆ Increase in Building & Grounds Operations security systems maintenance (\$1k) and Contracted Janitorial Services (\$6k) to reflect actual experience.                                    | 7    |
| ◆ Major Repairs & Renovations to address health & safety and accessibility; including Whitby Parking Lot Resurfacing.  | 48   |
| ◆ Parent fee revenue increase at Lakewoods Directly Operated Centre as a result of decreased requirements for staff to children ratio based on age groups served.                          | (20) |
|  | 49   |

#### Special Needs Resourcing

|  |       |
|--|-------|
| ◆ Increase to Contracted Services to meet increasing needs of Service Providers in the community.  | 324   |
| ◆ Increase in Provincial Subsidy to offset the change in Contracted Services above.  | (324) |
| ◆ One-time increase to Contracted Services to address Service Provider's requirements for electronic record keeping system and associated costs. | 100   |
| ◆ Provincial Contribution - One-time (Best Start).   | (100) |
|  | -     |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Social Services - Children's Services

#### Behaviour Management Services

|   |     |  |
|---|-----|--|
| ♦ Position reclassification: Clerk Steno to Secretary to better service needs of Durham Behaviour Management Services (DBMS). | 7   |  |
| ♦ Increase in Provincial subsidy to offset cost.  | (7) |  |
|   | -   |  |

#### General Operating Program Subsidy

|   |       |  |
|---|-------|--|
| ♦ One-time increase to Contracted Services to support Service Agency startup initiatives within the General Operating Program requirements. | 252   |  |
| ♦ Increase in Provincial Subsidy to offset cost.  | (252) |  |
|   | -     |  |

#### Administration

|  |       |  |
|--|-------|--|
| ♦ New Position: 1 Manager- Children's Services, effect July 1, 2016, to oversee the directly operated program portfolio within the division. (Annualized cost is \$143k) | 72    |  |
| ♦ Decrease in temporary staffing to partially offset the Manager position.   | (12)  |  |
| ♦ Increase to Computer Maintenance for a digitalization project support software within Children's Services. The increase represents the annual support cost.            | 80    |  |
| ♦ Decrease in Professional Services based on actuals from previous year.   | (30)  |  |
| ♦ Increase in Provincial Subsidy to offset costs.  | (110) |  |
| ♦ Tangible Capital Assets New: 3 Optical character readers for Digitalization project (\$3k) and 2 New Laptops for Program Manager and Assistant Program Manager (\$4k). | 7     |  |
|  | 7     |  |

#### Special Purpose - Projects

|   |       |  |
|---|-------|--|
| ♦ Reduce Contracted Services due to a lower required spending level by the Province.  | (254) |  |
| ♦ Reallocate Provincial funding to Purchased Fee Subsidy Spaces due to less requirement to spend on Special Purpose - Projects program.   | 254   |  |
| ♦ Decrease in Service Agencies costs to offset costs associated with TCA items below.   | (27)  |  |
| ♦ Tangible Capital Assets New: Interactive Panel Display System for use in Children's Services Resource Centre (\$25k) and furniture items related to the use of the panel display system (\$2k). | 27    |  |
|   | -     |  |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Social Services - Children's Services

#### Headquarters Shared Cost

|   |   |
|---|---|
| ♦ Children's Services share of costs related to the operation and maintenance of Regional Headquarters. | 6 |
|   | 6 |

#### Wage Enhancement

|   |         |
|---|---------|
| ♦ Increase in Provider payments in order to deliver the Wage Enhancement Program.   | 4,120   |
| ♦ Temporary staffing costs for the delivery of the Wage Enhancement Program.  | 355     |
| ♦ Purchased Services (\$35k), Personnel Related (\$12k), Communication (\$5k), and Supplies (\$5k) expenses required to deliver the Wage Enhancement program. | 57      |
| ♦ Provincial Subsidy to offset the delivery of the Wage Enhancement Program.  | (4,120) |
| ♦ Provincial Administration Funding for costs associated with the administration of the Wage Enhancement Program.   | (412)   |
|   | -       |

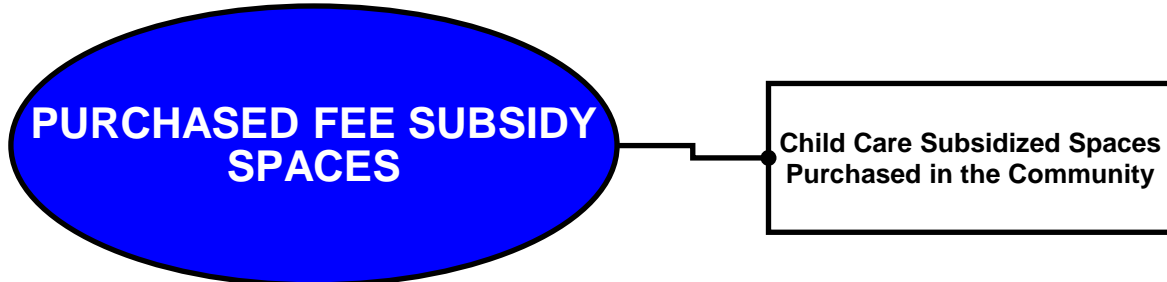
|  |    |
|--|----|
|  | 62 |
|--|----|

# PROGRAM 1 PURCHASED FEE SUBSIDY SPACES



## 2016 Program Detail

## Social Services - Children's Services



Note: As of October 2015 there were 252 licensed child care sites, 4 home child care agencies and 3 Recreation providers in Durham. Fee Subsidy services are available at 247 sites. In 2015, there were 89 new or expanded programs that opened in the fall, 82 sites expanded licensed capacity due to the new Child Care and Early Years Act, 2014.

### 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 4,000 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 3,370 as of December 2015.
- ◆ Manage the appeal process for subsidy eligibility.
- ◆ Assess overpayments on client files where subsidy was issued that clients were not entitled to.
- ◆ Provide reports to the Ministry of Education detailing service targets and year to date spending. Any variances are identified and explained.
- ◆ Ensure programs meet Provincial targets.
- ◆ Measure consumer/parent satisfaction.
- ◆ Offer placement options for parents of centre-based care, home child care and/or recreation programs.

# PROGRAM 1 PURCHASED FEE SUBSIDY SPACES



## 2016 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 programs to meet the diverse needs of Durham's population.
- ◆ Monitor program quality using Durham Region's Operating Criteria by conducting quality assurance site inspections. Minimum of two site visits annually to approximately 240 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) of all licensed child care sites in Durham to provide information to families and the child care community 240 sites, 4 home child care agencies, and 3 recreation programs).
- ◆ Provide child care information to Durham Region residents via telephone, website and the publication of the Child Care Services Guide.
- ◆ 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 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**

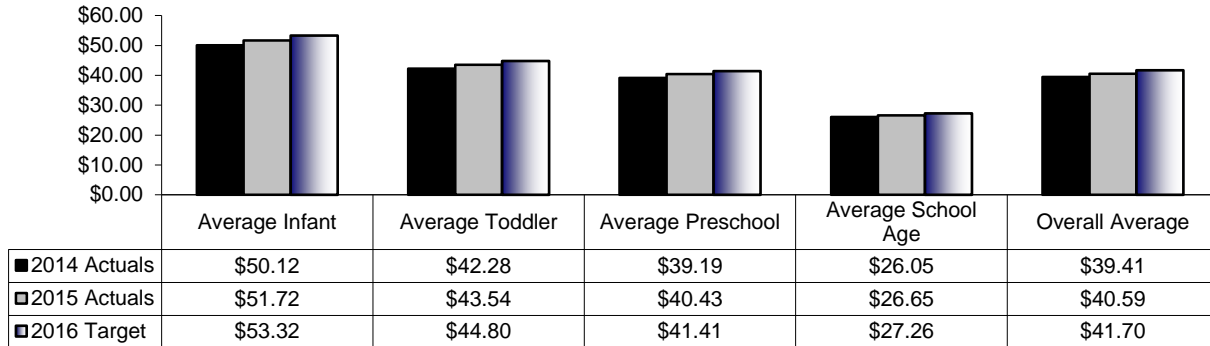


**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**

**Average Full Day Cost Per Child (Licensed Care)**



**Source: Based on average expenditures per age group in 2015.**

**PROGRAM 1  
PURCHASED FEE SUBSIDY SPACES**

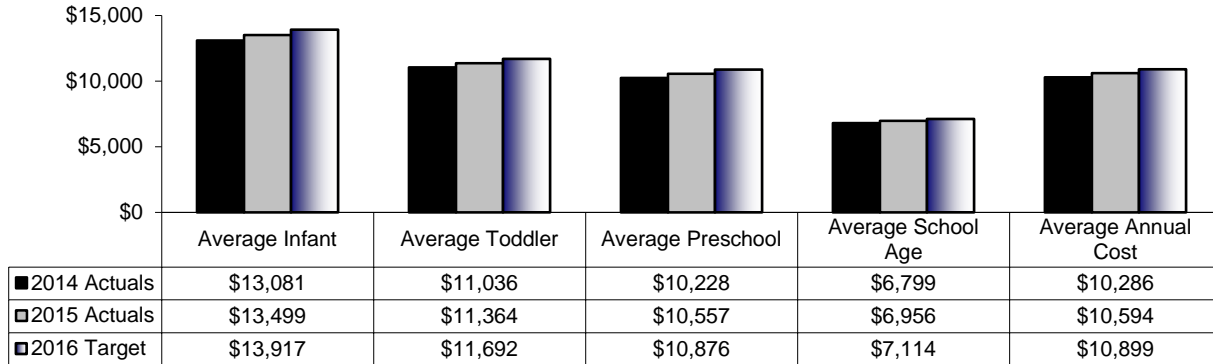


**2016 Program Detail**

**Social Services -  
Children's Services**

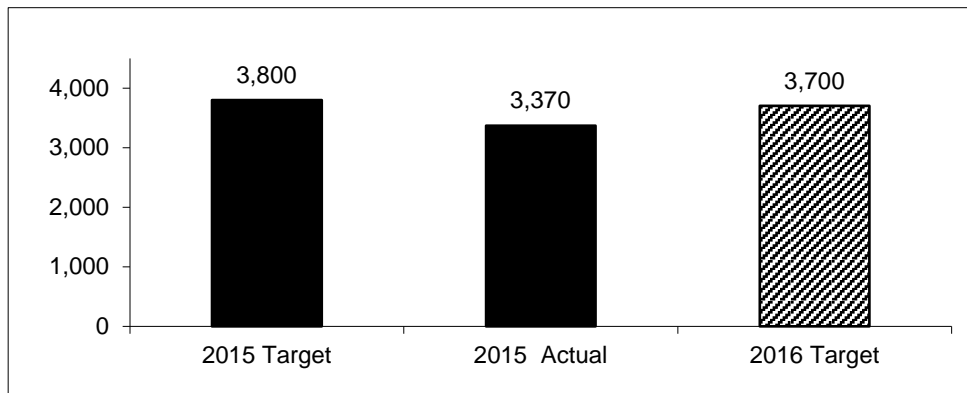
**Performance Data: (Continued)**

**Average Annual Cost Per Space (Licensed Care)**



**Note:** Average School Age Cost includes part days and full days.

**Number of Children Waiting for a Subsidized Placement**



**Note:** The wait list decreased in 2015 due to an increase in provincial funding. In 2016, it is anticipated that an increasing child population will put the wait list numbers above the 2015 actuals.

**PROGRAM 1  
PURCHASED FEE SUBSIDY SPACES**



**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data: (Continued)**

**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 Sites  
 Number of Fee Subsidy Toddler Sites  
 Number of Fee Subsidy Preschool Sites  
 Number of Fee Subsidy Kindergarten Sites  
 Number of Fee Subsidy School Aged Sites  
 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

| <b>2016 Target</b> | <b>2015 Estimated Actual</b> | <b>2015 Target</b> |
|--------------------|------------------------------|--------------------|
| 255                | 252                          | 240                |
| 4                  | 4                            | 4                  |
| 245                | 240                          | 235                |
| 3                  | 3                            | 3                  |
| 22,000             | 20,354                       | 18,000             |
| 20,000             | 19,729                       | 17,900             |
| 62                 | 62                           | 58                 |
| 114                | 114                          | 112                |
| 147                | 143                          | 147                |
| 175                | 172                          | 157                |
| 209                | 206                          | 196                |
| 261                | 261                          | 261                |
| 490                | 242                          | 500                |
| 179                | 177                          | 180                |
| 140                | 135                          | 125                |

\* Durham implemented the new Durham Region Operating Criteria in 2015, which is a validated assessment tool. As 2015 was a transition year, Quality Assurance staff spent time providing orientation sessions for operators, and only conducted one comprehensive inspection. In 2016, these staff will conduct two unscheduled inspections.

**PROGRAM 1  
PURCHASED FEE SUBSIDY SPACES**



**2016 Program Detail**

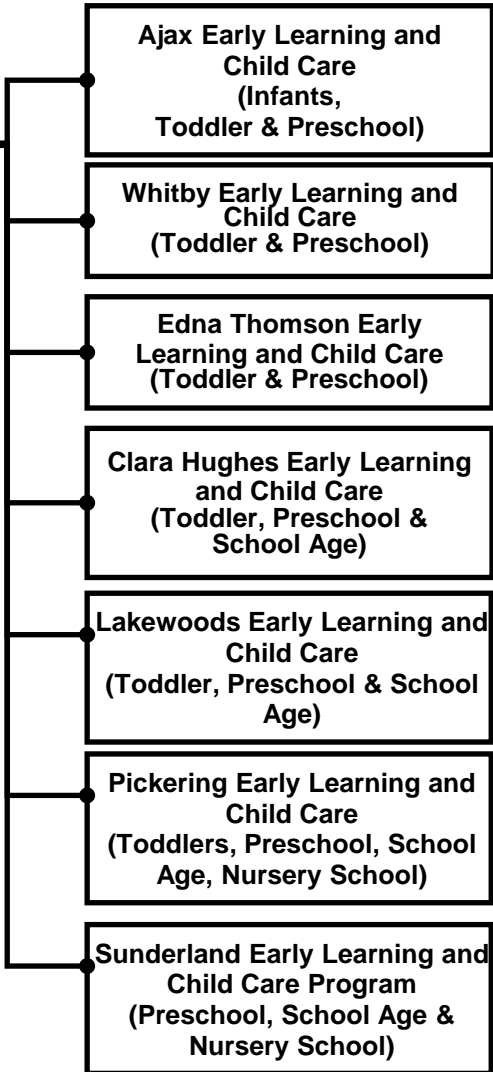
**Social Services -  
Children's Services**

| Detailed Cost of Program:   | 2015                 |                    | 2016            |                   |                    |
|-----------------------------|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                 |                   |                    |
| Contracted Services         | 18,368               | 18,156             | 18,155          | 1,000             | 19,155             |
| <b>Total Expenses</b>       | <b>18,368</b>        | <b>18,156</b>      | <b>18,155</b>   | <b>1,000</b>      | <b>19,155</b>      |
| <b>Revenues</b>             |                      |                    |                 |                   |                    |
| Provincial Subsidy          | (16,104)             | (16,104)           | (16,104)        | (1,000)           | (17,104)           |
| <b>Total Revenues</b>       | <b>(16,104)</b>      | <b>(16,104)</b>    | <b>(16,104)</b> | <b>(1,000)</b>    | <b>(17,104)</b>    |
| <b>Net Program Expenses</b> | <b>2,264</b>         | <b>2,052</b>       | <b>2,051</b>    | <b>-</b>          | <b>2,051</b>       |



**2016 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 had directly operated Child Care Programs since its creation in 1974. Prior to this, they were operated by local Municipalities.
- ◆ Operates 7 Child Care Centres located in Pickering, Ajax, Whitby, Oshawa (2), Clarington; and Sunderland serving over 300 infants, toddlers, preschool and school aged children, many of whom are hard to serve, due to their individual needs.
- ◆ Operates 2 Nursery Schools within centres.
- ◆ Accommodates the particular requirements of children with special needs, individual program plans etc. In 2015, 15 children with Special Needs and 35 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's Operating Criteria.
- ◆ Individual programs self evaluate using the Environmental Rating Scale (ERS).
- ◆ 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.



**2016 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Resources:**

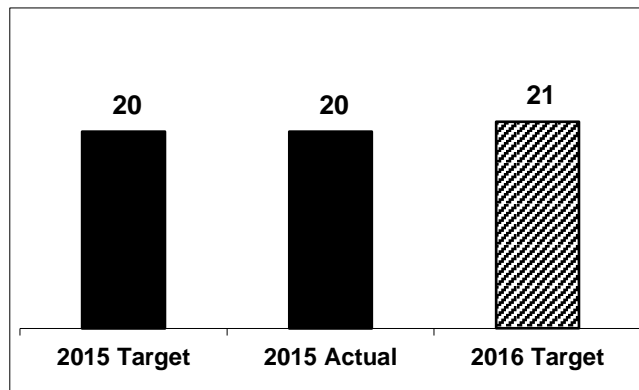
- ♦ 2016 Full Time Staff = 49                      New positions: 1 Assistant Program Manager
- 2015 Full Time Staff = 48

**Performance Measurements:**

- ♦ Average Number of Hours of Professional Development per Staff
- ♦ Stability of Staffing Child Care Centres
- ♦ Quality Assurance Measure - Environmental Rating Scale (ERS)
- ♦ Annual Parent Satisfaction Survey
- ♦ Achievement of Identified Goals
- ♦ General Information

**Performance Data:**

**Average Number of Hours of Professional Development per Staff**



On-going professional development is integral in the child care field. There is required or core training for staff as well as optional workshops and programs to further develop skills and knowledge. As of September 2014, the College of Early Childhood Educators has implemented a Continuous Professional Development Learning (CPL) Program for members.



**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data: (Continued)**

**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. The numbers shown here include on-call staff. Many on-call staff have also been with the Region for several years.**

**Years of Service:**

|                  | <b>2014<br/>Actual</b> | <b>2015<br/>Actual</b> |
|------------------|------------------------|------------------------|
| <b>0-5 yrs</b>   | 6                      | 11                     |
| <b>6-10 yrs</b>  | 21                     | 8                      |
| <b>11-15 yrs</b> | 20                     | 14                     |
| <b>16-20 yrs</b> | 16                     | 13                     |
| <b>21-25</b>     | 12                     | 12                     |
| <b>26 +</b>      | 5                      | 5                      |



**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data: (Continued)**

**Quality Assurance Measure - Environmental Rating Scale (ERS)**

**Quality Assessment Tool**

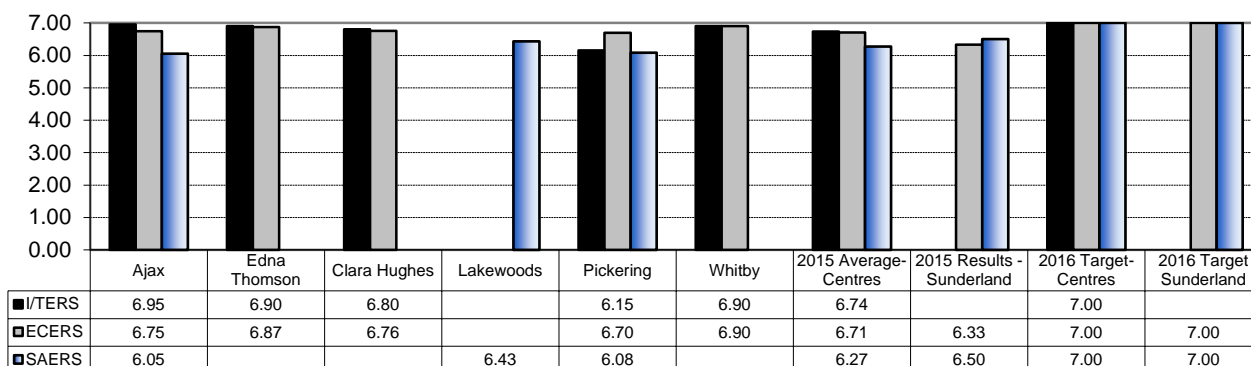
There are three environmental rating scales used by the programs. The rating scales give an overall picture of the surroundings that have been created for the children and adults who share an early childhood setting. Environment includes: use of space, material and experiences to enhance children's development, daily schedule, and supervision provided. There are seven sub-scales covered in the evaluation including: Personal Care Routines of Children; Furnishings and Displays for Children; Language-Reasoning, Experiences, Fine and Gross Motor Activities; Creative Activities; Social Development; and Adult Needs. The highest score possible per instrument is 7.

**Note:** Sunderland programs are charted separately from the centre-based programs because the Sunderland programs are operated in facilities not owned or maintained by the Region of Durham and therefore, there is less control over the physical environment.

**Rating Scales Used:**

1. Infant/Toddler Environment Rating Scale (I/TERS), revised edition (Harms, Cryer, Clifford)
2. Early Childhood Environment Rating Scale (ECERS), revised edition (Harms, Clifford, Cryer)
3. School-Age Care Environment Rating Scale (SAERS), revised edition (Harms, Jacobs, White)

**Environmental Rating Scale - 2015 Results  
and 2016 Targets**



Note: Rating scales are based on age groups. Not all the centres have each age group. The highest score is 7.



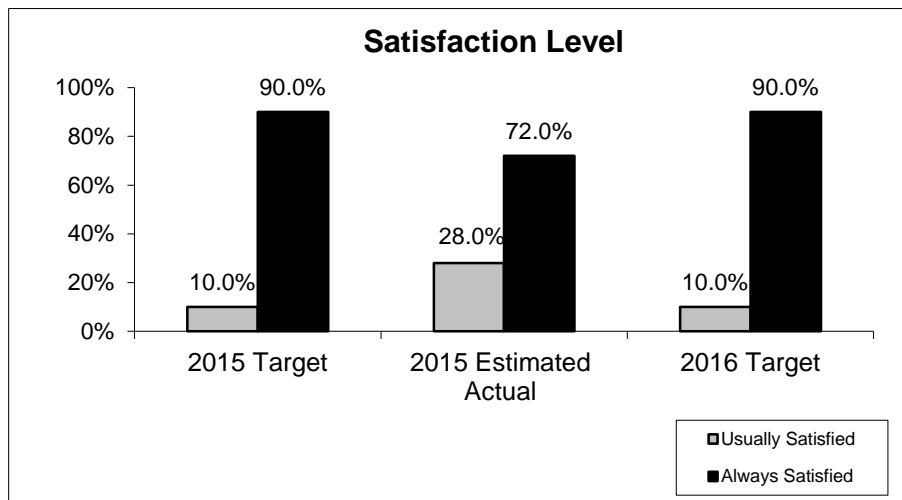
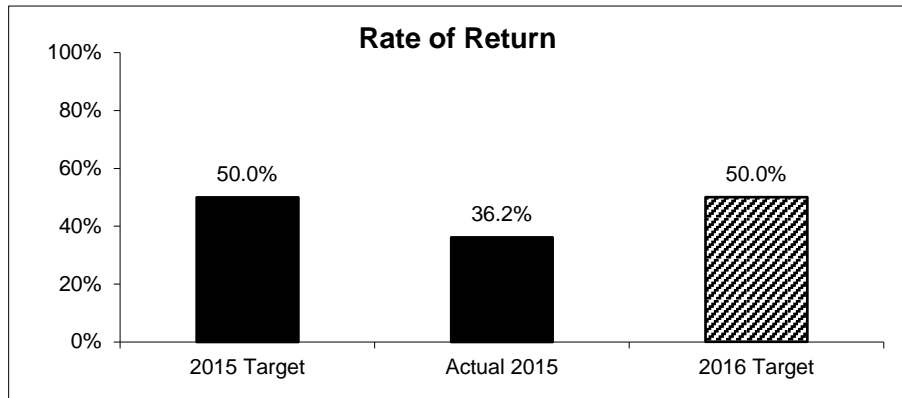


**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data: (Continued)**

**Annually Directly Operated Centres Parent Satisfaction Survey**



**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data: (Continued)**

**Achievement of Identified Goals**

| Child Care Centre | # Progress Reports | # Child's Goals Identified | # Goals Child's Achieved | % of Identified Goals Achieved | 2016 Target % of Goals Achieved |
|-------------------|--------------------|----------------------------|--------------------------|--------------------------------|---------------------------------|
| Ajax ELCC         | 22                 | 65                         | 53                       | 82%                            | 85%                             |
| Edna Thomson ELCC | 46                 | 121                        | 75                       | 62%                            | 65%                             |
| Clara Hughes ELCC | 21                 | 66                         | 57                       | 86%                            | 90%                             |
| Lakewoods ELCC    | 17                 | 21                         | 21                       | 100%                           | 100%                            |
| Pickering ELCC    | 30                 | 55                         | 35                       | 64%                            | 65%                             |
| Whitby ELCC       | 24                 | 73                         | 61                       | 84%                            | 85%                             |

**History:**

The six full service child care centres have been providing parents with reports on their child's progress twice annually (May and November) for several years. Each staff has been asked to identify two or three goals for each child in the program on their November reports and track the success rate of these goals on their May reports. A decision was made in 2015 after the May reports to track the progress of children differently to be better aligned with the Early Learning for Every Child Today principals and the Ministry of Education's Pedagogy for the Early Years. Parents are engaged throughout the process beginning during orientation to the Early Learning and Child Care Centre. Progress will now be tracked through the Nipissing District Developmental Screen and pedagogical documentation. Staff will continue to identify goals for each child in the program and plan activities within the program that foster each child's individual goals in order to facilitate their achievement. This applies to children not in school.

**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data: (Continued)**

**Directly Operated Centres - General Information**

|  | <b>2015<br/>Actual</b> | <b>2016<br/>Target</b> |
|--|------------------------|------------------------|
| Number of Licensed Child Care Programs                         | 7                      | 7                      |
| Number of Licensed Nursery School Programs                     | 2                      | 2                      |
| Licensed Capacity of Child Care Centres (# Full Time children) | 397                    | 397                    |
| Operating Capacity of Child Care Centres                       | 346                    | 346                    |
| Licensed Capacity of Nursery School Programs                   | 30                     | 30                     |
| Number of Infant Spaces  | 6                      | 6                      |
| Number of Toddler Spaces                                       | 66                     | 66                     |
| Number of Preschool Spaces (Centres only)                      | 173                    | 173                    |
| Number of School Aged Spaces                                   | 135                    | 145                    |
| Number of Children with Diagnosed Special Needs                | 15                     | 15                     |
| Number of Children with Particular Needs                       | 35                     | 35                     |
| Average Number of Children with Special or Particular Needs /  | 6                      | 6                      |
| Number of Centre-Based Operating Days                          | 261                    | 260                    |
| Full Day Child Care Fees - Infant                              | \$50.00                | \$51.00                |
| Annual Revenue Infant  | \$12,677               | \$12,883               |
| Full Day Child Care Fees - Toddler                             | \$45.25                | \$45.75                |
| Annual Revenue Toddlers Full Day Space                         | \$11,542               | \$11,625               |
| Full Day Child Care Fees - Preschool                           | \$42.25                | \$42.75                |
| Annual Revenue Preschooler Full Day Space                      | \$10,771               | \$10,857               |
| Full Day Child Care Fees - School Aged                         | \$40.25                | \$41.00                |
| Annual Revenue   | \$7,824                | \$7,892                |
| School Board Before/After School Spaces Revenue per Day        | \$25.00                | \$25.25                |
| Annual Revenue   | \$6,902                | \$7,097                |
| Student Placements   | 32                     | 32                     |
| Hired Students for Summer Employment                           | 7                      | 7                      |

**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2016 Program Detail**

**Social Services -  
Children's Services**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 6,116                        | 6,533                      | 6,619                  | 47                        | 6,666                      |
| Personnel Related   | 2                            | 6                          | 6                      | -                         | 6                          |
| Communications  | 12                           | 21                         | 21                     | -                         | 21                         |
| Supplies  | 76                           | 101                        | 101                    | -                         | 101                        |
| Food  | 15                           | 17                         | 17                     | -                         | 17                         |
| Utilities   | 57                           | 69                         | 69                     | -                         | 69                         |
| Medical Care  | 3                            | 4                          | 4                      | -                         | 4                          |
| Materials & Services  | 88                           | 100                        | 100                    | 14                        | 114                        |
| Buildings & Grounds Operations                                | 105                          | 125                        | 125                    | 1                         | 126                        |
| Professional Services   | 2                            | 2                          | 2                      | 25                        | 27                         |
| Contracted Services   | 116                          | 109                        | 111                    | 6                         | 117                        |
| Leased Facilities Expenses                                    | 22                           | 24                         | 24                     | -                         | 24                         |
| Bad Debt Expenses   | 9                            | -                          | -                      | -                         | -                          |
| Financial Expenses  | 19                           | 19                         | 20                     | -                         | 20                         |
| Major Repairs & Renovations                                   | 168                          | 206                        | 50                     | 48                        | 98                         |
| <b>Operating Expenses Subtotal</b>                            | <b>6,810</b>                 | <b>7,336</b>               | <b>7,269</b>           | <b>141</b>                | <b>7,410</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Hillsdale Terraces Charge                                     | 318                          | 318                        | 325                    | -                         | 325                        |
| Works-Facilities Management Charge                            | 63                           | 82                         | 82                     | -                         | 82                         |
| Recovery - Children Services                                  | (332)                        | (332)                      | (332)                  | -                         | (332)                      |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>49</b>                    | <b>68</b>                  | <b>75</b>              | <b>-</b>                  | <b>75</b>                  |
| <b>Gross Operating Expenses</b>                               | <b>6,859</b>                 | <b>7,404</b>               | <b>7,344</b>           | <b>141</b>                | <b>7,485</b>               |
| <b>Tangible Capital Assets</b>                                |                              |                            |                        |                           |                            |
| New   | 13                           | 13                         | -                      | -                         | -                          |
| Replacement   | 31                           | 31                         | 31                     | -                         | 31                         |
| <b>Total Tangible Capital Assets</b>                          | <b>44</b>                    | <b>44</b>                  | <b>31</b>              | <b>-</b>                  | <b>31</b>                  |
| <b>Total Expenses</b>   | <b>6,903</b>                 | <b>7,448</b>               | <b>7,375</b>           | <b>141</b>                | <b>7,516</b>               |

**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2016 Program Detail**

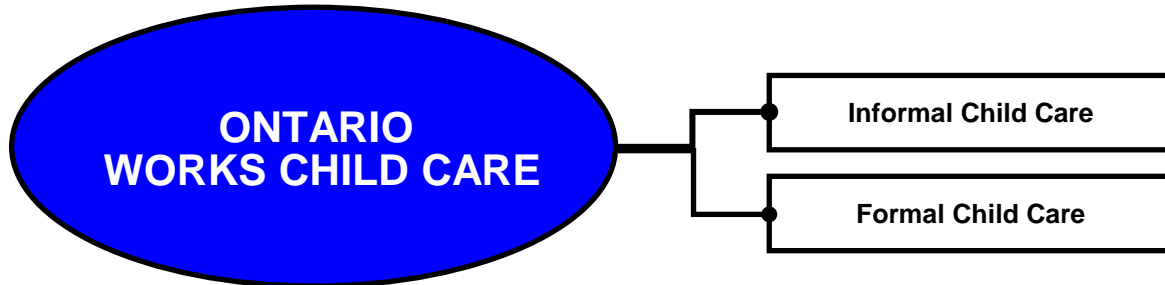
**Social Services -  
Children's Services**

| Detailed Cost of Program:        | 2015                 |                    | 2016           |                   |                    |
|----------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                       | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                  |                      |                    |                |                   |                    |
| Provincial Subsidy               | (4,260)              | (4,260)            | (4,260)        | (47)              | (4,307)            |
| Fees & Service Charges           | (1,003)              | (1,000)            | (1,000)        | (20)              | (1,020)            |
| Provincial Contribution One-Time | -                    | -                  | -              | (25)              | (25)               |
| <b>Total Revenues</b>            | <b>(5,263)</b>       | <b>(5,260)</b>     | <b>(5,260)</b> | <b>(92)</b>       | <b>(5,352)</b>     |
| <b>Net Program Expenses</b>      | <b>1,640</b>         | <b>2,188</b>       | <b>2,115</b>   | <b>49</b>         | <b>2,164</b>       |



2016 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 licensed 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 Administration (Program 8).

**Performance Measurements:**

- ◆ Full day equivalent space targets for Ontario Works Child Care

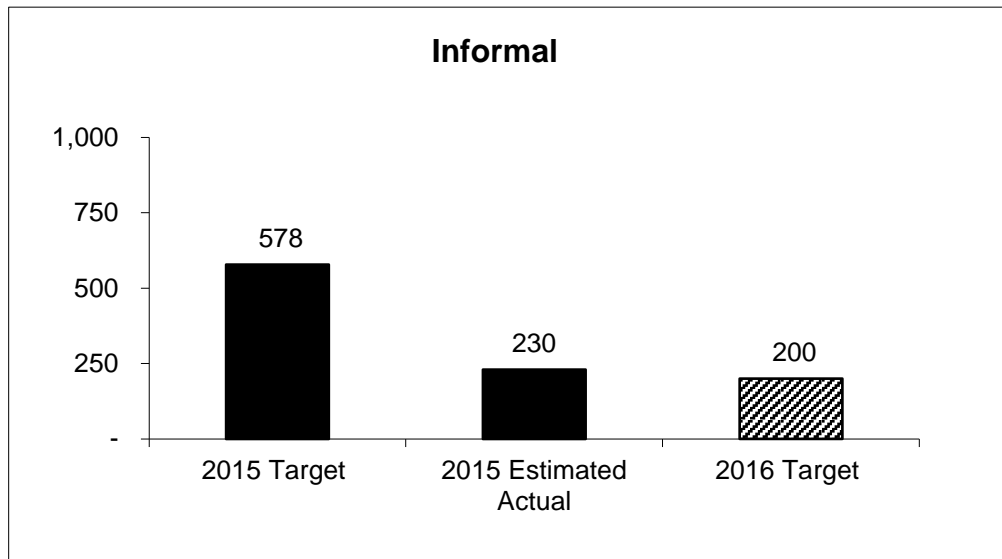
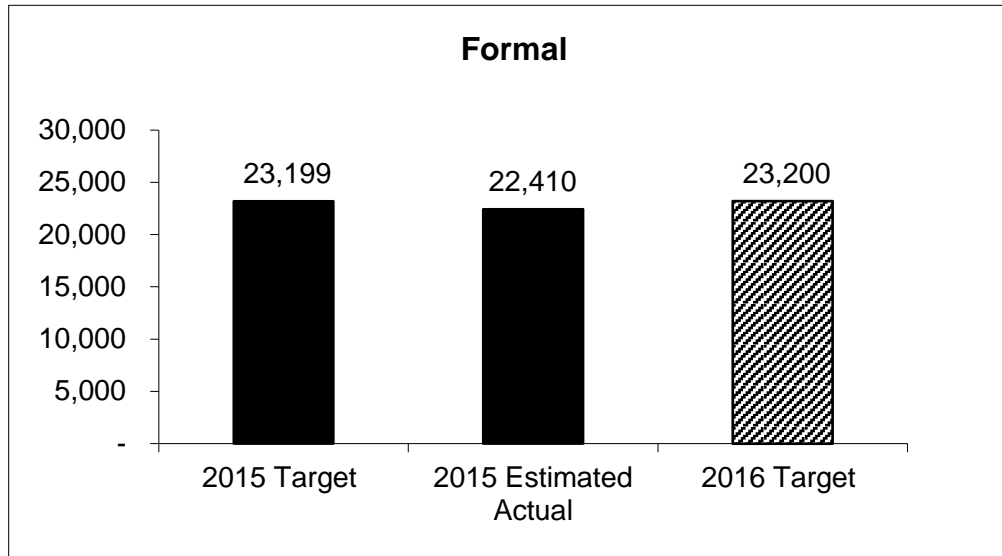


2016 Program Detail

Social Services -  
Children's Services

Performance Data:

Full Day Equivalent Space Target for Ontario Works Child Care



**Note:** There is an increased requirement to fund licensed (formal) care over unlicensed (informal) care.

**PROGRAM 3  
ONTARIO WORKS CHILD CARE**



**2016 Program Detail**

**Social Services -  
Children's Services**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Contracted Services         | 1,059                | 1,200              | 1,200          | -                 | 1,200              |
| <b>Total Expenses</b>       | <b>1,059</b>         | <b>1,200</b>       | <b>1,200</b>   | <b>-</b>          | <b>1,200</b>       |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Provincial Subsidy          | (927)                | (927)              | (927)          | -                 | (927)              |
| <b>Total Revenues</b>       | <b>(927)</b>         | <b>(927)</b>       | <b>(927)</b>   | <b>-</b>          | <b>(927)</b>       |
| <b>Net Program Expenses</b> | <b>132</b>           | <b>273</b>         | <b>273</b>     | <b>-</b>          | <b>273</b>         |





## **2016 Program Detail**

## **Social Services - Children's Services**

### **Purpose:**

- ◆ To provide expanded spaces for eligible parents and also to assist Ontario Works participants with subsidized child care by 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 child care subsidy to families in both licensed and 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.

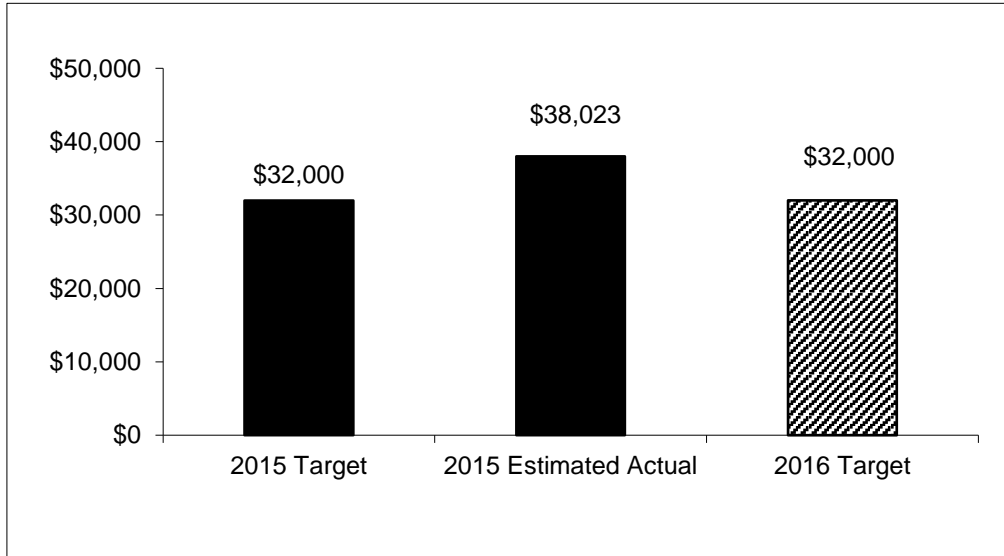


**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**

**Annual Social Investment Funding Allocations**



**PROGRAM 4  
SOCIAL INVESTMENT FUND**



**2016 Program Detail**

**Social Services -  
Children's Services**

| <b>Detailed Cost of Program:</b><br><br>(\$,000's) | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
|  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                          |                              |                            |                        |                           |                            |
| Contracted Services                                | 38                           | 32                         | 32                     | -                         | 32                         |
| <b>Net Program Expenses</b>                        | <b>38</b>                    | <b>32</b>                  | <b>32</b>              | <b>-</b>                  | <b>32</b>                  |



**2016 Program Detail**

**Social Services -  
Children's Services**

**Purpose:**

- ◆ To purchase support, including services of resource teachers for children with special needs in licensed Child Care and private-home day care programs.
- ◆ To flow program operating funds to the four Special Needs Resourcing programs:
  1. Grandview Children's Centre, Preschool Outreach Program
  2. The Surrey Place Centre
  3. Resources for Exceptional Children and Youth (RFECY)
  4. Durham Behavior Management Services (Program 6)
- ◆ In 2015, the former wage subsidy funding flowed as part of the Special Needs Resourcing Program funding.
- ◆ To provide services for 2,400 children and fund 80 Full Time Equivalent staff to fulfill services.
- ◆ 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.
- ◆ Resource teachers assist child care services in assessing children with special needs, in preparing individual program plans for the children, and in providing support to the child's regular caregiver in developing and carrying out daily activities in accordance with these plans. To assist the individual child within the larger group, resource teachers may work with several children in more than one location; they also work with parents to ensure a consistent expectation and approach for the child.
- ◆ 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.



**2016 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Resources:**

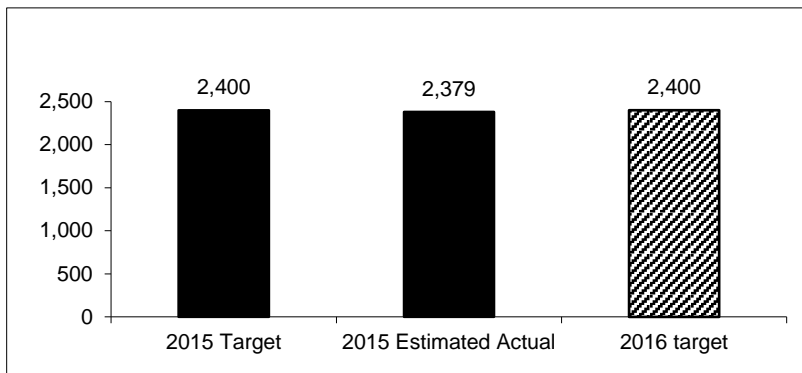
- ◆ Staff positions are included in Administration (Program 8).

**Performance Measurements:**

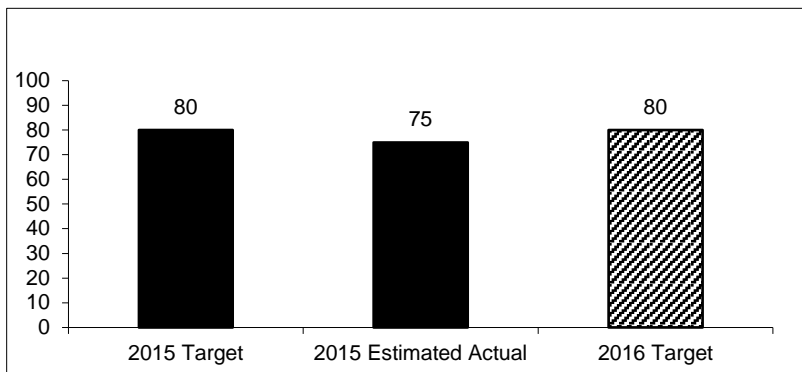
- ◆ Number of children served annually.
- ◆ Number of Full Time Employees funded annually.

**Performance Data:**

**Number of Children Served Annually**



**Number of Full Time Employees Funded Annually**



**PROGRAM 5  
SPECIAL NEEDS RESOURCING**



**2016 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Contracted Services              | 3,600                        | 3,600                      | 3,362                  | 424                       | 3,786                      |
| <b>Total Expenses</b>            | <b>3,600</b>                 | <b>3,600</b>               | <b>3,362</b>           | <b>424</b>                | <b>3,786</b>               |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (2,983)                      | (2,983)                    | (2,983)                | (324)                     | (3,307)                    |
| Provincial Contribution One-Time | -                            | (238)                      | -                      | (100)                     | (100)                      |
| <b>Total Revenues</b>            | <b>(2,983)</b>               | <b>(3,221)</b>             | <b>(2,983)</b>         | <b>(424)</b>              | <b>(3,407)</b>             |
| <b>Net Program Expenses</b>      | <b>617</b>                   | <b>379</b>                 | <b>379</b>             | <b>-</b>                  | <b>379</b>                 |

**PROGRAM 5  
SPECIAL NEEDS RESOURCING**



**2016 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

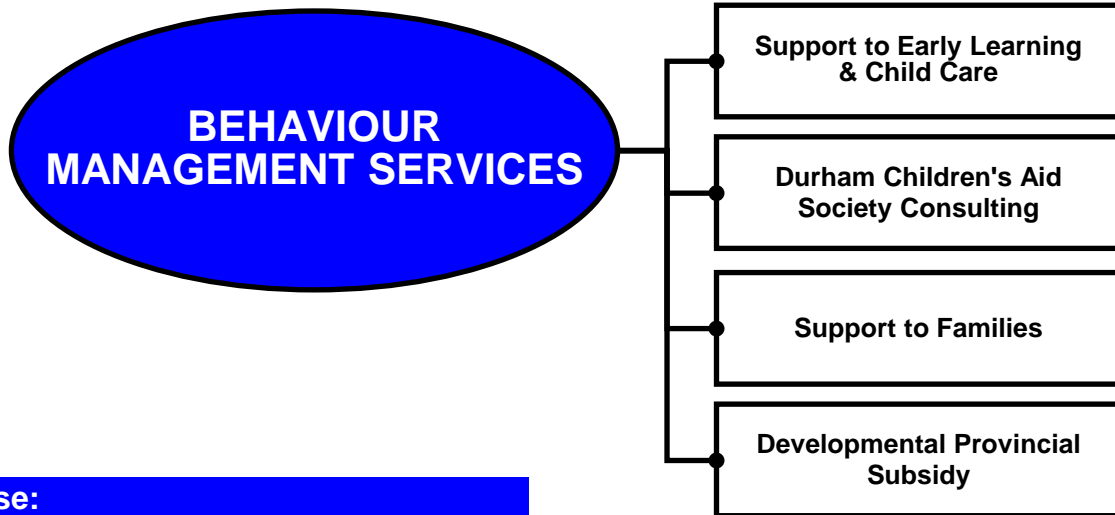
| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Gross Operating Expenses</b>  |                              |                            |                        |                           |                            |
| General                          | 2,087                        | 2,087                      | 1,949                  | 246                       | 2,195                      |
| ELCC PreSchool SNR Agencies      | 153                          | 153                        | 143                    | 18                        | 161                        |
| ELCD SNR Agency                  | 1,360                        | 1,360                      | 1,270                  | 160                       | 1,430                      |
| <b>Gross Operating Expenses</b>  | <b>3,600</b>                 | <b>3,600</b>               | <b>3,362</b>           | <b>424</b>                | <b>3,786</b>               |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| General                          | (1,598)                      | (1,737)                    | (1,599)                | (246)                     | (1,845)                    |
| ELCC PreSchool SNR Agencies      | (115)                        | (124)                      | (114)                  | (18)                      | (132)                      |
| ELCD SNR Agency                  | (1,270)                      | (1,360)                    | (1,270)                | (160)                     | (1,430)                    |
| <b>Total Revenues</b>            | <b>(2,983)</b>               | <b>(3,221)</b>             | <b>(2,983)</b>         | <b>(424)</b>              | <b>(3,407)</b>             |
| <b>Net Program Expenses</b>      | <b>617</b>                   | <b>379</b>                 | <b>379</b>             | <b>-</b>                  | <b>379</b>                 |

# PROGRAM 6 BEHAVIOUR MANAGEMENT SERVICES



## 2016 Program Details

## Social Services - Children's Services



### Purpose:

- ◆ To provide consultation to caregivers and parents in the child's natural environment, when they are experiencing difficulty managing child behaviour.
- ◆ To provide parents, early learning and childcare professionals and 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 parents and caregivers of children with special needs in a timely manner.
- ◆ To work in co-operation with Regional and Provincial governments to provide consultation services to parents and caregivers regarding Intensive Behaviour Consultation.

### **Durham Children's Aid Society (DCAS) 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 DCAS to respond to identified needs and to plan for future service delivery.



## PROGRAM 6 BEHAVIOUR MANAGEMENT SERVICES



### 2016 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 Children and Youth 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 1,000 individuals access the program annually. As of September 2015 there were more than 850 clients on the client list accessing various types of services including short-term levels of consultation, longer-term intensive levels of consultation, and education and training workshops.
- ◆ Over 100 child care providers have referred to the program as of September 2015 and more than 390 early learning and care professionals have attend 22 training sessions.
- ◆ This program will provide consultation to approximately 25 children 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 15-20 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, home and/or school (frequency ranges from weekly to monthly contacts, depending on needs of clients). During visits, behavioural observations are completed, caregivers 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, home and/or school.
- ◆ Meetings and telephone contacts with other professionals regarding the child.
- ◆ Preparation of resource material for children's programs.
- ◆ Resource materials could be picture schedules, social teaching stories that address specific challenges the child is experiencing, reinforcement charts, anger management materials etc.
- ◆ Clinical report writing based on evidence based practice.
- ◆ Preparation and presentation of parent and child care staff training groups.
- ◆ 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.



## 2016 Program Details

## Social Services - Children's Services

### Description of Program Activities: (Continued)

- ◆ **The following drop-in sessions have been offered:**
  - ◆ Ontario Early Years Centres of Durham (YMCA, YWCA)
  - ◆ Durham Region Child and Family Centre (Hubs)
  - ◆ Durham Farm and Rural Family Resource
  - ◆ Oshawa Community Health Centre
  - ◆ Ready, Set, Grow Check-ups
  - ◆ Welcome to Kindergarten program/school programs
  
- ◆ **Training for early learning and child care professionals:**
  - ◆ A module based training program with an average of 8 separate workshops offered through the Durham Region Child Care Forum.
  - ◆ General classroom consultation for child care teachers throughout the year.
  - ◆ Workshop presentation at Durham Region Child Care Conference.
  
- ◆ **Training for Parents:**
  - ◆ Workshops and drop-ins are offered to parents on a regular basis throughout the year. Presentations cover topics 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:**
  - ◆ Understanding Your Child's Behaviour (two-part series)
  - ◆ Self Regulation, recognize feelings/regulate emotions (two-part series)
  - ◆ Encouraging Co-operation
  - ◆ "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:**
  - ◆ Setting the stage for positive behaviour
  - ◆ Supportive interventions in childcare
  - ◆ Zero to Sixty " Why is this child so angry"
  - ◆ Oh Now I See
  - ◆ De-mystifying use of Applied Behavioural Analysis (ABA) in Early Learning settings



2016 Program Details

Social Services -  
Children's Services

Description of Program Activities: (Continued)

♦ **Professional Development:**

- ♦ Ongoing clinical consultation related to application of the Bio-Psycho-Social approach to developing interventions, and evidence-based practices (based on the principles of Applied Behavioural Analysis).
- ♦ Clinical circle/literature review.
- ♦ Ongoing alignment of education and training with the principals of Early Learning For Every Child Today, Durham Region Operating Criteria and the Childcare and Early Years Act.

♦ **Computer Technology / Database Development:**

- ♦ Continued use of database and data analysis for planning purposes, program review, and outcome measurement.
- ♦ Increase, refine and develop access to information through use of the Internet.
- ♦ Continue to use current media based technology for presentations in parent groups.
- ♦ Maintain library database, and update current literature.

♦ **Administration:**

- ♦ Intake and service delivery processes adapted, updated and refined to meet the community needs.

♦ **Linkages with Other Regional Programs:**

- ♦ Participate with the Health Department's Coalition for Positive Discipline.
- ♦ Participate in the Innovation & Research Program.

♦ **Linkages with the Province:**

- ♦ Participation in the Durham Region Best Start Network and Durham's Strategic Planning Alliance (SPA).

♦ **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.
- ♦ Participate on the Durham Region Best Start Network and Durham's SPA.
- ♦ 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.

## PROGRAM 6 BEHAVIOUR MANAGEMENT SERVICES



### 2016 Program Details

### Social Services - Children's Services

#### Description of Program Resources:

- ◆ 2016 Full Time Staff = 15
- 2015 Full Time Staff = 15

#### Performance Measurements:

- ◆ Number of clients waiting for services as a percentage of total annual referrals
- ◆ Consultations & Provider Education Workshops

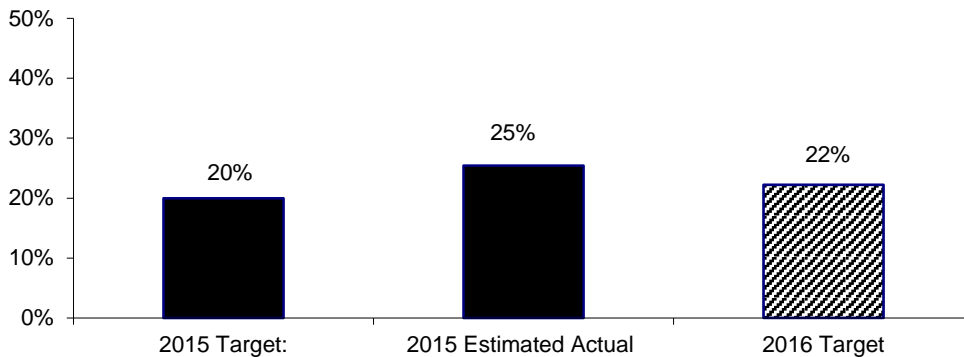


2016 Program Details

Social Services -  
Children's Services

Performance Data:

**Number of Clients Waiting for Service as a Percentage of Total Annual Referrals**



**Note:**

These wait list statistics reflect clients waiting for interim and/or longer-term intensive behaviour consultation and are shown as a percentage of the total annual referrals received by the program. Durham Behaviour Management Services continues to offer a variety of types and levels of services including workshops, and levels of shorter-term and longer-term behaviour consultation. This has increased access to services for clients of the program.

Over the past several years, the number of referrals to the program has fluctuated. Due to the number and nature of referrals received in 2015, the number of clients requiring intensive levels of consultation is anticipated to be higher than previously estimated. The program will strive to maintain a wait list of approximately 20% or less of the annual number of referrals received by the program, and ensure that all clients on the wait list have ongoing access to levels of service while waiting.

**PROGRAM 6  
BEHAVIOUR MANAGEMENT SERVICES**



**2016 Program Details**

**Social Services -  
Children's Services**

**Performance Data: (Continued)**

**Consultation & Provider Education Workshops**

|   | <b>2015<br/>Target</b> | <b>2015<br/>Estimated<br/>Actuals</b> | <b>2016 Target</b> |
|---|------------------------|---------------------------------------|--------------------|
| Consultation                                  | 450                    | 510                                   | 450                |
| Goals Met at Discharge                        | 90%                    | 90%                                   | 90%                |
| % of surveys with a level of satisfaction     | 100%                   | 98%                                   | 100%               |
| # of Workshops                                | 40                     | 55                                    | 40                 |
| # of Participants                             | 900                    | 1,300                                 | 900                |
| % of surveys received indicating satisfaction | 100%                   | 98%                                   | 100%               |

**PROGRAM 6  
BEHAVIOUR MANAGEMENT SERVICES**



**2016 Program Detail**

**Social Services -  
Children's Services**

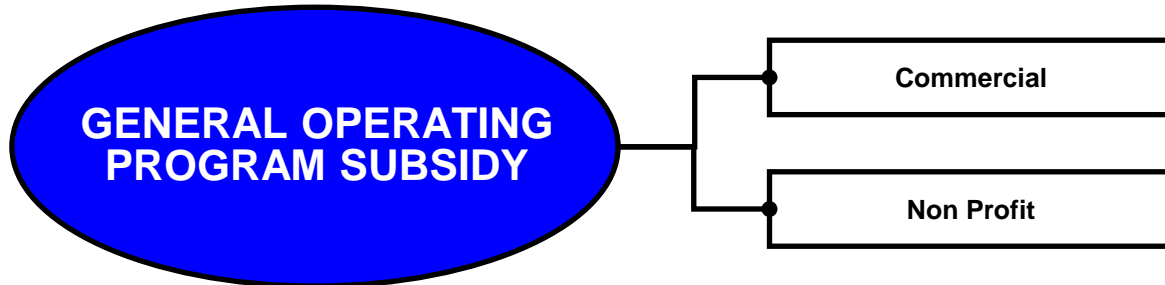
| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 1,463                        | 1,535                      | 1,610                  | 7                         | 1,617                      |
| Personnel Related   | 30                           | 23                         | 23                     | -                         | 23                         |
| Communications  | 10                           | 14                         | 14                     | -                         | 14                         |
| Supplies  | 2                            | 4                          | 4                      | -                         | 4                          |
| Professional Services   | 2                            | 9                          | 9                      | -                         | 9                          |
| <b>Operating Expenses Subtotal</b>                            | <b>1,507</b>                 | <b>1,585</b>               | <b>1,660</b>           | <b>7</b>                  | <b>1,667</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Children Services Charge                                      | 10                           | 10                         | 10                     | -                         | 10                         |
| Recovery - Children Services                                  | (10)                         | (10)                       | (10)                   | -                         | (10)                       |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Gross Operating Expenses</b>                               | <b>1,507</b>                 | <b>1,585</b>               | <b>1,660</b>           | <b>7</b>                  | <b>1,667</b>               |
| <b>Tangible Capital Assets</b>                                |                              |                            |                        |                           |                            |
| Replacement   | 5                            | 5                          | 1                      | -                         | 1                          |
| <b>Total Tangible Capital Assets</b>                          | <b>5</b>                     | <b>5</b>                   | <b>1</b>               | <b>-</b>                  | <b>1</b>                   |
| <b>Total Expenses</b>   | <b>1,512</b>                 | <b>1,590</b>               | <b>1,661</b>           | <b>7</b>                  | <b>1,668</b>               |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Provincial Subsidy  | (1,144)                      | (1,144)                    | (1,144)                | (7)                       | (1,151)                    |
| Fees & Service Charges  | (114)                        | (114)                      | (115)                  | -                         | (115)                      |
| <b>Total Revenues</b>   | <b>(1,258)</b>               | <b>(1,258)</b>             | <b>(1,259)</b>         | <b>(7)</b>                | <b>(1,266)</b>             |
| <b>Net Program Expenses</b>                                   | <b>254</b>                   | <b>332</b>                 | <b>402</b>             | <b>-</b>                  | <b>402</b>                 |

# PROGRAM 7 GENERAL OPERATING PROGRAM SUBSIDY



## 2016 Program Detail

## Social Services - Children's Services



NOTE: In January 2013 the Ministry re-named the former Wage Subsidy program to General Operating Program. The Ministry has required that CMSM's develop a policy for the equitable distribution of general operating 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, downloaded by the Province, is a mandatory program.
- ◆ The Wage Subsidy program was first introduced by the Province in 1987. The Ministry of Education has renamed this program to General Operating.
- ◆ Collect data from the operators to determine their annual allocation of the General Operating program funding.
- ◆ Maintain present Service Agreements to flow general operating 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 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).



**PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY**



**2016 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Resources:**

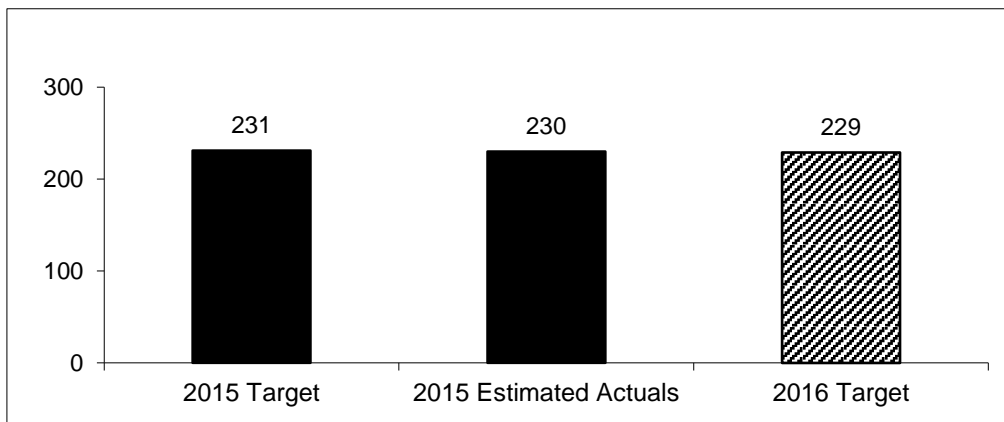
- ◆ Staff positions are included in Administration (Program 8).

**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**



PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY

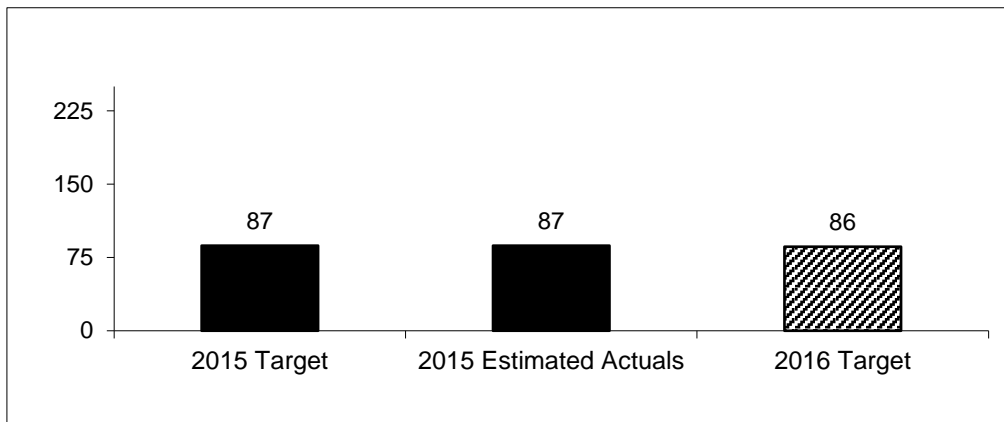


2016 Program Detail

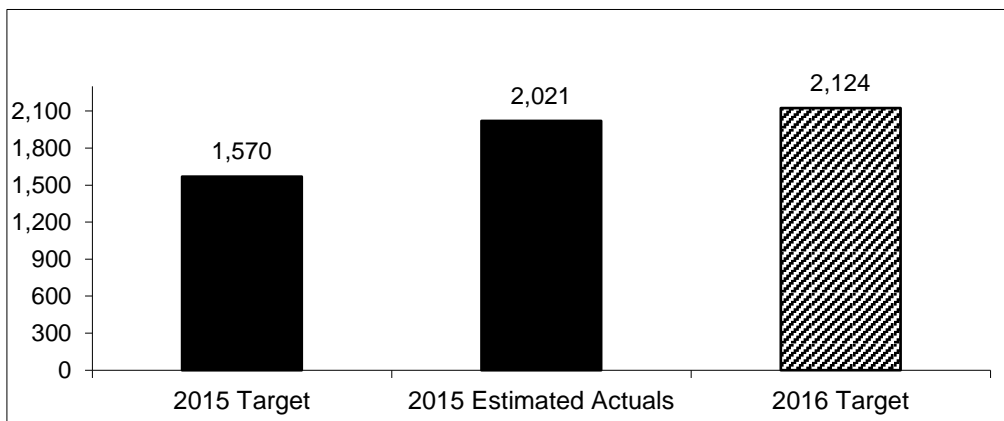
Social Services -  
Children's Services

Performance Data (continued):

**Number of Contracts for Licensed Child Care Programs Receiving Funding**



**Number of Full Time Equivalent Staff Supported with Operating Funding**



**PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY**

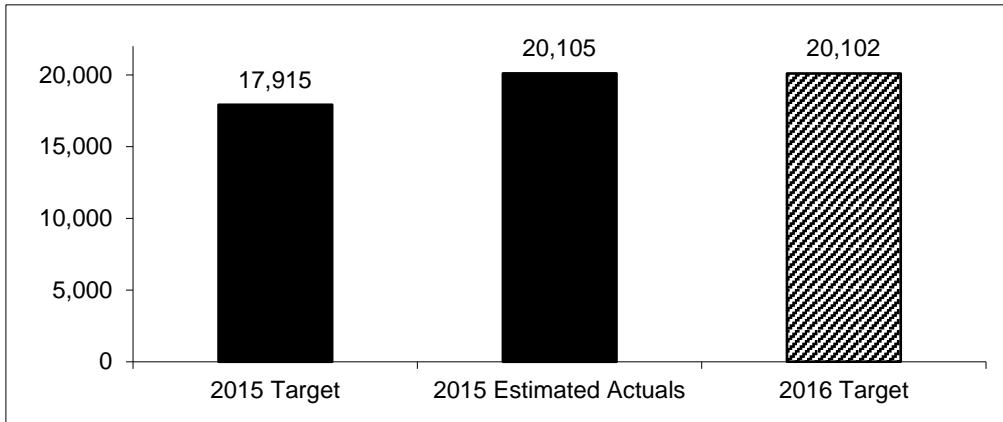


**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Total Licensed Capacity of all Programs Receiving Funding**



**PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY**



**2016 Program Detail**

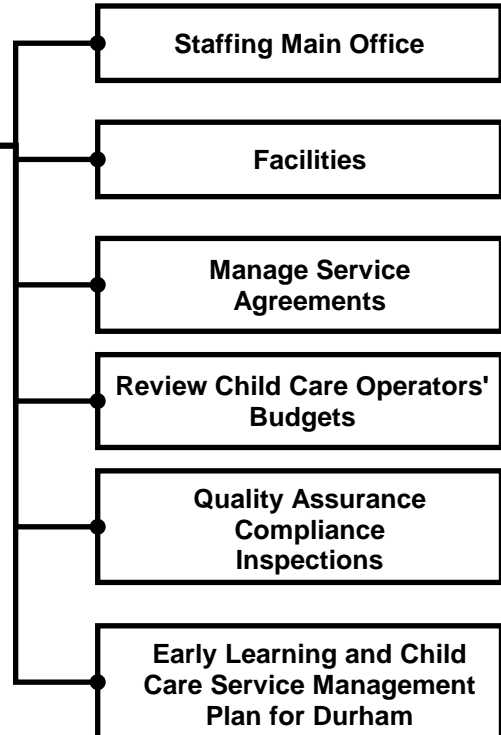
**Social Services -  
Children's Services**

| Detailed Cost of Program:                                     | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                                     |                      |                    |                |                   |                    |
| Contracted Services   | 7,655                | 7,655              | 7,393          | 252               | 7,645              |
| <b>Operating Expenses Subtotal</b>                            | <b>7,655</b>         | <b>7,655</b>       | <b>7,393</b>   | <b>252</b>        | <b>7,645</b>       |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                      |                    |                |                   |                    |
| Children Services Charge                                      | 332                  | 332                | 332            | -                 | 332                |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>332</b>           | <b>332</b>         | <b>332</b>     | <b>-</b>          | <b>332</b>         |
| <b>Total Expenses</b>   | <b>7,987</b>         | <b>7,987</b>       | <b>7,725</b>   | <b>252</b>        | <b>7,977</b>       |
| <b>Revenues</b>   |                      |                    |                |                   |                    |
| Provincial Subsidy  | (6,649)              | (6,649)            | (6,649)        | (252)             | (6,901)            |
| Provincial Contribution One-Time                              | -                    | (262)              | -              | -                 | -                  |
| <b>Total Revenues</b>   | <b>(6,649)</b>       | <b>(6,911)</b>     | <b>(6,649)</b> | <b>(252)</b>      | <b>(6,901)</b>     |
| <b>Net Program Expenses</b>                                   | <b>1,338</b>         | <b>1,076</b>       | <b>1,076</b>   | <b>-</b>          | <b>1,076</b>       |



**2016 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 (formerly Wage Subsidy, Wage Improvement and Pay Equity); 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 funding to child care operators for Health and Safety and Retrofit Minor Capital projects; and provide support to the families, child care operators and community partners by creating and implementing Durham's Child Care Service Management Plan.

**Description of Program Activities:**

- ◆ Administer the Child Care Fee Subsidy System for Durham.
- ◆ Administer approximately 240 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 4 Special Needs Resourcing service agreements and related funding flow with: Resources For Exceptional Children and Youth; Preschool Outreach Program; The Surrey Place Centre; and Durham Behaviour Management Services.



**2016 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 Child Care Service Management plan as part of the Ministry's budget for Durham, including the Early Learning Program.
- ◆ Evaluation of the Child Care system as incorporated in Durham's Child Care Service Management 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) and Directly Operated Child Care Management System (DOCCMS). The computerized data management system is serving more than 3,000 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 Child Care Service Management 2015 Service 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 services we provide.
- ◆ Participate in Provincial child care related professional committees (e.g. OMSSA, OMBI).
- ◆ 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 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 program serving children and families.
- ◆ Manage any available Health & Safety funding and Retrofit Minor Capital funding.
- ◆ Implement the Data Analysis Program which includes the implementation of Early Development Instrument (EDI) and 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:**

- ◆ 2016 Full Time Staff = 38.24      New positions: 1 Manager-Children's Services  
2015 Full Time Staff = 37.24



**2016 Program Detail**

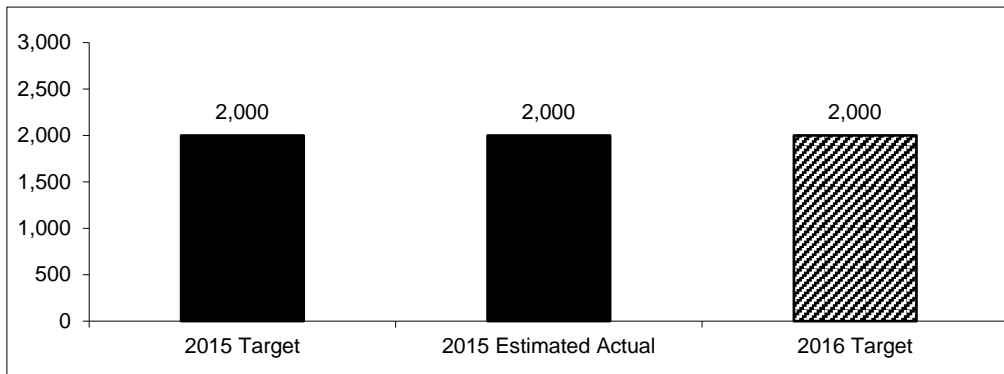
**Social Services -  
Children's Services**

**Performance Measurements:**

- ◆ Number of Information Guides printed and distributed annually
- ◆ Number of Public Displays

**Performance Data:**

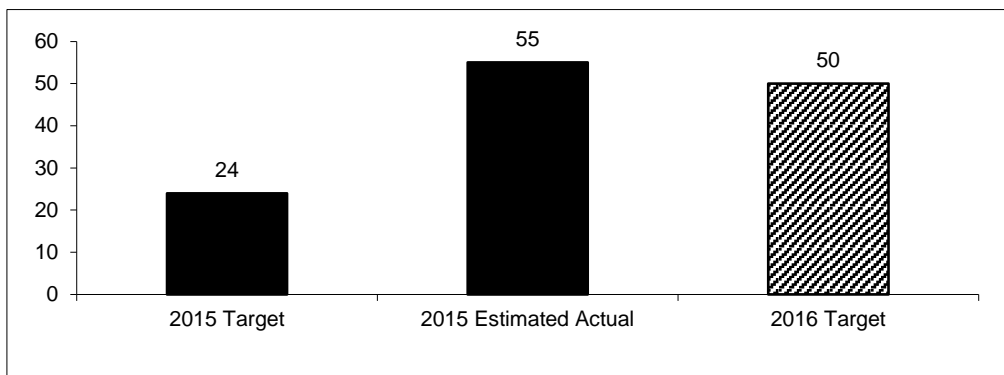
**Number of Information Guides Printed and Distributed Annually**



**Note:**

Many clients access this information on the web, however agencies and some families prefer a hard copy.

**Number of Public Displays**



**Note:**

Staff participate at many community events promoting positive image of the Region and information about services.

**PROGRAM 8  
ADMINISTRATION**



**2016 Program Detail**

**Social Services -  
Children's Services**

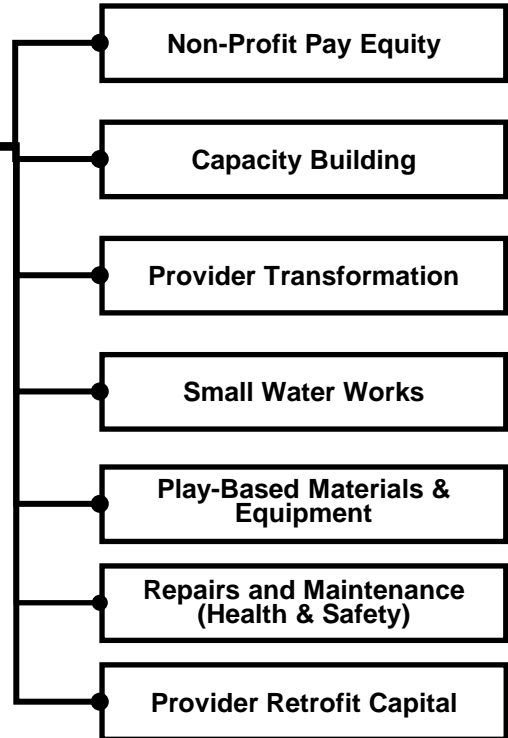
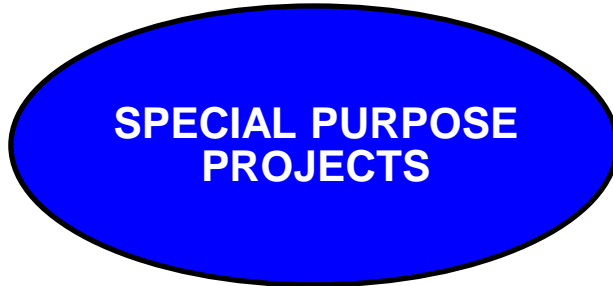
| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 3,674                        | 3,698                      | 3,860                  | 60                        | 3,920                      |
| Personnel Related                    | 60                           | 53                         | 53                     | -                         | 53                         |
| Communications                       | 96                           | 85                         | 86                     | -                         | 86                         |
| Supplies                             | 31                           | 33                         | 33                     | -                         | 33                         |
| Food                                 | 5                            | 5                          | 5                      | -                         | 5                          |
| Computer Maintenance &<br>Operations | 19                           | 23                         | 23                     | 80                        | 103                        |
| Materials & Services                 | 17                           | 12                         | 12                     | -                         | 12                         |
| Equipment Maintenance &<br>Repairs   | 12                           | 15                         | 15                     | -                         | 15                         |
| Professional Services                | 34                           | 70                         | 70                     | (30)                      | 40                         |
| Major Repairs & Renovations          | 23                           | 30                         | -                      | -                         | -                          |
| <b>Gross Operating Expenses</b>      | <b>3,971</b>                 | <b>4,024</b>               | <b>4,157</b>           | <b>110</b>                | <b>4,267</b>               |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| New                                  | 28                           | 28                         | -                      | 7                         | 7                          |
| Replacement                          | 29                           | 29                         | 22                     | -                         | 22                         |
| <b>Total Tangible Capital Assets</b> | <b>57</b>                    | <b>57</b>                  | <b>22</b>              | <b>7</b>                  | <b>29</b>                  |
| <b>Total Expenses</b>                | <b>4,028</b>                 | <b>4,081</b>               | <b>4,179</b>           | <b>117</b>                | <b>4,296</b>               |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Provincial Subsidy                   | (2,177)                      | (2,177)                    | (2,176)                | (110)                     | (2,286)                    |
| <b>Total Revenues</b>                | <b>(2,177)</b>               | <b>(2,177)</b>             | <b>(2,176)</b>         | <b>(110)</b>              | <b>(2,286)</b>             |
| <b>Net Program Expenses</b>          | <b>1,851</b>                 | <b>1,904</b>               | <b>2,003</b>           | <b>7</b>                  | <b>2,010</b>               |





2016 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:** This category is intended to cover one-time costs for non-profit child care operators that are involved in business transformation activities and/or require business transformation supports, including: the amalgamation of two or more centres in a school or community setting; the relocation of a child care centre to a school or within 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 child care operators to create enriching environments that are developmentally appropriate and promote children's exploration and learning through play, consistent with the principles of the Early Learning Framework. The funding may be used to purchase non-consumable supplies / equipment that supports the regular operation of the child care program.
- ◆ **Repairs & Maintenance (Health & Safety):** Child care operators are required to comply with the Ministry's licensing requirements under the Day Nurseries Act (DNA) 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.
- ◆ **Provider Retrofit Capital:** This minor retrofit capital funding is to be used to support the reconfiguration of existing child care spaces, to serve younger aged children. This funding is only available to non-profit child care operators. It may not be used to fund new capital facilities for system growth.



## 2016 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 newly introduced Wage Enhancement Program Funding).
- ◆ **Capacity Funding:** The Division manages this funding and organizes free education and training events for the early learning and child care community.
- ◆ **Transformation Expenses:** Staff assess and approve suitable 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 will review providers applications for this type of funding and if appropriate approve and flow through the funding following the Ministry guidelines.
- ◆ **Repairs & Maintenance:** Staff will review providers applications for this type of funding and if appropriate, approve and flow through the funding following the Ministry guidelines.
- ◆ **Provider Retrofit Capital:** Staff will review provider 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 counted in Administration. (Program 8)

### Performance Measurements:

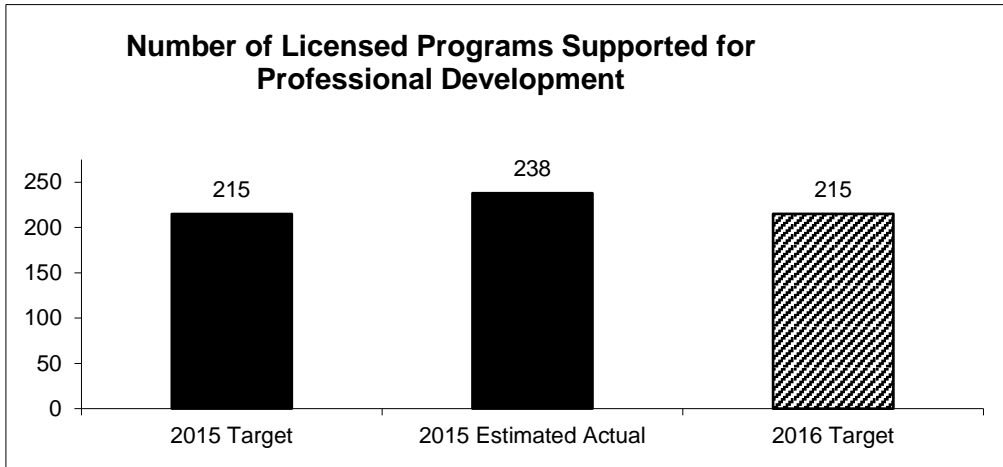
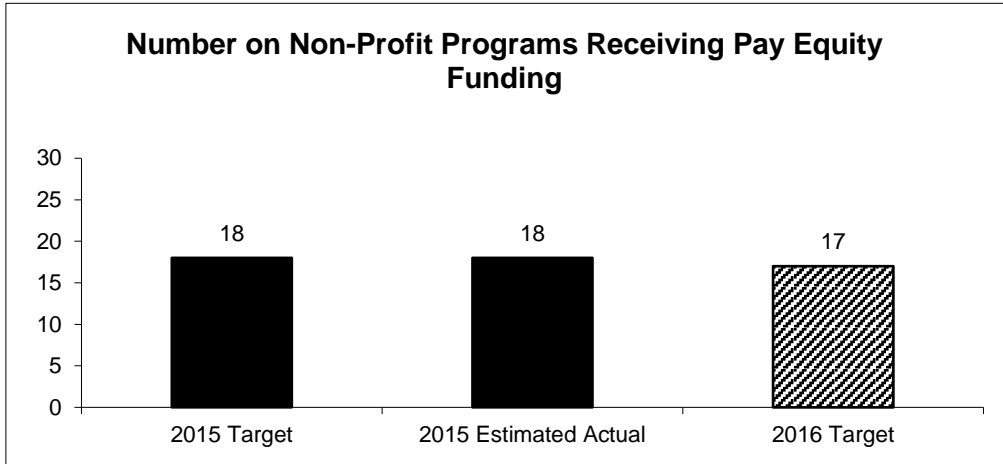
- ◆ Number of non-profit programs receiving Pay Equity funding
- ◆ Number of licensed programs supported for Professional Development
- ◆ Number of licensed child care centres funded for transformation and number of spaces supported
- ◆ Number of programs receiving funding to support small water works activities
- ◆ Number of programs receiving material and equipment funding to enrich learning environments for children
- ◆ Number of licensed programs funded for repairs and maintenance
- ◆ Number of non-profit programs that receive funding for retrofit to relicense to serve younger aged children and number of spaces supported



**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**

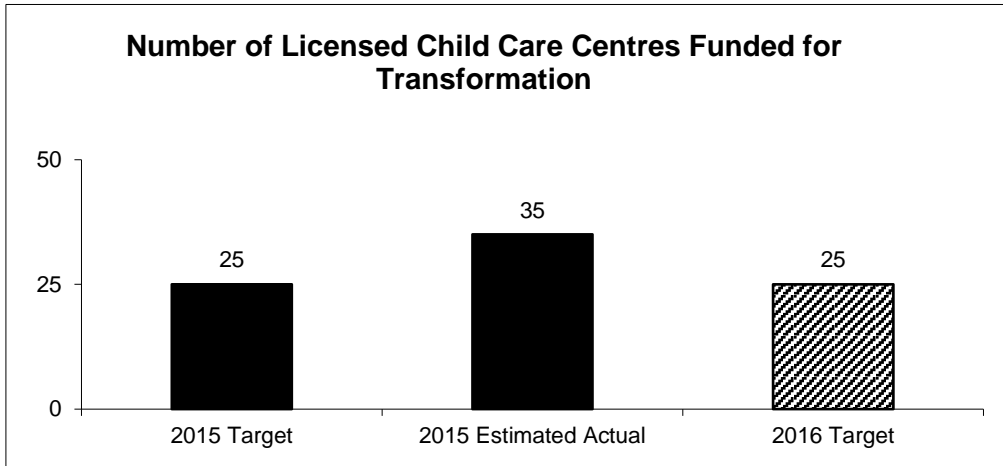




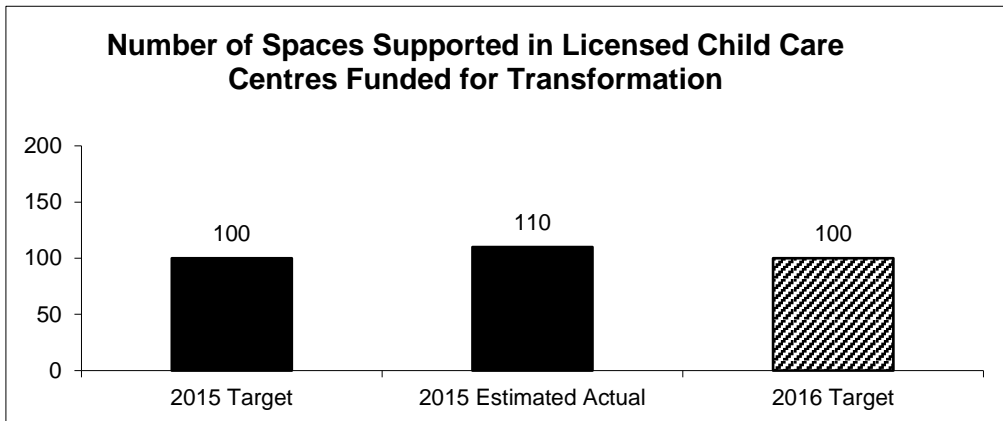
**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**



Note: 2015 Estimated Actual is based on an application process and the funding was spread across 35 centres for 2015

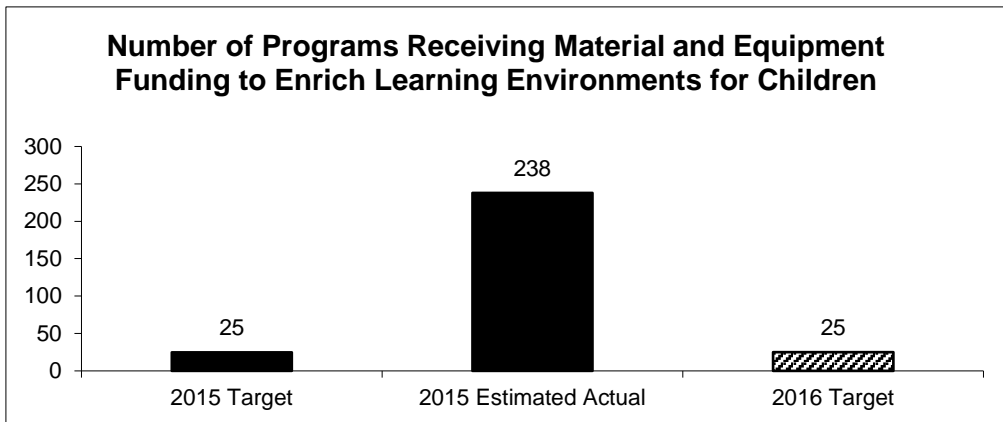
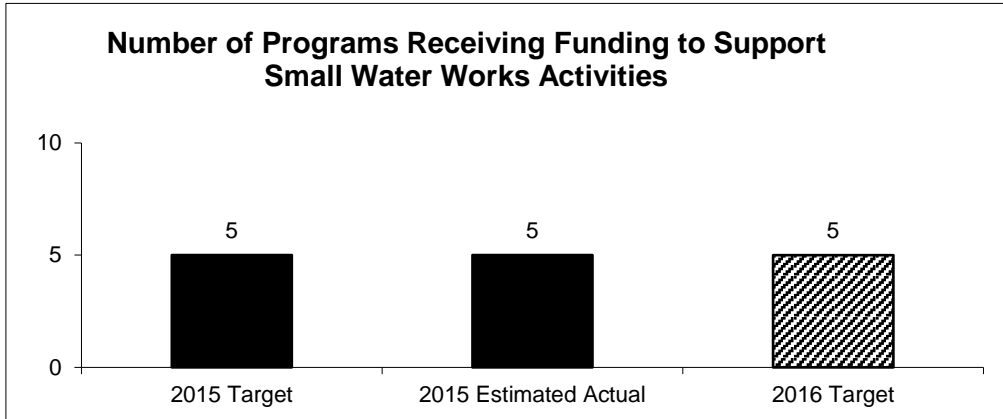




**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data: (continued)**



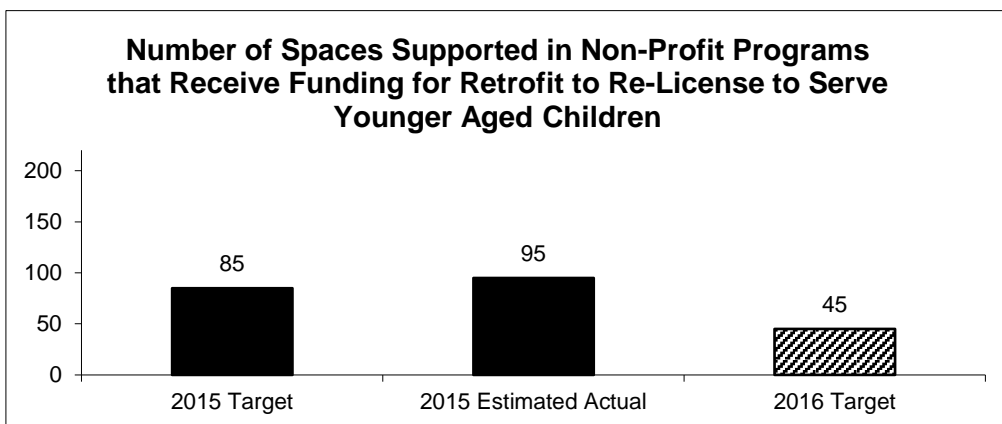
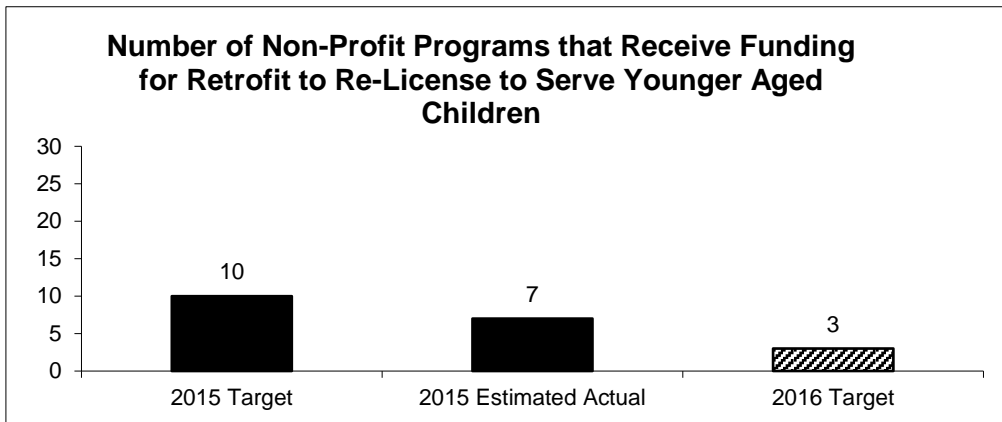
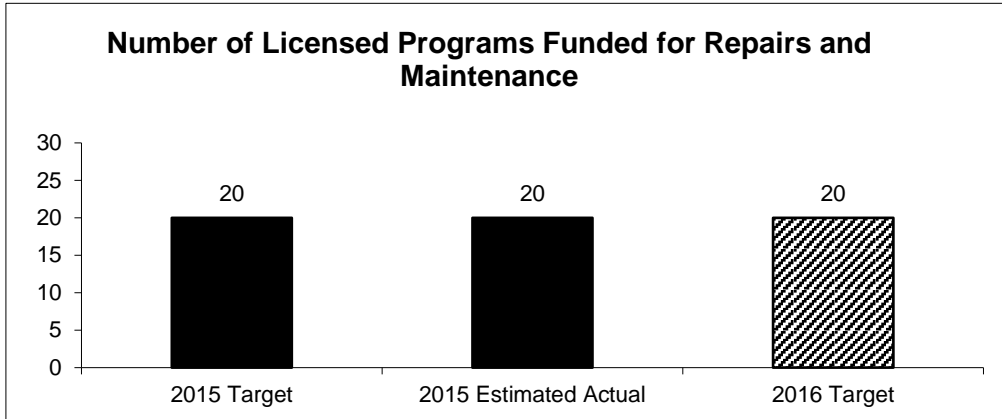
Note: Early Learning and Childcare programs adapted to meet the updated Durham Region Operating Criteria and new Legislation in 2015. Funding was rolled out to support operators with Play based toys and equipment funding.



**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data: (continued)**



Note: Anticipate fewer spaces created due to re-licensing due to the completion of the FDK implementation.

**PROGRAM 9  
SPECIAL PURPOSE - PROJECTS**



**2016 Program Detail**

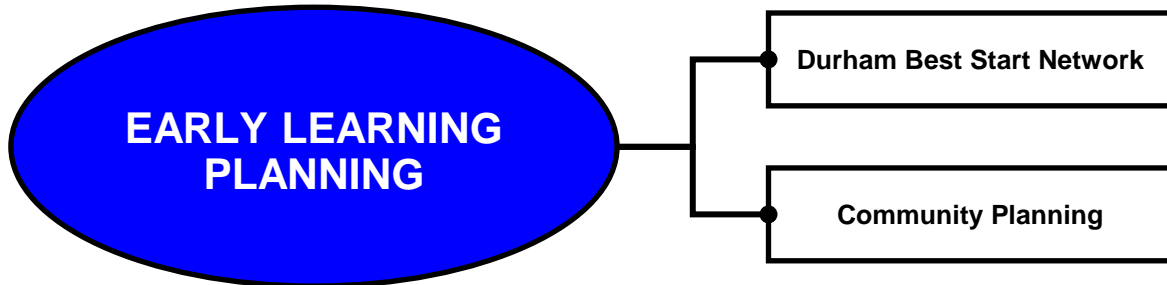
**Social Services -  
Children's Services**

| Detailed Cost of Program:            | 2015                 |                    | 2016           |                   |                    |
|--------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                           | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>            |                      |                    |                |                   |                    |
| Personnel Related                    | -                    | -                  | -              | -                 | -                  |
| Communications                       | 11                   | -                  | -              | -                 | -                  |
| Food                                 | 23                   | -                  | -              | -                 | -                  |
| Materials & Services                 | 2                    | -                  | -              | -                 | -                  |
| Professional Services                | 21                   | -                  | -              | -                 | -                  |
| Contracted Services                  | 1,270                | 1,357              | 1,357          | (281)             | 1,076              |
| <b>Gross Operating Expenses</b>      | <b>1,327</b>         | <b>1,357</b>       | <b>1,357</b>   | <b>(281)</b>      | <b>1,076</b>       |
| <b>Tangible Capital Assets</b>       |                      |                    |                |                   |                    |
| New                                  | -                    | -                  | -              | 27                | 27                 |
| <b>Total Tangible Capital Assets</b> | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>27</b>         | <b>27</b>          |
| <b>Total Expenses</b>                | <b>1,327</b>         | <b>1,357</b>       | <b>1,357</b>   | <b>(254)</b>      | <b>1,103</b>       |
| <b>Revenues</b>                      |                      |                    |                |                   |                    |
| Provincial Subsidy                   | (1,327)              | (1,357)            | (1,357)        | 254               | (1,103)            |
| <b>Total Revenues</b>                | <b>(1,327)</b>       | <b>(1,357)</b>     | <b>(1,357)</b> | <b>254</b>        | <b>(1,103)</b>     |
| <b>Net Program Expenses</b>          | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |



**2016 Program Detail**

**Social Services -  
Children's Services**



**Purpose:**

- ◆ 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.
- ◆ This program will be 100 per cent funded through Ministry of Education.
- ◆ Funding for this activity will be reviewed on an annual basis by the Ministry.

**Description of Program Activities:**

- ◆ 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 based on the identified funding levels from the Ministry.
- ◆ Manage Purchase of Service agreements with consultants as required to implement the initiative.
- ◆ Arrange for translation of all Best Start documentation into the French Language.
- ◆ Maintain an up to date Best Start Network web site through the Children's Services web site.

**Description of Program Resources:**

- ◆ Staff positions are included in Administration (Program 8).



**PROGRAM 10  
EARLY LEARNING PLANNING**



**2016 Program Detail**

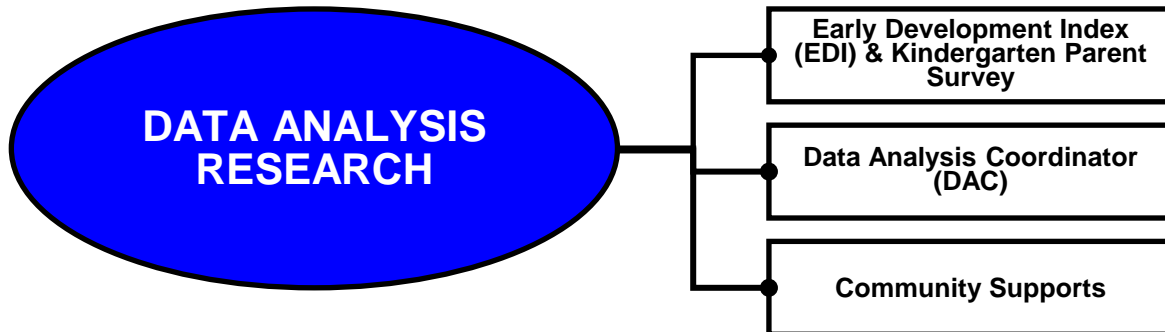
**Social Services -  
Children's Services**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Communications                   | 18                           | 18                         | 18                     | -                         | 18                         |
| Supplies                         | 11                           | 15                         | 15                     | -                         | 15                         |
| Food                             | 5                            | 15                         | 16                     | -                         | 16                         |
| Materials & Services             | 24                           | 21                         | 20                     | -                         | 20                         |
| Professional Services            | 5                            | 10                         | 10                     | -                         | 10                         |
| <b>Total Expenses</b>            | <b>63</b>                    | <b>79</b>                  | <b>79</b>              | <b>-</b>                  | <b>79</b>                  |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (63)                         | (79)                       | (79)                   | -                         | (79)                       |
| <b>Total Revenues</b>            | <b>(63)</b>                  | <b>(79)</b>                | <b>(79)</b>            | <b>-</b>                  | <b>(79)</b>                |
| <b>Net Program Expenses</b>      | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |



**2016 Program Detail**

**Social Services -  
Children's Services**



**Purpose:**

- ◆ 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.
- ◆ To collect reports and maintain a resource library.
- ◆ To liaise with key stakeholders.
- ◆ To actively support knowledge mobilization and exchange.
- ◆ To build capacity within the community to understand and apply information and Early Year's research.

**Description of Program Activities:**

- ◆ Develop and maintain an Early Years inventory validation process to assist with community planning.
- ◆ Create a Casebook of Knowledge Mobilization and Exchange activities.
- ◆ Data collection and analysis of risk factors and EDI scores (with emphasis on 'off-diagonal' neighbourhoods).
- ◆ Introduce the KPS as another process for collecting data on our young learners.
- ◆ Deliver 2 community workshops (per annum) to build capacity for evidence-informed decision making.
- ◆ Participate in Durham's Best Start Network (BSN) and relevant sub-committees providing regular updates to the community regarding pertinent information.
- ◆ Support the Ministry of Education with the evaluation of Full-Day Early Learning Kindergarten program, as directed.
- ◆ Assist community agencies such as OEYC's to collect their service data to achieve MCYS quarterly reporting requirements.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 1
- 2015 Full Time Staff = 1



**2016 Program Detail**

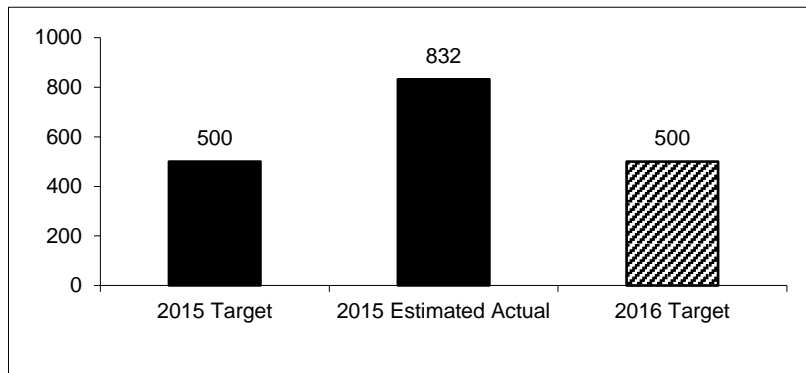
**Social Services -  
Children's Services**

**Performance Measurements:**

- ◆ Monitor an annual review of Durham's Child Care Service Management Plan.
- ◆ Provide quarterly reports and annual and year end reconciliation to the Ministry ensuring service and funding targets are achieved.
- ◆ Service objectives will be evaluated using satisfaction surveys and analysed for improvements (i.e. collected from the BSN, Community Agencies and School Boards).
- ◆ Service targets will be established within the work plans for the Early Learning team and progress measured against these to determine both the quantitative (outputs) and the qualitative (outcomes).
- ◆ The Ministry shared deliverable charts will be used to guide the work of the Data Analysis Coordinator (DAC) and evaluated upon achieving identified outcomes or timelines.

**Performance Data:**

**Number of Professionals Attending Training Sessions**



Note: 2015 target was influenced by a Provincial initiative that rolled training out to all kindergarten teacher in Durham. The initiative is not scheduled for 2016 therefore the target will remain at 500.

**PROGRAM 11  
DATA ANALYSIS RESEARCH**



**2016 Program Detail**

**Social Services -  
Children's Services**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 112                          | 112                        | 114                    | -                         | 114                        |
| Materials & Services             | 1                            | 5                          | 5                      | -                         | 5                          |
| <b>Total Expenses</b>            | <b>113</b>                   | <b>117</b>                 | <b>119</b>             | <b>-</b>                  | <b>119</b>                 |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (101)                        | (101)                      | (101)                  | -                         | (101)                      |
| <b>Total Revenues</b>            | <b>(101)</b>                 | <b>(101)</b>               | <b>(101)</b>           | <b>-</b>                  | <b>(101)</b>               |
| <b>Net Program Expenses</b>      | <b>12</b>                    | <b>16</b>                  | <b>18</b>              | <b>-</b>                  | <b>18</b>                  |

**PROGRAM 12  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Social Services -  
Children's Services**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 12  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

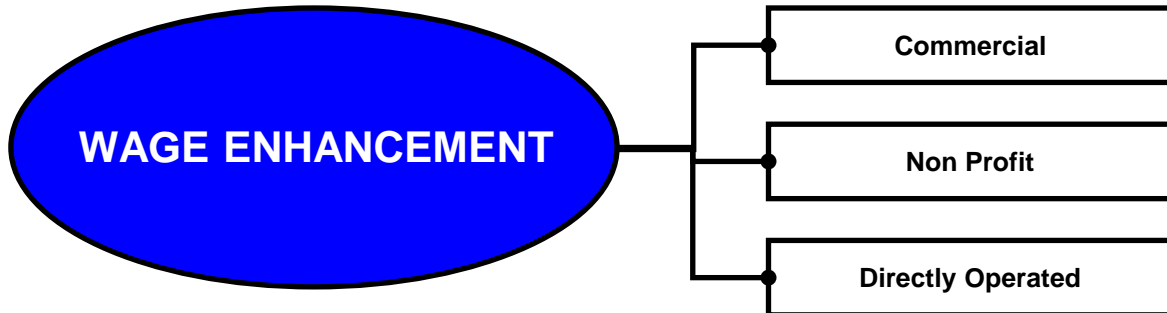
**Social Services -  
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| <b>Detailed Cost of Program:</b>  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Rents   | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Total Revenues</b>   | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Net Program Expenses</b>   | <b>11,441</b>                | <b>11,774</b>              | <b>11,964</b>          | <b>134</b>                | <b>12,098</b>              |
| <b>Children's Services Share of<br/>Net Program Expenses</b>                            | <b>537</b>                   | <b>537</b>                 | <b>546</b>             | <b>6</b>                  | <b>552</b>                 |
| <b>Less: Provincial Subsidy</b>   | <b>(154)</b>                 | <b>(154)</b>               | <b>(154)</b>           | <b>-</b>                  | <b>(154)</b>               |
| <b>Children's Services' Share of<br/>Program Expenses Net of<br/>Provincial Subsidy</b> | <b>383</b>                   | <b>383</b>                 | <b>392</b>             | <b>6</b>                  | <b>398</b>                 |



**2016 Program Detail**

**Social Services -  
Children's Services**



Effective January 1, 2015 the Province introduced the wage enhancement initiative as a means to support quality in the licensed child care sector, including licensed Private Home Day Care Agencies.

**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.

**Description of Program Activities:**

**Note: 2015 was a transition year for this new source of funding. The Region has been approved for funding through the Ontario Transfer Payment Agreement between the Region and the Minister of Education. In January 2016, operators will be able to apply for the second year funding.**

- ◆ CMSM's are required to create a wage enhancement application template for licensed child care operators.
- ◆ CMSM's will review applications and must have a Purchase of Service Agreement with the Operator in order to flow the wage enhancement funding.
- ◆ Licensed Child Care Operators and Home Child Care Agencies may complete the application and submit the request for funding based on the Ministry eligibility criteria.
- ◆ Eligible licensed child care RECE's and program staff who support staff: child ratio's would receive \$1/hour wage increase plus the operator may receive 17.5 per cent for associated benefit costs.
- ◆ Home Day Care visitors would also be eligible for the \$1/hour wage increase.
- ◆ Home Day Care Providers would be eligible for up to \$10/day.
- ◆ The Operators must ensure that these funds are only used to increase staff wages and unspent monies are to be returned to the CMSM at year end. Operators must re-apply annually for funding.
- ◆ Children's Services must ensure operators comply with the directive and must develop a reconciliation and audit process.
- ◆ The staff wage is capped at \$26.27/hour.
- ◆ Staff will collect, analyze and roll up statistics to the Ministry of Education.



**2016 Program Detail**

**Social Services -  
Children's Services**

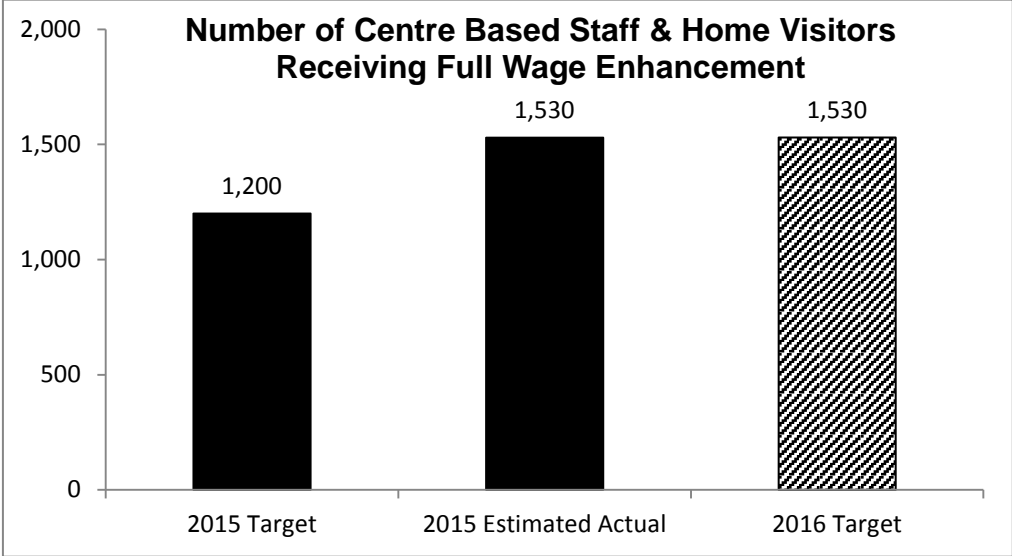
**Description of Program Resources:**

- ◆ Administration subsidy and expenses will be shown under Special Purpose Administration.

**Performance Measurements:**

- ◆ Number of Centre Based Staff & Home Visitors Receiving a full wage enhancement
- ◆ Number of Home Providers receiving a full wage enhancement

**Performance Data:**



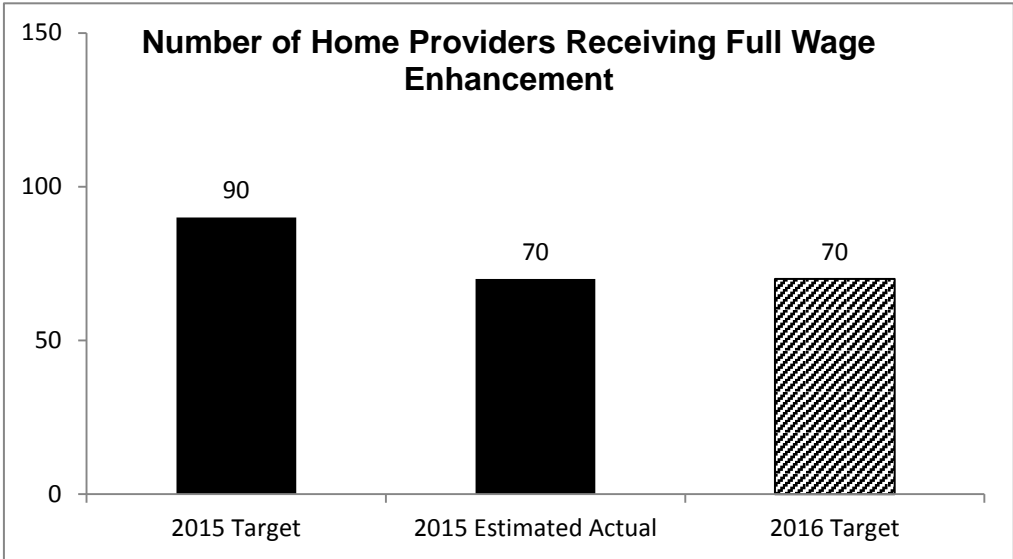




**2016 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**



**PROGRAM 13  
WAGE ENHANCEMENT**



**2016 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | -                            | 355                        | -                      | 355                       | 355                        |
| Personnel Related                    | -                            | 10                         | -                      | 12                        | 12                         |
| Communications                       | -                            | 5                          | -                      | 5                         | 5                          |
| Supplies                             | -                            | 5                          | -                      | 5                         | 5                          |
| Materials & Services                 | -                            | 35                         | -                      | 35                        | 35                         |
| Contracted Services                  | 4,120                        | 4,120                      | 4,120                  | 4,120                     | 8,240                      |
| <b>Gross Operating Expenses</b>      | <b>4,120</b>                 | <b>4,530</b>               | <b>4,120</b>           | <b>4,532</b>              | <b>8,652</b>               |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| New                                  | 2                            | 2                          | -                      | -                         | -                          |
| <b>Total Tangible Capital Assets</b> | <b>2</b>                     | <b>2</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Total Expenses</b>                | <b>4,122</b>                 | <b>4,532</b>               | <b>4,120</b>           | <b>4,532</b>              | <b>8,652</b>               |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Provincial Subsidy                   | (4,120)                      | (4,120)                    | (4,120)                | (4,532)                   | (8,652)                    |
| Provincial Contribution One-Time     | (2)                          | (412)                      | -                      | -                         | -                          |
| <b>Total Revenues</b>                | <b>(4,122)</b>               | <b>(4,532)</b>             | <b>(4,120)</b>         | <b>(4,532)</b>            | <b>(8,652)</b>             |
| <b>Net Program Expenses</b>          | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |

**PROGRAM 13  
WAGE ENHANCEMENT**



**2016 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Gross Operating Expenses</b>      |                              |                            |                        |                           |                            |
| General                              | -                            | 410                        | -                      | 412                       | 412                        |
| Wage Enhancement-Non Profit          | 1,914                        | 1,914                      | 1,914                  | 1,914                     | 3,828                      |
| Wage Enhancement-Commercial          | 2,206                        | 2,206                      | 2,206                  | 2,206                     | 4,412                      |
| <b>Gross Operating Expenses</b>      | <b>4,120</b>                 | <b>4,530</b>               | <b>4,120</b>           | <b>4,532</b>              | <b>8,652</b>               |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| General                              | 2                            | 2                          | -                      | -                         | -                          |
| <b>Total Tangible Capital Assets</b> | <b>2</b>                     | <b>2</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| General                              | (2)                          | (412)                      | -                      | (412)                     | (412)                      |
| Wage Enhancement-Non Profit          | (1,914)                      | (1,914)                    | (1,914)                | (1,914)                   | (3,828)                    |
| Wage Enhancement-Commercial          | (2,206)                      | (2,206)                    | (2,206)                | (2,206)                   | (4,412)                    |
| <b>Total Revenues</b>                | <b>(4,122)</b>               | <b>(4,532)</b>             | <b>(4,120)</b>         | <b>(4,532)</b>            | <b>(8,652)</b>             |
| <b>Net Program Expenses</b>          | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |

## TANGIBLE CAPITAL ASSETS - NEW



### 2016 Business Plan

### Social Services - Children's Services

| Description  | Qty | Unit Cost | Total         |
|--|-----|-----------|---------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                     |     |           |               |
|  |     | \$        | \$            |
| <b><u>Administration - Program 8</u></b>             |     |           |               |
| 1  | 3   | 1,000     | 3,000         |
| 2  | 2   | 2,100     | 4,200         |
|  |     |           | 7,200         |
| <b><u>Special Purpose - Projects - Program 9</u></b> |     |           |               |
| 3  | 1   | 25,000    | 25,000        |
| 4  | 1   | 2,000     | 2,000         |
|  |     |           | 27,000        |
|  |     |           | <b>34,200</b> |

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



**2016 Business Plan**

**Social Services -  
Children's Services**

| Description   | Qty | Unit Cost | Total  |
|---|-----|-----------|--------|
| <b>MACHINERY &amp; EQUIPMENT</b>                        |     |           |        |
|   |     | \$        | \$     |
| <b><u>Directly Operated Spaces - Program 2</u></b>      |     |           |        |
| <b><u>Pickering</u></b>                                 |     |           |        |
| 1 Furniture   | 1   | 4,913     | 4,913  |
| <b><u>Ajax</u></b>                                      |     |           |        |
| 2 Furniture   | 1   | 4,913     | 4,913  |
| <b><u>Whitby</u></b>                                    |     |           |        |
| 3 Furniture   | 1   | 4,913     | 4,913  |
| <b><u>Clara Hughes</u></b>                              |     |           |        |
| 4 Furniture   | 1   | 4,913     | 4,913  |
| <b><u>Lakewoods</u></b>                                 |     |           |        |
| 5 Furniture   | 1   | 4,913     | 4,913  |
| <b><u>Edna Thomson</u></b>                              |     |           |        |
| 6 Furniture   | 1   | 4,913     | 4,913  |
| <b><u>Sunderland</u></b>                                |     |           |        |
| 7 Furniture   | 1   | 2,000     | 2,000  |
|   |     |           | 31,478 |
| <b><u>Behaviour Management Services - Program 6</u></b> |     |           |        |
| <b><u>Behaviour Management</u></b>                      |     |           |        |
| 8 Furniture (Desks, filing cabinets, and other)         | 1   | 1,300     | 1,300  |
|   |     |           | 1,300  |

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



**2016 Business Plan**

**Social Services -  
Children's Services**

| Description                                      | Qty | Unit Cost | Total         |
|--|-----|-----------|---------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                 |     |           |               |
|  |     | \$        | \$            |
| <b><u>Administration - Program 8</u></b>         |     |           |               |
| <b><u>Administration</u></b>                     |     |           |               |
| 9 Desktop Computers and Monitors                 | 17  | 700       | 11,900        |
| 10 Laptop Computers                              | 1   | 2,100     | 2,100         |
| 11 Tablets                                       | 1   | 2,100     | 2,100         |
| 12 Furniture (Desks, filing cabinets, and other) | 5   | 1,180     | 5,900         |
|  |     |           | 22,000        |
|  |     |           | <b>54,778</b> |

|   |
|---|
| <p><b>TABLE OF CONTENTS</b><br/> <b>2016</b><br/> <b>BUSINESS PLANS &amp; BUDGETS</b></p> |
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**SOCIAL SERVICES**

**Page No.**

**FAMILY SERVICES**

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2016 Business Plan

Social Services - Family Services

Major Services & Activities

Core Community Services

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

Employee Assistance Program

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

Adult Community Support Services

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

Partner Assault Response

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

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

**Strategic Goal 4.5** - Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

**Responsibility** - Lead

**Key Deliverables**

- ◆ Maximize the participation of disabled adults in the community through the Adult Community Support Services Program.
- ◆ Identify an individual's needs and refer to other community resources as appropriate through assessment and referral.
- ◆ Provide counselling services to help individuals/clients address/respond to personal issues.

**Performance Targets**

- ◆ Number of direct client service hours.
- ◆ Number of clients served.
- ◆ Number of counselling sessions provided.
- ◆ Number of employer consultations and organizational development seminars.



## PROGRAM SUMMARY



### 2016 Business Plan

### Social Services - Family Services

| By Program                              | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                              | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                 | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                       |                      |                    |                |                   |                    |
| 1 Core Community Services               | 4,440                | 4,628              | 4,574          | 52                | 4,626              |
| 2 Employee Assistance Program (EAP)     | 117                  | 214                | 224            | -                 | 224                |
| 3 Adult Community Support Services      | 436                  | 470                | 473            | -                 | 473                |
| 4 Partner Assault Response (PAR)        | 516                  | 509                | 509            | -                 | 509                |
| 5 Facilities Management                 | 223                  | 218                | 222            | 27                | 249                |
| 6 Headquarters Shared Cost              | 313                  | 313                | 318            | 4                 | 322                |
| <b>Operating Subtotal</b>               | <b>6,045</b>         | <b>6,352</b>       | <b>6,320</b>   | <b>83</b>         | <b>6,403</b>       |
| <b>Tangible Capital Assets:</b>         |                      |                    |                |                   |                    |
| 1 New                                   | -                    | -                  | -              | 24                | 24                 |
| 1 Replacement                           | 16                   | 16                 | 16             | 25                | 41                 |
| <b>Tangible Capital Assets Subtotal</b> | <b>16</b>            | <b>16</b>          | <b>16</b>      | <b>49</b>         | <b>65</b>          |
| <b>Total Program Expenses</b>           | <b>6,061</b>         | <b>6,368</b>       | <b>6,336</b>   | <b>132</b>        | <b>6,468</b>       |
| <b>Revenue Programs</b>                 |                      |                    |                |                   |                    |
| 1 Core Community Services               | (132)                | (194)              | (194)          | -                 | (194)              |
| 2 Employee Assistance Program (EAP)     | (116)                | (153)              | (153)          | -                 | (153)              |
| 3 Adult Community Support Services      | (355)                | (330)              | (349)          | -                 | (349)              |
| 4 Partner Assault Response (PAR)        | (516)                | (509)              | (509)          | -                 | (509)              |
| <b>Total Revenue Expenses</b>           | <b>(1,119)</b>       | <b>(1,186)</b>     | <b>(1,205)</b> | <b>-</b>          | <b>(1,205)</b>     |
| <b>Net Program Expenses</b>             | <b>4,942</b>         | <b>5,182</b>       | <b>5,131</b>   | <b>132</b>        | <b>5,263</b>       |

### Summary of Increase (Decrease)

|        |        |       |
|--------|--------|-------|
| (\$51) | -0.98% | \$81  |
| -      | -      | 1.56% |

**PROGRAM SUMMARY**



**2016 Business Plan**

**Social Services - Family Services**

**Summary of Base Budget Changes**

|                     | <u>\$</u>          | <u>Comments</u>   |
|---------------------|--------------------|---|
| Salaries & Benefits | (40)               | Economic increases and changes to negotiated wage rates |
| Operating Expenses  | (1)                | Reduced requirement                                     |
| Operating Expenses  | 9                  | Facilities, including Headquarters shared cost          |
| Provincial Subsidy  | <u>(19)</u>        | Adult Community Support Services                        |
|                     | <u><u>(51)</u></u> |   |

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

## Social Services - Family Services

(\$,000's)

### Core Community Services

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>◆ New position: 1 Family Counsellor 2, effective July 1, 2016, to meet community development needs around poverty reduction, youth unemployment and other related initiatives. (Annualized cost is \$98k)</li> <li>◆ Recovery from Social Assistance - Social Investment Fund program to offset the cost of the new Family Counsellor 2 position.</li> <li>◆ One-time increase in Education and Training to accommodate new case management program enhancements and upgrade. The existing upgrade requires staff training associated with the new enhancements.</li> <li>◆ Increase in Car Allowance based on prior experience.</li> </ul> | <p>49</p> <p>(49)</p> <p>50</p> <p style="border-top: 1px solid black;">2</p> <p style="border-top: 1px solid black; border-bottom: 3px double black;">52</p> |
|--|---|

### Facilities Management

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>◆ Increases in Janitorial Services for Family Services Facilities based on prior experience.</li> <li>◆ Major Repairs &amp; Renovations - Powered entrance door (\$5k) and renovations to Partner Assault Response (PAR) intake room and filing alcove (\$20k).</li> </ul> | <p>2</p> <p>25</p> <p style="border-top: 1px solid black; border-bottom: 3px double black;">27</p> |
|---|--|

### Headquarters Shared Cost

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>◆ Family Services share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul> | <p>4</p> <p style="border-top: 1px solid black; border-bottom: 3px double black;">4</p> |
|---|---|

### Tangible Capital Assets

**New**

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>◆ Furniture for Family Services location at Fairview Lodge.</li> <li>◆ Two new printers for Core Counselling staff.</li> </ul> | <p>23</p> <p>1</p> <p style="border-top: 1px solid black;">Subtotal 24</p> |
|---|--|

**Replacement - Additional**

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>◆ Desktop computers and monitors for Core Counselling staff (\$21k) and Laptops (\$4k)</li> </ul> | <p>25</p> <p style="border-top: 1px solid black;">Subtotal 25</p> |
|--|---|

49

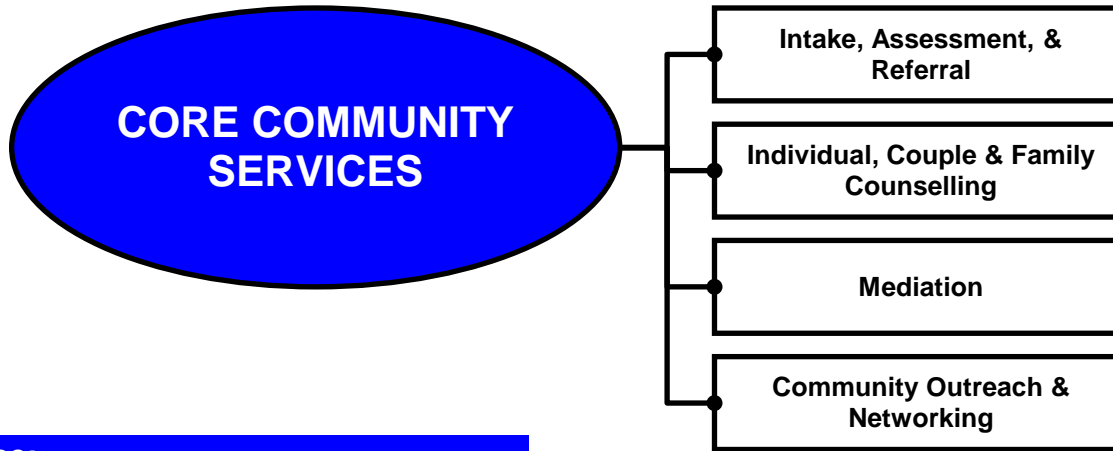
**Total Program Changes** 132

# PROGRAM 1 CORE COMMUNITY SERVICES



## 2016 Program Detail

## Social Services - Family Services



### Purpose:

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

### Description of Program Activities:

- ◆ Individuals requesting service are screened for appropriateness by intake. During the intake call, staff will screen for risk and safety issues and identify priority of service. Individuals identified as needing priority service due to crisis, abuse, or other issues will receive service as soon as possible.
- ◆ Family counsellors assess and provide direct counselling services to individuals and families in need of support, e.g. grief counselling; parenting assistance with children/adolescents; couple counselling, separation or divorce; caring for elderly parents; coping with stress; adjustment difficulties, etc.
- ◆ Services are provided to individuals, groups and families 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.
- ◆ Clients are generally seen for their first session within ten business days of the initial request for service.
- ◆ Quality assurance is measured through ISO 9001:2008 Certification.
- ◆ Because of the high incidence of domestic violence in Durham Region, individuals who experienced intimate partner abuse and other forms of domestic violence are given priority service.
- ◆ Family Services continues to provide short-term individual and/or group counselling, peer support, and referrals to other community support services for male survivors of childhood sexual abuse through a special Ministry of Attorney General (MAG) contract with Peel Family Services. Support services may be extended to family members of these survivors. Services are tailored to clients' needs.
- ◆ Family Services provides services to Veterans and Aboriginals through contracts with offices of the Federal Government (Veterans Affairs, Indigenous and Northern Affairs Canada); services are also provided to children through the Province of Ontario's Ministry of the Attorney General's Internet Child Exploitation (ICE) program.
- ◆ Family Services staff also provide on-site counselling services at the Region's Income and Employment Support Division (IESD) sites (South Oshawa, John Street Resource Centre, Ajax), in addition to having an independent Family Services office at the Uxbridge IESD location. IESD clients represent 30 per cent of the on-site services provided by Family Services.



**2016 Program Detail**

**Social Services - Family  
Services**

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

- ◆ Family Services works with other Regional departments (e.g. Health, Police), service providers (e.g. shelters, schools, Children's Aid Society (CAS)) and existing networks in the community (e.g. Children's Systems Network, Violence Prevention Coordinating Council (VPCC), Durham Region Intimate-Relationship Violence Empowerment Network (DRIVEN), Durham Strategic Planning Alliance for Children and Youth) 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.
- ◆ In 2015, Family Services implemented an outcomes measurement tool to help identify individual functioning, interpersonal relationships, social role performance, and the therapist-client alliance as it relates to the client's treatment goals.
- ◆ Family Services will continue to monitor Client Satisfaction through a questionnaire that is distributed to all clients receiving service at the conclusion of their counselling sessions. Client responses are tabulated annually.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 41.75      New position: 1 Family Counsellor 2  
2015 Full Time Staff = 40.75

**Performance Measurements:**

- ◆ Number of direct counselling sessions.
- ◆ Average weekly direct counselling service hours per counsellor.
- ◆ Level of client satisfaction.

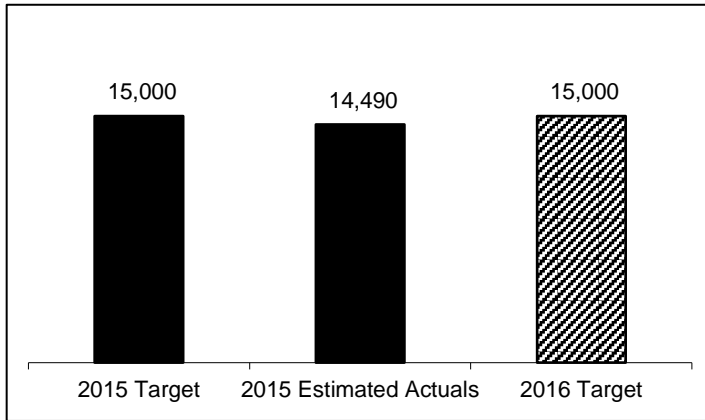


**2016 Program Detail**

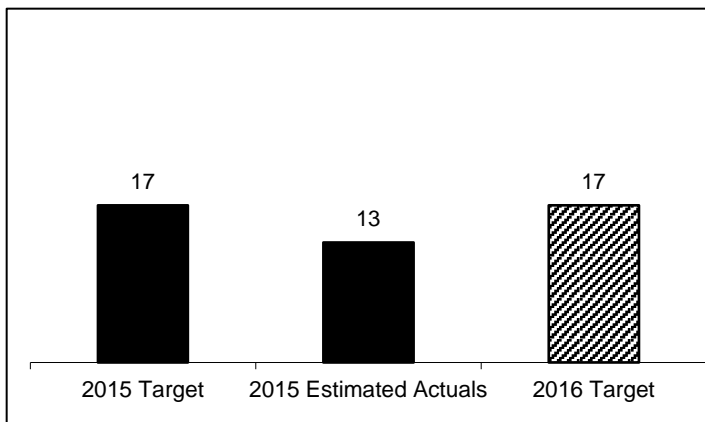
**Social Services - Family Services**

**Performance Data:**

**Number of Direct Counselling Sessions**



**Average Weekly Direct Counselling Service Hours per Counsellor**



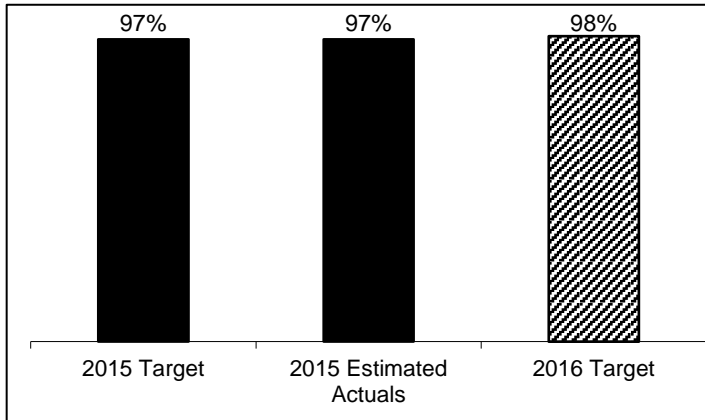


**2016 Program Detail**

**Social Services - Family Services**

**Performance Data: (Continued)**

**Level of Client Satisfaction**



**PROGRAM 1  
CORE COMMUNITY SERVICES**



**2016 Program Detail**

**Social Services - Family  
Services**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 4,396                        | 4,485                      | 4,432                  | 49                        | 4,481                      |
| Personnel Related   | 91                           | 91                         | 91                     | 52                        | 143                        |
| Communications  | 30                           | 80                         | 79                     | -                         | 79                         |
| Supplies  | 30                           | 31                         | 31                     | -                         | 31                         |
| Computer Maintenance &<br>Operations                              | 3                            | 24                         | 24                     | -                         | 24                         |
| Materials & Services  | 16                           | 23                         | 23                     | -                         | 23                         |
| Equipment Maintenance &<br>Repairs                                | 5                            | 11                         | 11                     | -                         | 11                         |
| Professional Services   | 60                           | 75                         | 75                     | -                         | 75                         |
| Financial Expenses  | 1                            | -                          | -                      | -                         | -                          |
| <b>Operating Expenses Subtotal</b>                                | <b>4,632</b>                 | <b>4,820</b>               | <b>4,766</b>           | <b>101</b>                | <b>4,867</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Recovery - Social Assistance                                      | (192)                        | (192)                      | (192)                  | (49)                      | (241)                      |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(192)</b>                 | <b>(192)</b>               | <b>(192)</b>           | <b>(49)</b>               | <b>(241)</b>               |
| <b>Gross Operating Expenses</b>                                   | <b>4,440</b>                 | <b>4,628</b>               | <b>4,574</b>           | <b>52</b>                 | <b>4,626</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| New   | -                            | -                          | -                      | 24                        | 24                         |
| Replacement   | 16                           | 16                         | 16                     | 25                        | 41                         |
| <b>Total Tangible Capital Assets</b>                              | <b>16</b>                    | <b>16</b>                  | <b>16</b>              | <b>49</b>                 | <b>65</b>                  |
| <b>Total Expenses</b>   | <b>4,456</b>                 | <b>4,644</b>               | <b>4,590</b>           | <b>101</b>                | <b>4,691</b>               |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Fees & Service Charges  | (132)                        | (193)                      | (193)                  | -                         | (193)                      |
| Sundry Revenue  | -                            | (1)                        | (1)                    | -                         | (1)                        |
| <b>Total Revenues</b>   | <b>(132)</b>                 | <b>(194)</b>               | <b>(194)</b>           | <b>-</b>                  | <b>(194)</b>               |
| <b>Net Program Expenses</b>                                       | <b>4,324</b>                 | <b>4,450</b>               | <b>4,396</b>           | <b>101</b>                | <b>4,497</b>               |

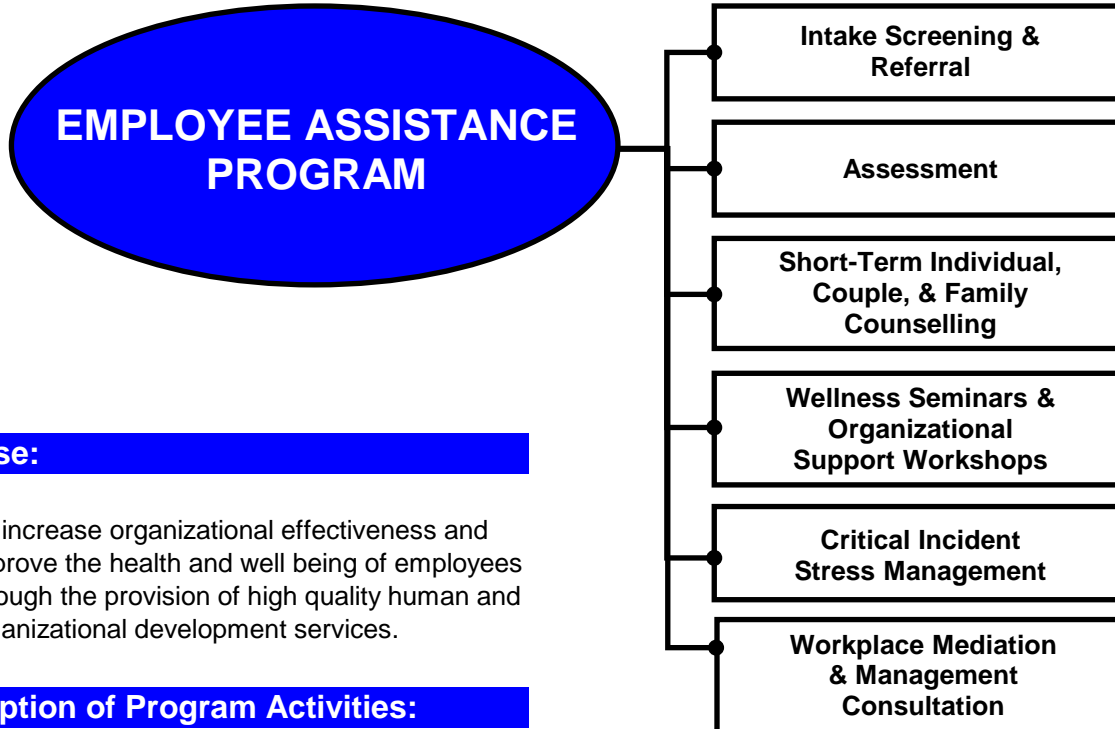


# PROGRAM 2 EMPLOYEE ASSISTANCE PROGRAM



## 2016 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 two business days. There are no waiting lists for service. The counselling model is short-term.
- ◆ Contract management 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) membership requires that FSD: respond to all EAP business opportunities in the agency's geographic region; undertake marketing on behalf of FSEAP at trade fairs and other events; monitor service provision to National contracts; and, bid cooperatively on behalf of the FSEAP Network.
- ◆ Workplace mediation and management consultation/supports are provided to Human Resource staff, Health & Safety Committee members, Benefits Managers/Referral Agents, and Union representatives.
- ◆ Client satisfaction is determined through questionnaires with follow-up on complaints in accordance with FSEAP requirements.
- ◆ Quality Assurance is maintained by strict adherence to the guidelines established by the Council on Accreditation.
- ◆ Critical incident stress management defusings and/or debriefings are provided to employees affected by traumatic incidents at work such as workplace accidents, deaths and/or loss of a colleague.
- ◆ Service is available 24 hours a day in both official languages, consistent with FSEAP requirements.

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 3.5
- ◆ 2015 Full Time Staff = 3.5



**2016 Program Detail**

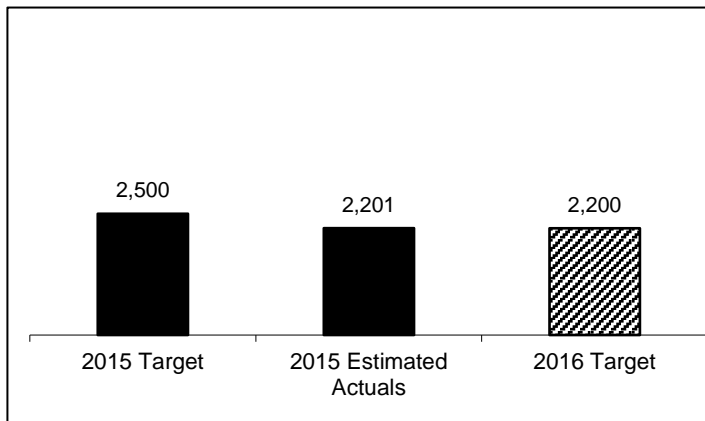
**Social Services - Family Services**

**Performance Measurements:**

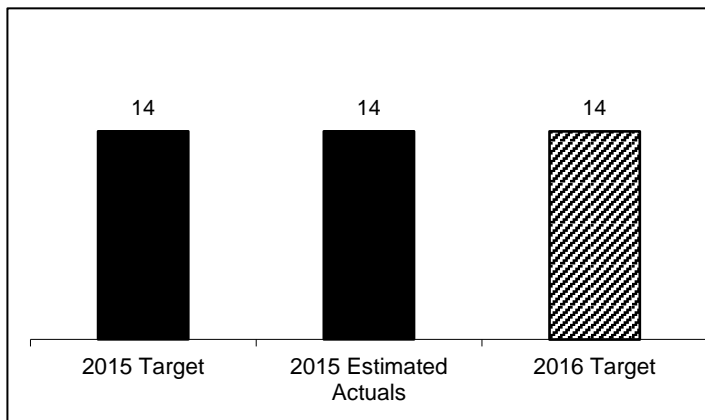
- ◆ Number of direct counselling service hours.
- ◆ Number of employer contracts.
- ◆ Number of employer consultations (including workplace mediation).
- ◆ Number of wellness sessions, presentations and/or organizational development seminars.
- ◆ Level of client satisfaction.

**Performance Data:**

**Number of Direct Counselling Service Hours**



**Number of Employer Contracts**



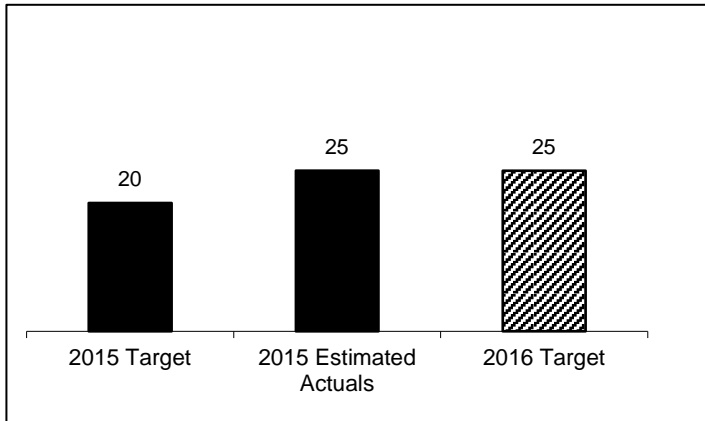


**2016 Program Detail**

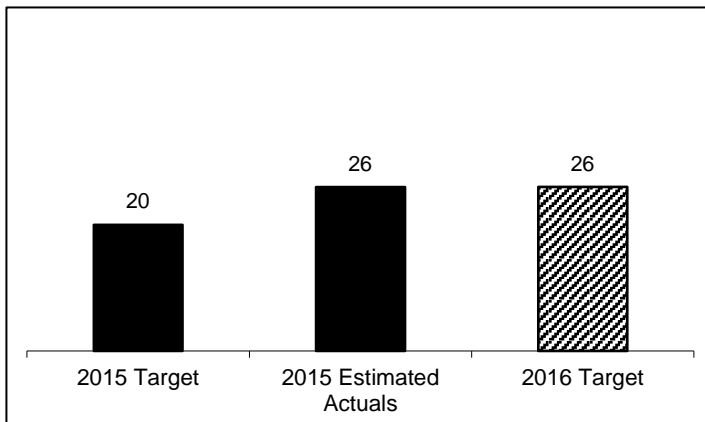
**Social Services - Family Services**

**Performance Data: (Continued)**

**Number of Employer Consultations (Including Workplace Mediation)**



**Number of Wellness Sessions/Organizational Development Seminars**



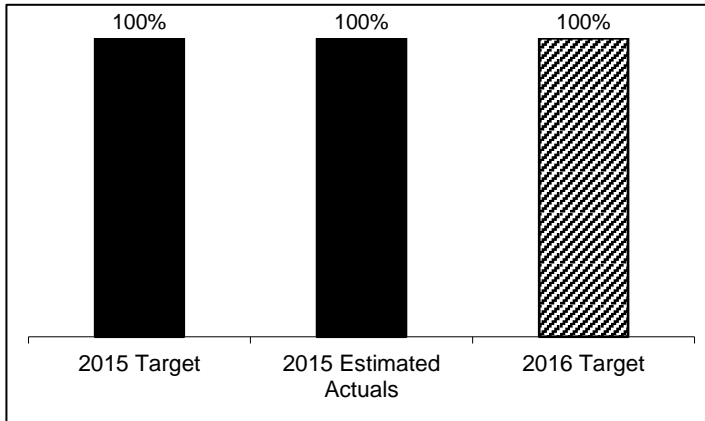


**2016 Program Detail**

**Social Services - Family Services**

**Performance Data: (Continued)**

**Level of Client Satisfaction**



**PROGRAM 2  
EMPLOYEE ASSISTANCE PROGRAM**



**2016 Program Detail**

**Social Services - Family  
Services**

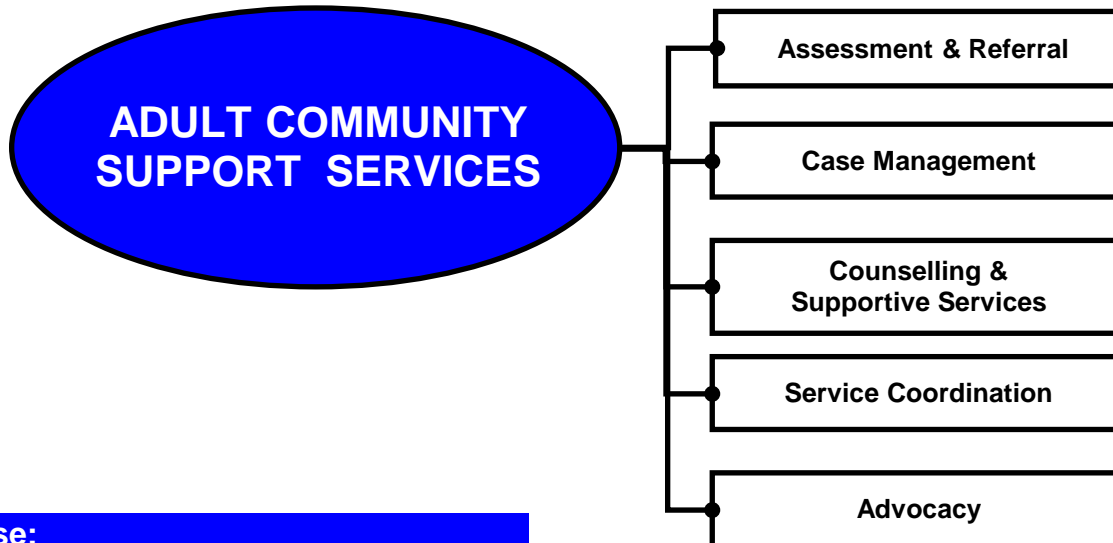
| Detailed Cost of Program:                                     | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                                     |                      |                    |                |                   |                    |
| Personnel Expenses  | 314                  | 395                | 405            | -                 | 405                |
| Personnel Related   | 3                    | 11                 | 11             | -                 | 11                 |
| Communications  | 1                    | 18                 | 18             | -                 | 18                 |
| Supplies  | 3                    | 3                  | 3              | -                 | 3                  |
| Materials & Services  | 11                   | 2                  | 2              | -                 | 2                  |
| <b>Operating Expenses Subtotal</b>                            | <b>332</b>           | <b>429</b>         | <b>439</b>     | <b>-</b>          | <b>439</b>         |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                      |                    |                |                   |                    |
| Recovery - Corporate HR                                       | (215)                | (215)              | (215)          | -                 | (215)              |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(215)</b>         | <b>(215)</b>       | <b>(215)</b>   | <b>-</b>          | <b>(215)</b>       |
| <b>Total Expenses</b>   | <b>117</b>           | <b>214</b>         | <b>224</b>     | <b>-</b>          | <b>224</b>         |
| <b>Revenues</b>   |                      |                    |                |                   |                    |
| Fees & Service Charges  | (96)                 | (133)              | (133)          | -                 | (133)              |
| Fees - Transit  | (20)                 | (20)               | (20)           | -                 | (20)               |
| <b>Total Revenues</b>   | <b>(116)</b>         | <b>(153)</b>       | <b>(153)</b>   | <b>-</b>          | <b>(153)</b>       |
| <b>Net Program Expenses</b>                                   | <b>1</b>             | <b>61</b>          | <b>71</b>      | <b>-</b>          | <b>71</b>          |

# PROGRAM 3 ADULT COMMUNITY SUPPORT SERVICES



## 2016 Program Detail

## Social Services - Family Services



### Purpose:

- ◆ To provide services and supports for adults with developmental disabilities and their families to enable them to live, work and participate in a variety of community activities with improved quality of life, consistent with the Ministry of Community and Social Services (MCSS) requirements for this program.

### Description of Program Activities:

- ◆ **Assessment & Referral:** To identify an individual's needs and refer to other 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 help 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 other community agencies as required/appropriate. Manage implementation of new initiatives for Durham community as per MCSS requirements, e.g. Support Intensity Scale (SIS) Assessor.
- ◆ **Advocacy:** To work with community agencies and services on an individual client's behalf, so that the client's rights are acknowledged and they benefit from available services.
- ◆ The Program is evaluated by community agencies and MCSS, following Provincial standards and procedures.
- ◆ The Program provides quarterly reports to the Ministry on the costs and number of clients served. Numerous program statistics are tracked including: levels of case intensity/support required e.g. comprehensive (high); supported independence (moderate).
- ◆ Approximately 3 per cent of individuals served are aged 70 plus; 32 per cent are aged 40-69 years; 21 per cent are aged 30-39 years; 44 per cent are aged 18-29 years.



**2016 Program Detail**

**Social Services - Family Services**

**Description of Program Resources:**

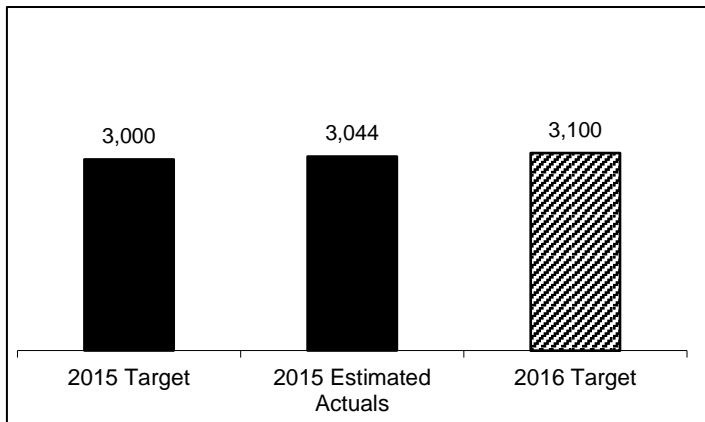
- ◆ 2016 Full Time Staff = 4.75
- 2015 Full Time Staff = 4.75

**Performance Measurements:**

- ◆ Number of direct client service hours
- ◆ Number of clients served

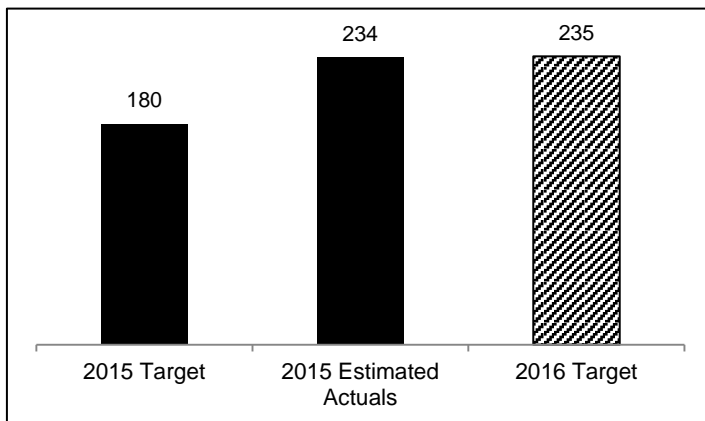
**Performance Data:**

**Number of Direct Client Service Hours**



The number of direct client service hours is consistent with the number of FTEs funded by MCSS.

**Number of Clients Served**



**PROGRAM 3  
ADULT COMMUNITY SUPPORT SERVICES**



**2016 Program Detail**

**Social Services - Family Services**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses          | 417                  | 457                | 460            | -                 | 460                |
| Personnel Related           | 17                   | 11                 | 11             | -                 | 11                 |
| Professional Services       | 2                    | 2                  | 2              | -                 | 2                  |
| <b>Total Expenses</b>       | <b>436</b>           | <b>470</b>         | <b>473</b>     | <b>-</b>          | <b>473</b>         |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Provincial Subsidy          | (354)                | (330)              | (349)          | -                 | (349)              |
| Sundry Revenue              | (1)                  | -                  | -              | -                 | -                  |
| <b>Total Revenues</b>       | <b>(355)</b>         | <b>(330)</b>       | <b>(349)</b>   | <b>-</b>          | <b>(349)</b>       |
| <b>Net Program Expenses</b> | <b>81</b>            | <b>140</b>         | <b>124</b>     | <b>-</b>          | <b>124</b>         |

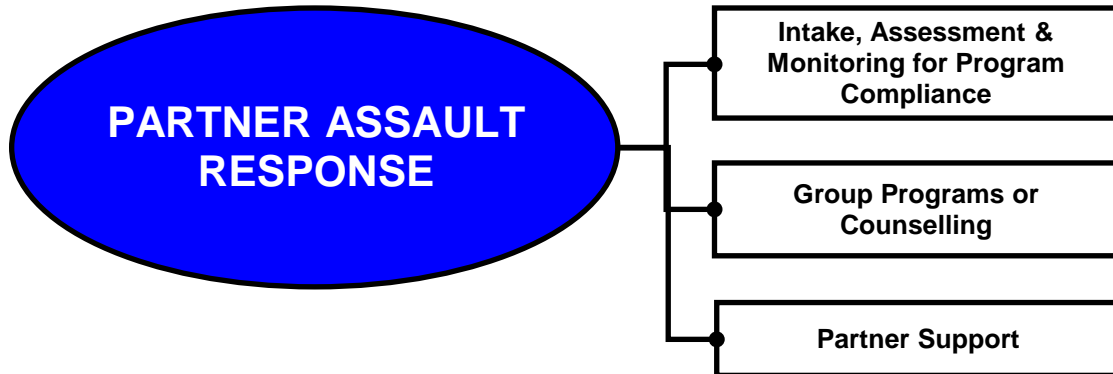


## PROGRAM 4 PARTNER ASSAULT RESPONSE



### 2016 Program Detail

### Social Services - Family Services



#### Purpose:

This program, which is 100% funded by the Ministry of the Attorney General (MAG), the Ontario Victim Services Secretariat (OVSS) and client fees, provides 12-week structured group programs (reduced from 16-week program by MAG in 2014) for up to 585 men and women (decreased by MAG in 2015) who have been convicted and/or found guilty of domestic assault, who have been referred by the Crown or Probation and Parole. The program must meet the standards established by the Ontario Women's Directorate (OWD). It is audited by MAG and monitored by Probation and Parole to ensure it meets legal requirements. Extensive documentation is required to comply with Court requirements. The goals of the program are to:

- ◆ Assist individuals who have been convicted of domestic assault to change their attitudes and beliefs to become non-abusive.
- ◆ Promote non-violent and non-controlling attitudes and behaviours among men and women who have been convicted and/or found guilty of a domestic assault.
- ◆ Collaborate with MAG, the Crown, Probation and Parole, Police Services and other service providers.

#### Description of Program Activities:

- ◆ Review all referrals from the Crown or Probation and Parole to assess individual's suitability for program.
- ◆ Provide ten male offender groups per week (during day and evening) and two female offender groups per week; in some instances individual counselling may be deemed to be a more appropriate method of intervention than group participation.
- ◆ Provide confidential outreach/follow-up to victims/partners of program participants to assess ongoing risk, monitor and support ongoing safety.
- ◆ Monitor participant's compliance with program requirements and complete final reports for Probation and Parole or the Court that evaluate participant's success in meeting program goals.
- ◆ Provide community education on domestic assault and preventive activities; work with community to establish policies and practices that contribute to the safety of women and men in Durham Region.
- ◆ Promote community actions that assist justice authorities in addressing violent behaviours and provide community consultation on issues of domestic violence.



**2016 Program Detail**

**Social Services - Family Services**

**Description of Program Resources:**

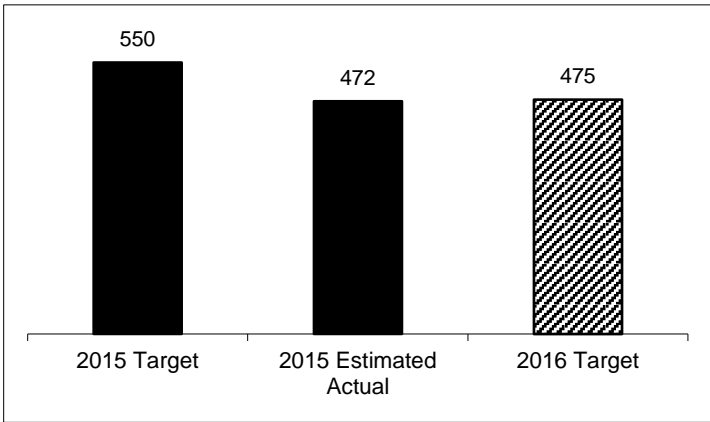
- ◆ 2016 Full Time Staff = 3
- 2015 Full Time Staff = 3

**Performance Measurements:**

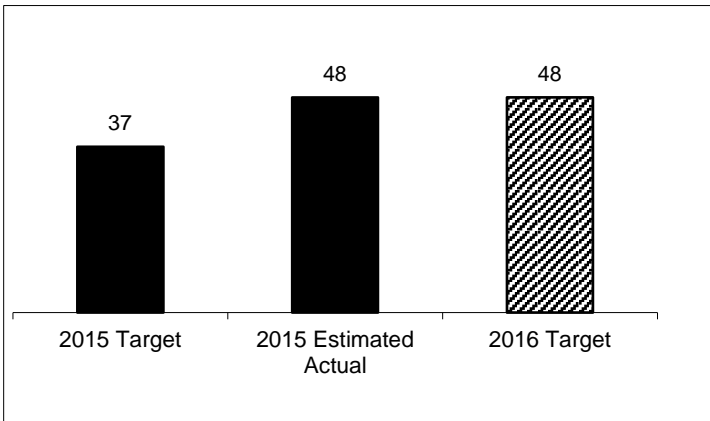
- ◆ Number of individuals referred to Program
- ◆ Number of 12-week groups offered/year

**Performance Data:**

**Number of Individuals Referred to Program**



**Number of 12-Week Groups Offered/Year**



**PROGRAM 4  
PARTNER ASSAULT RESPONSE**



**2016 Program Detail**

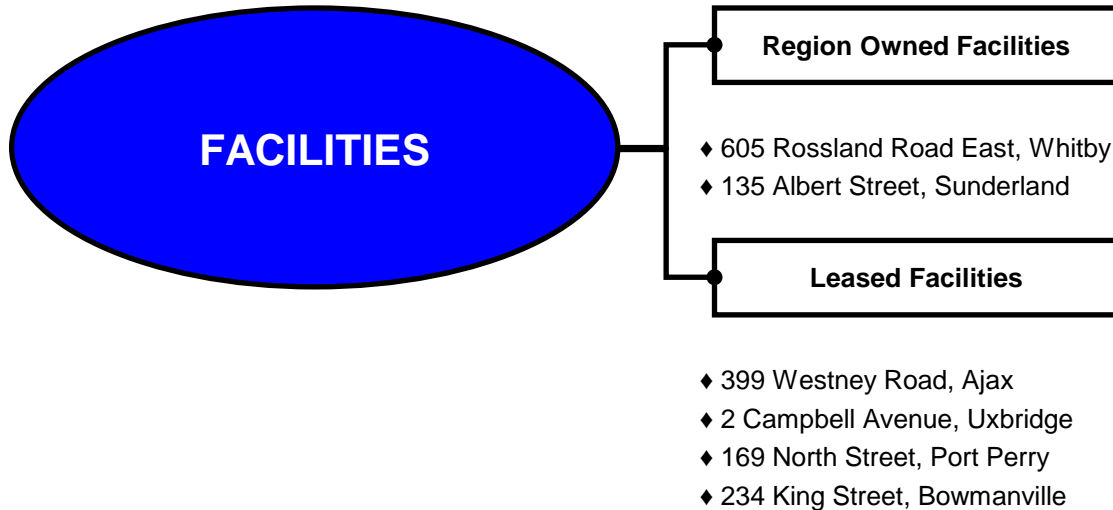
**Social Services - Family  
Services**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 342                          | 313                        | 314                    | -                         | 314                        |
| Personnel Related                | 3                            | 5                          | 5                      | -                         | 5                          |
| Communications                   | 4                            | 4                          | 4                      | -                         | 4                          |
| Supplies                         | 3                            | 4                          | 4                      | -                         | 4                          |
| Materials & Services             | 5                            | 7                          | 7                      | -                         | 7                          |
| Professional Services            | 159                          | 176                        | 175                    | -                         | 175                        |
| <b>Total Expenses</b>            | <b>516</b>                   | <b>509</b>                 | <b>509</b>             | <b>-</b>                  | <b>509</b>                 |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (485)                        | (464)                      | (464)                  | -                         | (464)                      |
| Fees & Service Charges           | (31)                         | (45)                       | (45)                   | -                         | (45)                       |
| <b>Total Revenues</b>            | <b>(516)</b>                 | <b>(509)</b>               | <b>(509)</b>           | <b>-</b>                  | <b>(509)</b>               |
| <b>Net Program Expenses</b>      | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |



**2016 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 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. This service is monitored and is frequently assessed as to efficiency.
- ◆ Facilities services are currently provided to the above locations.

**Description of Program Resources:**

- ◆ Comply with all building code standards.
- ◆ Monitoring of costs.
- ◆ Monitoring and/or investigating of all requests/complaints.
- ◆ Compiling statistical information for evaluation.

**Performance Measurements:**

- ◆ Cost per square foot.



**2016 Program Detail**

**Social Services - Family Services**

**Performance Data:**

**Total Office Area Utilized**

Ajax Site\*  
 Uxbridge Site\*  
 Port Perry Site\*  
 Bowmanville Site\*  
 Sunderland Site  
 Total Office Area Utilized (Excluding Headquarters)

|  | 2015         | 2016         |
|--|--------------|--------------|
| Ajax Site*   | 3,638        | 3,638        |
| Uxbridge Site*   | 1,170        | 1,170        |
| Port Perry Site*   | 500          | 500          |
| Bowmanville Site*  | 1,940        | 1,940        |
| Sunderland Site  | 460          | 460          |
| <b>Total Office Area Utilized (Excluding Headquarters)</b> | <b>7,708</b> | <b>7,708</b> |

\*This is rental space and requires constant negotiation / contact with owners.

**Cost per Square Foot of Office Area Utilized**

Ajax Site  
 Uxbridge Site  
 Port Perry Site  
 Bowmanville Site  
 Sunderland Site  
 Total Cost per Office Area Utilized (Excluding Headquarters Shared Facility Cost)

|  | 2015<br>Estimated<br>Actuals | 2015<br>Target | 2016<br>Target |
|--|------------------------------|----------------|----------------|
| Ajax Site  | \$27                         | \$28           | \$28           |
| Uxbridge Site  | \$28                         | \$28           | \$31           |
| Port Perry Site  | \$39                         | \$39           | \$40           |
| Bowmanville Site   | \$28                         | \$29           | \$29           |
| Sunderland Site  | \$39                         | \$22           | \$25           |
| <b>Total Cost per Office Area Utilized (Excluding Headquarters Shared Facility Cost)</b> | <b>\$29</b>                  | <b>\$28</b>    | <b>\$29</b>    |

**PROGRAM 5  
FACILITIES MANAGEMENT**



**2016 Program Detail**

**Social Services - Family  
Services**

| Detailed Cost of Program:<br>(\$,000's)                           | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Supplies  | -                    | 1                  | 1              | -                 | 1                  |
| Materials & Services  | 2                    | 1                  | 1              | -                 | 1                  |
| Buildings & Grounds Operations                                    | 23                   | 19                 | 19             | -                 | 19                 |
| Equipment Maintenance &<br>Repairs                                | -                    | 1                  | 1              | -                 | 1                  |
| Contracted Services   | 17                   | 15                 | 15             | 2                 | 17                 |
| Leased Facilities Expenses  | 168                  | 163                | 167            | -                 | 167                |
| Financial Expenses  | 4                    | 4                  | 4              | -                 | 4                  |
| Major Repairs & Renovations                                       | -                    | -                  | -              | 25                | 25                 |
| <b>Operating Expenses Subtotal</b>                                | <b>214</b>           | <b>204</b>         | <b>208</b>     | <b>27</b>         | <b>235</b>         |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                      |                    |                |                   |                    |
| Works-Facilities Management<br>Charge                             | 9                    | 14                 | 14             | -                 | 14                 |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>9</b>             | <b>14</b>          | <b>14</b>      | <b>-</b>          | <b>14</b>          |
| <b>Net Program Expenses</b>                                       | <b>223</b>           | <b>218</b>         | <b>222</b>     | <b>27</b>         | <b>249</b>         |

**PROGRAM 6  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Social Services - Family  
Services**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 6  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Social Services - Family  
Services**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>313</b>           | <b>313</b>         | <b>318</b>     | <b>4</b>          | <b>322</b>         |



## TANGIBLE CAPITAL ASSETS - NEW



### 2016 Business Plan

### Social Services - Family Services

| Description                                       | Qty | Unit Cost | Total         |
|---|-----|-----------|---------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                  |     | <b>\$</b> | <b>\$</b>     |
| <b><u>Core Community Services - Program 1</u></b> |     |           |               |
| 1 Furniture - Fairview Office                     | 1   |           | 23,000        |
| 2 Printers  | 2   | 500       | 1,000         |
|   |     |           | <b>24,000</b> |

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2016 Business Plan

### Social Services - Family Services

| Description                                       | Qty | Unit Cost | Total         |
|---|-----|-----------|---------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                  |     | \$        | \$            |
| <b><u>Core Community Services - Program 1</u></b> |     |           |               |
| 1 Desktop Computers (Includes Monitors)           | 36  | 950       | 34,200        |
| 2 Laptop Computers                                | 3   | 2,100     | 6,300         |
|   |     |           | <b>40,500</b> |

|   |
|---|
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**SOCIAL SERVICES**

**Page No.**

**HOUSING SERVICES**

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**2016 Business Plan**

**Social Services - Housing Services**

**Major Services & Activities**

**Social Housing Administration**

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

**Community Homelessness Prevention Initiative**

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

**Durham Access to Social Housing**

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

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

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

**Durham Regional Local Housing Corporation Property Management**

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



**2016 Business Plan**

**Social Services -  
Housing Services**

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

**Strategic Goal 4.3 - Develop a broad range of affordable housing.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Monitor project development activities for the Canada-Ontario Affordable Housing Program (AHP) and IAH program, including the IAH 2014 Extension and provide regular program updates to the Ministry of Municipal Affairs and Housing.
- ◆ Liaise with proponents regarding program requirements/project matters.

**Performance Targets**

- ◆ 299 rental units remain affordable to low and moderate income households.
- ◆ 92 rental units under construction in Oshawa, including at least 62 IAH funded units for seniors and persons with disabilities, as well as 17 units managed by Nishnawbe Homes.
- ◆ 6 low income households participate in Habitat for Humanity Durham's affordable home ownership program.

**Strategic Goal 4.4 - Foster improved collaboration between both service providers and the volunteer community.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Implementation of the ten-year "At Home in Durham," Durham Housing Plan.
- ◆ Expand new shared delivery model with service providers under the IAH - Durham Housing Benefit.
- ◆ Expansion of membership on the Social Housing Advisory Group (SHAG) and Durham Advisory Committee on Homelessness (DACH).

**Performance Targets**

- ◆ Performance measures for the ten-year Durham Housing Plan developed in consultation with the community.
- ◆ Membership in SHAG and DACH expanded to include two private landlords and two business community representatives.



**2016 Business Plan**

**Social Services -  
Housing Services**

**Strategic Goal 4.5** - Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

**Responsibility** - Lead

**Key Deliverables**

- ◆ Promote a wide range of housing options for seniors and persons with disabilities under the Canada-Ontario AHP, IAH and IAH 2014 Extension Programs.
- ◆ Develop an action plan for tenant engagement in social housing communities.
- ◆ Encourage collaboration between social housing providers and health care agencies to provide support services to frail seniors.
- ◆ Deliver a range of rent supplement opportunities for households with diverse needs through the IAH - Durham Housing Benefit, including families, low income singles and seniors.

**Performance Targets**

- ◆ 79 new residential units for seniors, Aboriginal women and persons with disabilities are created.
- ◆ 10 per cent of the seniors in DRLHC buildings referred to home-based support services.
- ◆ An additional 100 rental units under contract with community service providers supporting persons dealing with addiction issues, mental health support needs, developmental disabilities, seniors and Aboriginal persons.
- ◆ Three youth-focused initiatives introduced in social housing communities.

## PROGRAM SUMMARY



### 2016 Business Plan

### Social Services - Housing Services

| By Program   | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
|  | \$                   | \$                 | \$             | \$                | \$                 |
| <b>1 SOCIAL HOUSING ADMINISTRATION</b>                           |                      |                    |                |                   |                    |
| Operating Expenses   | 1,244                | 1,332              | 1,402          | -                 | 1,402              |
| Tangible Capital Assets  | 125                  | 125                | 22             | 1                 | 23                 |
| Subtotal   | 1,369                | 1,457              | 1,424          | 1                 | 1,425              |
| <b>2 COMMUNITY HOMELESSNESS<br/>PREVENTION INITIATIVE (CHPI)</b> |                      |                    |                |                   |                    |
| Operating Expenses   | 6,101                | 6,166              | 6,264          | -                 | 6,264              |
| Provincial Subsidy   | (6,101)              | (6,166)            | (5,891)        | -                 | (5,891)            |
| Subtotal   | -                    | -                  | 373            | -                 | 373                |
| <b>3 DURHAM ACCESS TO<br/>SOCIAL HOUSING</b>                     |                      |                    |                |                   |                    |
| Operating Expenses   | 126                  | 126                | 128            | -                 | 128                |
| Subtotal   | 126                  | 126                | 128            | -                 | 128                |
| <b>4 INVESTMENT IN AFFORDABLE<br/>HOUSING (IAH)</b>              |                      |                    |                |                   |                    |
| Operating Expenses   | 141                  | 246                | 246            | -                 | 246                |
| Federal/Provincial Subsidy                                       | (141)                | (246)              | (246)          | -                 | (246)              |
| Subtotal   | -                    | -                  | -              | -                 | -                  |
| <b>5 HEADQUARTERS SHARED COST</b>                                |                      |                    |                |                   |                    |
| Operating Expenses   | 115                  | 115                | 117            | 1                 | 118                |
| Subtotal   | 115                  | 115                | 117            | 1                 | 118                |
| <b>6 DRLHC - PROPERTY MANAGEMENT</b>                             |                      |                    |                |                   |                    |
| Operating Expenses   | 2,678                | 2,678              | 2,712          | 1                 | 2,713              |
| Recovery from DRLHC  | (2,393)              | (2,393)            | (2,429)        | -                 | (2,429)            |
| Provincial Download  | (285)                | (285)              | (284)          | -                 | (284)              |
| Subtotal   | -                    | -                  | (1)            | 1                 | -                  |

## PROGRAM SUMMARY



### 2016 Business Plan

### Social Services - Housing Services

| By Program                            | 2015                 |                    | 2016           |                   |                               |
|---------------------------------------|----------------------|--------------------|----------------|-------------------|-------------------------------|
| (\$,000's)                            | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget            |
|                                       | \$                   | \$                 | \$             | \$                | \$                            |
| <b>7 DRLHC - CITY OF OSHAWA</b>       |                      |                    |                |                   |                               |
| Operating Expenses                    | 7                    | 7                  | 9              | -                 | 9                             |
| Program Fees                          | (7)                  | (7)                | (9)            | -                 | (9)                           |
| Subtotal                              | -                    | -                  | -              | -                 | -                             |
| <b>Net Program Expenses</b>           | <b>1,610</b>         | <b>1,698</b>       | <b>2,041</b>   | <b>3</b>          | <b>2,044</b>                  |
| <b>Summary of Increase (Decrease)</b> |                      |                    | <b>\$343</b>   | <b>20.20%</b>     | <b>\$346</b><br><b>20.38%</b> |

#### Summary of Base Budget Changes

|                                       | \$         | Comments  |
|---------------------------------------|------------|---|
| Salaries & Benefits                   | 58         | Economic increases  |
| Salaries & Benefits                   | 96         | Annualization - 2 positions                                   |
| Operating Expenses                    | (1)        | Reduced requirement   |
| Operating Expenses                    | 3          | Headquarters shared cost                                      |
| Operating Expenses                    | 439        | Service agencies  |
| Recovery from Related Entity          | (36)       | DRLHC   |
| Tangible Capital Assets - New         | (108)      | Reduced requirement   |
| Tangible Capital Assets - Replacement | 5          | Increased requirement   |
| Inter-departmental Transfers          | (389)      | Remove transfer of One-Time CHPI subsidy to Social Assistance |
| Inter-departmental Transfers          | 1          | Provincial Download   |
| Provincial Subsidy                    | 757        | Removal of One-Time CHPI subsidy                              |
| Provincial Subsidy                    | (482)      | Increase in CHPI subsidy                                      |
|                                       | <b>343</b> |   |



## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Social Services - Housing Services

(\$,000's)

#### Tangible Capital Assets

**New**

- ◆ Scanners - Housing Services will be moving to a digital application retention program. Applications received for Housing programs including RGI, Durham Housing Benefit, Housing Allowance will be retained as digital document.

|  |   |
|--|---|
|  | 1 |
|  | 1 |

#### Headquarters Shared Cost

- ◆ Housing Services share of costs related to the operation and maintenance of Regional Headquarters.

|  |   |
|--|---|
|  | 1 |
|  | 1 |

#### Durham Regional Local Housing Corporation (DRLHC) - Property Management

- ◆ DRLHC share of costs related to the operation and maintenance of Regional Headquarters.

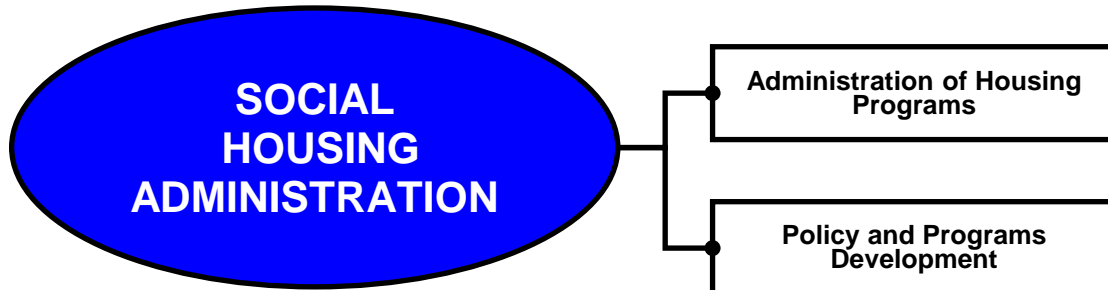
|  |   |
|--|---|
|  | 1 |
|  | 1 |

|                              |          |
|------------------------------|----------|
|                              | 1        |
|                              | 1        |
| <b>Total Program Changes</b> | <b>3</b> |



2016 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:**

- ◆ This is a mandatory program, downloaded by the Province in 2001.
- ◆ 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 Operational Reviews.
- ◆ Providing a minimum of two housing provider training/information sessions annually.
- ◆ Undertaking Rent-Geared-to-Income (RGI) verification for a maximum 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.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 11.06  
2015 Full Time Staff = 11.06

**Performance Measurements:**

- ◆ Percentage of Operational Reviews completed within 90 days.
- ◆ Percentage of Rent-Geared-to-Income (RGI) audits completed within 60 days.

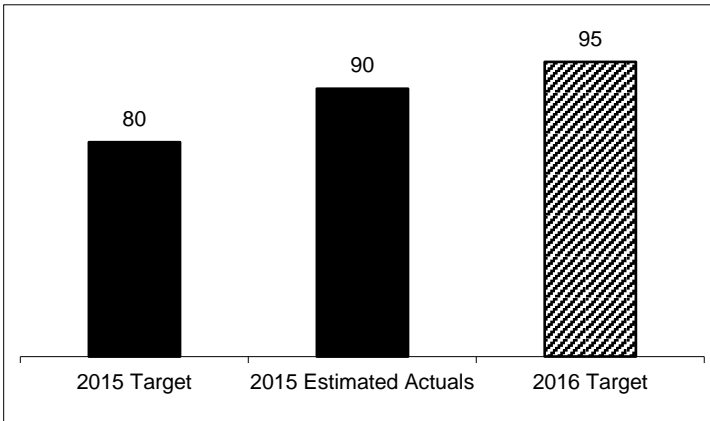


**2016 Program Detail**

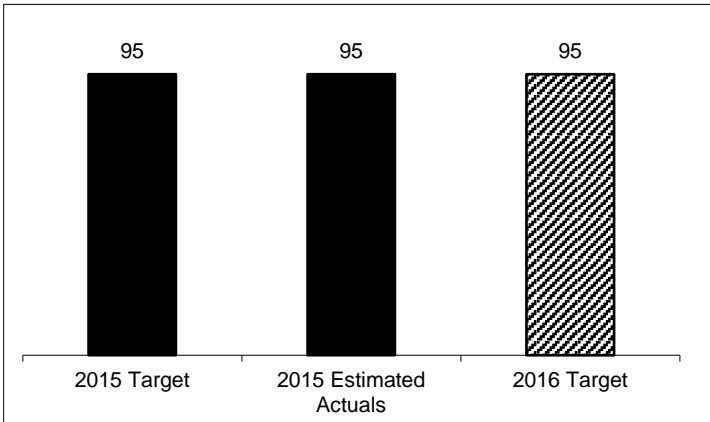
**Social Services - Housing  
Services**

**Performance Data:**

**Percentage of Operational Reviews Completed Within 90 Days**



**Percentage of Rent-Geared-to-Income (RGI) Audits Completed within 60 Days**



**PROGRAM 1  
SOCIAL HOUSING ADMINISTRATION**



**2016 Program Detail**

**Social Services - Housing  
Services**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 1,121                        | 1,201                      | 1,271                  | -                         | 1,271                      |
| Personnel Related                    | 45                           | 33                         | 33                     | -                         | 33                         |
| Communications                       | 30                           | 19                         | 19                     | -                         | 19                         |
| Supplies                             | 16                           | 22                         | 22                     | -                         | 22                         |
| Computer Maintenance &<br>Operations | 1                            | 6                          | 6                      | -                         | 6                          |
| Materials & Services                 | 12                           | 37                         | 37                     | -                         | 37                         |
| Equipment Maintenance &<br>Repairs   | 3                            | 3                          | 3                      | -                         | 3                          |
| Professional Services                | 16                           | 10                         | 10                     | -                         | 10                         |
| Leased Facilities Expenses           | -                            | 1                          | 1                      | -                         | 1                          |
| <b>Gross Operating Expenses</b>      | <b>1,244</b>                 | <b>1,332</b>               | <b>1,402</b>           | <b>-</b>                  | <b>1,402</b>               |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| New                                  | 108                          | 108                        | -                      | 1                         | 1                          |
| Replacement                          | 17                           | 17                         | 22                     | -                         | 22                         |
| <b>Total Tangible Capital Assets</b> | <b>125</b>                   | <b>125</b>                 | <b>22</b>              | <b>1</b>                  | <b>23</b>                  |
| <b>Net Program Expenses</b>          | <b>1,369</b>                 | <b>1,457</b>               | <b>1,424</b>           | <b>1</b>                  | <b>1,425</b>               |

# PROGRAM 2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE



## 2016 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:
  - Obtain housing
  - Prevent housing loss

### Description of Program Activities:

- ◆ Program funds are used to assist households to obtain and/or retain housing in four service categories including: emergency shelter solutions; housing and related supports; services and supports; and, homelessness prevention.
- ◆ Staff maintain Purchase of Service Agreements with Community Agencies to deliver service.

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 4  
2015 Full Time Staff = 4

### Performance Measurements:

- ◆ Percentage of households assisted maintain tenancies.
- ◆ Percentage of households assisted obtain housing.

**PROGRAM 2  
COMMUNITY HOMELESSNESS PREVENTION INITIATIVE**

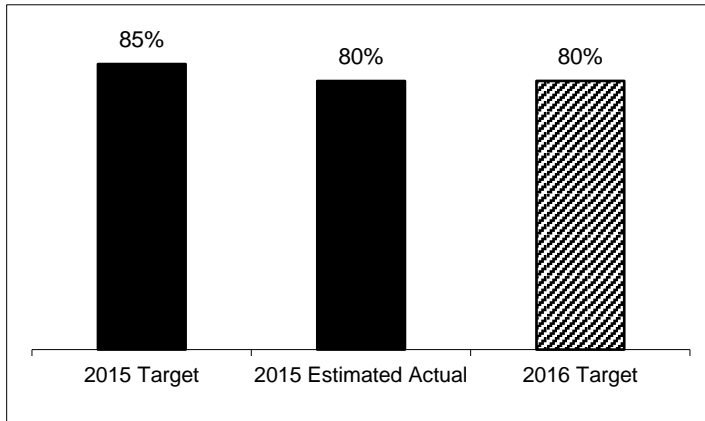


**2016 Program Detail**

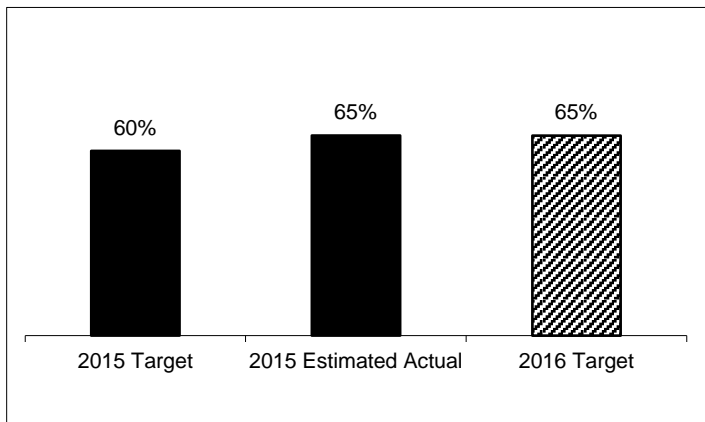
**Social Services - Housing  
Services**

**Performance Data:**

**Percentage of Households Assisted Maintain Tenancies**



**Percentage of Households Assisted Obtain Housing**



**PROGRAM 2**  
**COMMUNITY HOMELESSNESS PREVENTION INITIATIVE**



**2016 Program Detail**

**Social Services - Housing Services**

| Detailed Cost of Program:                                     | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                                     |                      |                    |                |                   |                    |
| Personnel Expenses  | 472                  | 375                | 423            | -                 | 423                |
| Personnel Related   | 1                    | 10                 | 10             | -                 | 10                 |
| Communications  | 1                    | 1                  | 1              | -                 | 1                  |
| Materials & Services  | 3                    | 2                  | 2              | -                 | 2                  |
| Client Benefit Expenses                                       | 20                   | -                  | -              | -                 | -                  |
| Professional Services   | -                    | 5                  | 5              | -                 | 5                  |
| Contracted Services   | 5,281                | 5,384              | 5,823          | -                 | 5,823              |
| <b>Operating Expenses Subtotal</b>                            | <b>5,778</b>         | <b>5,777</b>       | <b>6,264</b>   | <b>-</b>          | <b>6,264</b>       |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                      |                    |                |                   |                    |
| Social Assistance Charge                                      | 323                  | 389                | -              | -                 | -                  |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>323</b>           | <b>389</b>         | <b>-</b>       | <b>-</b>          | <b>-</b>           |
| <b>Total Expenses</b>   | <b>6,101</b>         | <b>6,166</b>       | <b>6,264</b>   | <b>-</b>          | <b>6,264</b>       |
| <b>Revenues</b>   |                      |                    |                |                   |                    |
| Provincial Subsidy-One Time                                   | (432)                | (757)              | -              | -                 | -                  |
| Prov Sub CHPI-Needs Based                                     | (3,298)              | (3,206)            | (3,492)        | -                 | (3,492)            |
| Prov Sub CHPI-Base Funding                                    | (2,371)              | (2,203)            | (2,399)        | -                 | (2,399)            |
| <b>Total Revenues</b>   | <b>(6,101)</b>       | <b>(6,166)</b>     | <b>(5,891)</b> | <b>-</b>          | <b>(5,891)</b>     |
| <b>Net Program Expenses</b>                                   | <b>-</b>             | <b>-</b>           | <b>373</b>     | <b>-</b>          | <b>373</b>         |

## PROGRAM 3 DURHAM ACCESS TO SOCIAL HOUSING



### 2016 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 at two sites. In addition to the access site at Regional Headquarters, the Region has an agreement with Durham Region Non-Profit Housing Corporation to act as an access site in Oshawa.
- ◆ 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:

- ◆ 2016 Full Time Staff = 1  
2015 Full Time Staff = 1

#### Performance Measurements:

- ◆ Percentage of new RGI applications acknowledged within 7 working days.
- ◆ Percentage of applications pending more than 20 days.
- ◆ Number of updates pending for more than 60 days.



**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**

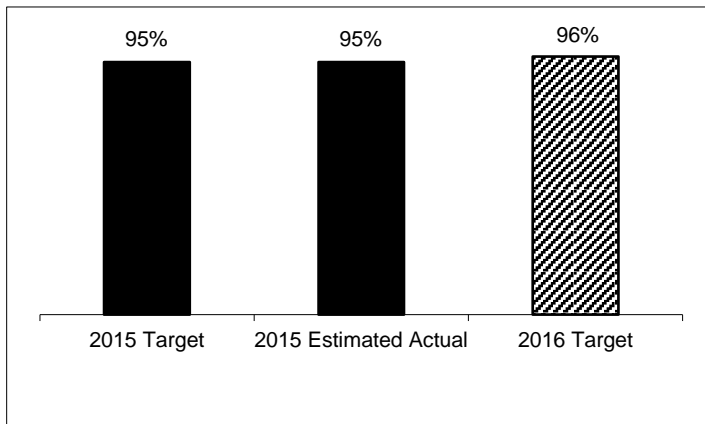


**2016 Program Detail**

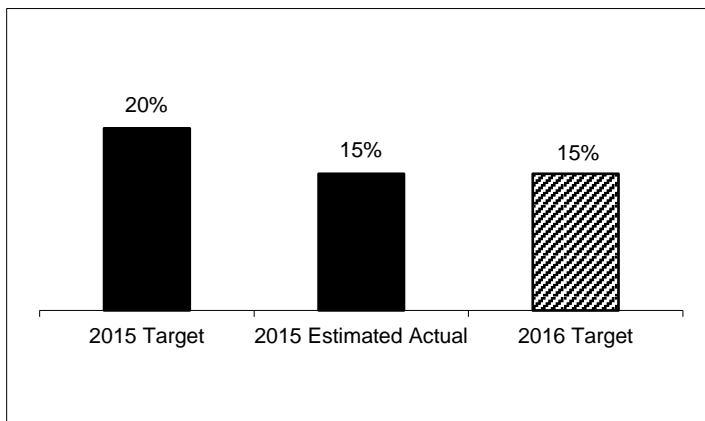
**Social Services - Housing  
Services**

**Performance Data:**

**Percentage of New Rent-Geared-to-Income Applications Acknowledged Within 7 Working Days**



**Percentage of Applications Pending More Than 20 Days**



**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**

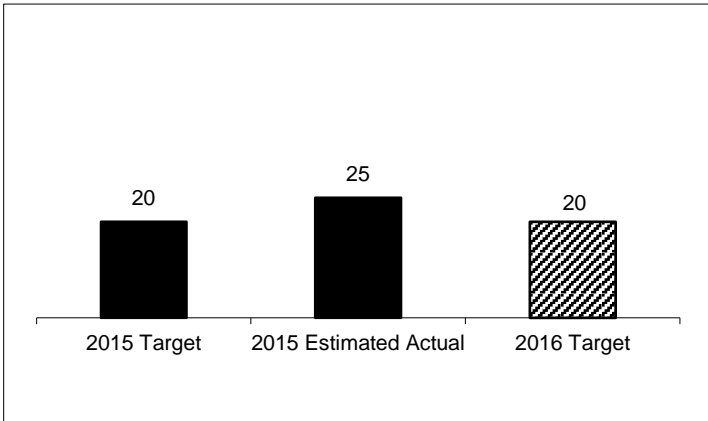


**2016 Program Detail**

**Social Services - Housing  
Services**

**Performance Data: (Continued)**

**Number of Updates Pending for More Than 60 Days**



**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**



**2016 Program Detail**

**Social Services - Housing  
Services**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 76                           | 79                         | 80                     | -                         | 80                         |
| Personnel Related                | 7                            | 7                          | 7                      | -                         | 7                          |
| Communications                   | 14                           | 14                         | 14                     | -                         | 14                         |
| Materials & Services             | 12                           | 12                         | 12                     | -                         | 12                         |
| Professional Services            | 17                           | 14                         | 15                     | -                         | 15                         |
| <b>Net Program Expenses</b>      | <b>126</b>                   | <b>126</b>                 | <b>128</b>             | <b>-</b>                  | <b>128</b>                 |

## PROGRAM 4 INVESTMENT IN AFFORDABLE HOUSING



### 2016 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 and the IAH 2014 Extension.

#### Description of Program Activities:

- ◆ Implement the Program Delivery and Fiscal Plan for IAH funding for the period April 2014 - March 2020.
- ◆ Prepare and administer Agreements with approved delivery agents/proponents/eligible participants.
- ◆ Monitor project activities and provide regular updates to the Ministry of Municipal Affairs and Housing (MMAH).
- ◆ Liaise with proponents regarding program requirements/project matters.
- ◆ Prepare project business cases, statistical analyses and other reports as required to Regional Council and the MMAH.

#### Description of Program Resources:

This program is 100% funded by the federal and provincial governments

- ◆ 2016 Full Time Staff = 1
- ◆ 2015 Full Time Staff = 1

#### Performance Measurements:

- ◆ 299 AHP rental units remain affordable for 20 years.
- ◆ Rental affordability improved for at least 650 waiting list applicants through the Durham Housing Benefit and Housing Allowance programs.
- ◆ Up to 16 low income homeowners provided with down payment assistance through Habitat for Humanity Durham.
- ◆ At least 100 new rental units will be created during the period 2015 to 2019.

**PROGRAM 4  
INVESTMENT IN AFFORDABLE HOUSING**



**2016 Program Detail**

**Social Services - Housing  
Services**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | -                            | 105                        | 107                    | -                         | 107                        |
| Professional Services   | 73                           | 73                         | 71                     | -                         | 71                         |
| <b>Operating Expenses Subtotal</b>                                | <b>73</b>                    | <b>178</b>                 | <b>178</b>             | <b>-</b>                  | <b>178</b>                 |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Housing Services Charge   | 68                           | 68                         | 68                     | -                         | 68                         |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>68</b>                    | <b>68</b>                  | <b>68</b>              | <b>-</b>                  | <b>68</b>                  |
| <b>Total Expenses</b>   | <b>141</b>                   | <b>246</b>                 | <b>246</b>             | <b>-</b>                  | <b>246</b>                 |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Provincial Subsidy  | (19)                         | (124)                      | (124)                  | -                         | (124)                      |
| Federal Subsidy   | (122)                        | (122)                      | (122)                  | -                         | (122)                      |
| <b>Total Revenues</b>   | <b>(141)</b>                 | <b>(246)</b>               | <b>(246)</b>           | <b>-</b>                  | <b>(246)</b>               |
| <b>Net Program Expenses</b>                                       | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Social Services - Housing  
Services**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Social Services - Housing  
Services**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>115</b>           | <b>115</b>         | <b>117</b>     | <b>1</b>          | <b>118</b>         |



## 2016 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:

- ◆ This is a mandatory program.
- ◆ Property Management Services for DRLHC as downloaded by the Province, including: tenant placement, rent collection, property maintenance, preventative maintenance, and capital planning.
- ◆ Rent-geared-to-income program delivery (e.g. income verification/rent calculation).
- ◆ Community development initiatives.
- ◆ Asset management.

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 25  
2015 Full Time Staff = 25

### 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.



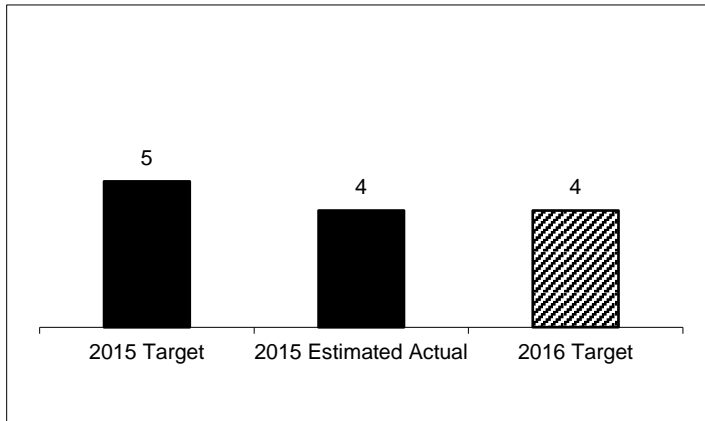


2016 Program Detail

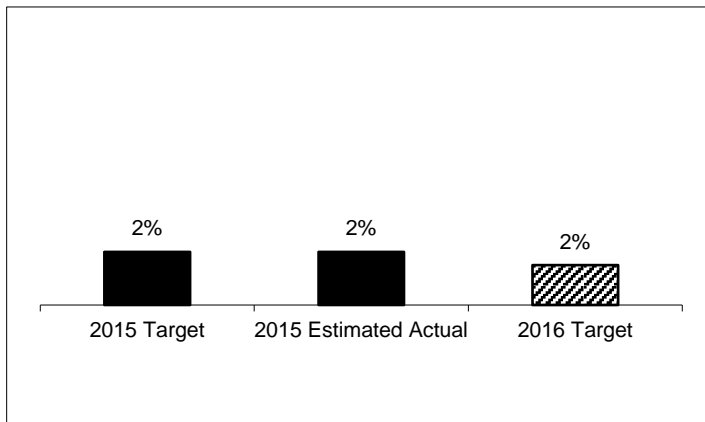
Social Services - Housing  
Services

Performance Data:

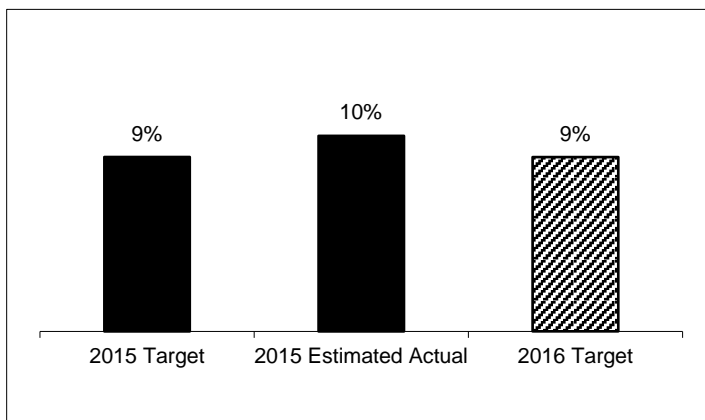
Average Number of Days to Complete Work Orders



Vacancy Loss as a Percentage of Rental Revenue



Arrears as a Percentage of Rental Revenue



**PROGRAM 6  
DRLHC - PROPERTY MANAGEMENT**



**2016 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</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        | 35                  |
|                          | 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>1,293</u></u> |

**PROGRAM 6  
DRLHC - PROPERTY MANAGEMENT**



**2016 Program Detail**

**Social Services - Housing  
Services**

| Detailed Cost of Program:                                     | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                                     |                      |                    |                |                   |                    |
| Personnel Expenses  | 2,529                | 2,529              | 2,562          | -                 | 2,562              |
| Personnel Related   | 25                   | 23                 | 23             | -                 | 23                 |
| Supplies  | -                    | 2                  | 2              | -                 | 2                  |
| Headquarters Shared Costs                                     | 109                  | 109                | 110            | 1                 | 111                |
| Vehicle Operations  | 15                   | 15                 | 15             | -                 | 15                 |
| <b>Operating Expenses Subtotal</b>                            | <b>2,678</b>         | <b>2,678</b>       | <b>2,712</b>   | <b>1</b>          | <b>2,713</b>       |
| <b>Transfers from Related Entities</b>                        |                      |                    |                |                   |                    |
| Recovery from DRLHC   | (2,393)              | (2,393)            | (2,429)        | -                 | (2,429)            |
| <b>Transfers from Related Entities Subtotal</b>               | <b>(2,393)</b>       | <b>(2,393)</b>     | <b>(2,429)</b> | <b>-</b>          | <b>(2,429)</b>     |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                      |                    |                |                   |                    |
| Recovery - Strong Communities                                 |                      |                    |                |                   |                    |
| Rent Supplement   | (216)                | (216)              | (216)          | -                 | (216)              |
| Recovery - Provincial   |                      |                    |                |                   |                    |
| Downloading   | (69)                 | (69)               | (68)           | -                 | (68)               |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(285)</b>         | <b>(285)</b>       | <b>(284)</b>   | <b>-</b>          | <b>(284)</b>       |
| <b>Net Program Expenses</b>                                   | <b>-</b>             | <b>-</b>           | <b>(1)</b>     | <b>1</b>          | <b>-</b>           |



## **2016 Program Detail**

## **Social Services - Housing Services**

### **Purpose:**

- ◆ To provide cost-pass-through property management services for the City of Oshawa.

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

- ◆ This is a non-mandatory business program.
- ◆ Tenant placement and property management (e.g. rent collection/calculation).
- ◆ Asset maintenance and capital planning.

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

- ◆ Staff from the DRLHC (Program 6) provide services for this program as part of their responsibilities.

### **Performance Measurements:**

- ◆ See the DRLHC (Program 6) performance measures.

### **Performance Data:**

- ◆ See the DRLHC (Program 6) performance data.



**2016 Program Detail**

**Social Services - Housing Services**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 7                    | 7                  | 9              | -                 | 9                  |
| <b>Total Expenses</b>                   | <b>7</b>             | <b>7</b>           | <b>9</b>       | <b>-</b>          | <b>9</b>           |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Fees & Service Charges                  | (7)                  | (7)                | (9)            | -                 | (9)                |
| <b>Total Revenues</b>                   | <b>(7)</b>           | <b>(7)</b>         | <b>(9)</b>     | <b>-</b>          | <b>(9)</b>         |
| <b>Net Program Expenses</b>             | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |

## TANGIBLE CAPITAL ASSETS - NEW



### 2016 Business Plan

### Social Services - Housing Services

| Description   | Qty | Unit Cost | Total        |
|---|-----|-----------|--------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                        |     |           |              |
|   |     | \$        | \$           |
| <b><u>Social Housing Administration - Program 1</u></b> |     |           |              |
| 1 Scanners for digital application retention            | 4   | 300       | 1,200        |
|   |     |           | <b>1,200</b> |

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2016 Business Plan

## Social Services - Housing Services

| Description   | Qty | Unit Cost | Total                |
|---|-----|-----------|----------------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                        |     |           |                      |
|   |     | \$        | \$                   |
| <b><u>Social Housing Administration - Program 1</u></b> |     |           |                      |
| 1 Desktop Computers                                     | 10  | 700       | 7,000                |
| 2 Laptop Computers                                      | 1   | 2,100     | 2,100                |
| 3 Tablets   | 6   | 2,100     | 12,600               |
|   |     |           | <u><u>21,700</u></u> |

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**SOCIAL SERVICES**

**SOCIAL SERVICES – PART 1**

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| <b>CAPITAL FORECAST .....</b> | <b>521-522</b>         |





# 2016 - 2025 Capital Forecast

## Social Services

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

| Type and Notes                    | Description                                    | Current   |               |           |              |          |           | 2017-2025 TOTAL |
|-----------------------------------|--|-----------|---------------|-----------|--------------|----------|-----------|-----------------|
|                                   |  | 2016      | 2017          | 2018      | 2019         | 2020     | 2021-2025 |                 |
| <b>NEW</b>                        |  |           |               |           |              |          |           |                 |
| <b>Machinery &amp; Equipment:</b> |  |           |               |           |              |          |           |                 |
|                                   | Social Assistance                              | 10        | -             | -         | -            | -        | -         | -               |
|                                   | Children's Services                            | 34        | -             | -         | -            | -        | -         | -               |
|                                   | Family Services                                | 24        | -             | -         | -            | -        | -         | -               |
|                                   | Housing Services                               | 1         | 1             | 1         | 1            | 1        | 5         | 9               |
| <b>Software:</b>                  |  |           |               |           |              |          |           |                 |
| <b>Housing Services</b>           |  |           |               |           |              |          |           |                 |
|                                   | New Software System for Housing Administration | -         | 135           | -         | -            | -        | -         | 135             |
| <b>Building/Land:</b>             |  |           |               |           |              |          |           |                 |
| <b>Social Assistance</b>          |  |           |               |           |              |          |           |                 |
| 1                                 | New Seaton Program Delivery Site               | -         | -             | -         | 6,400        | -        | -         | 6,400           |
| 2                                 | New Location for 505 Wentworth St. Oshawa      | -         | 20,000        | -         | -            | -        | -         | 20,000          |
|                                   | VoIP Phone System                              | -         | 375           | -         | -            | -        | -         | 375             |
| <b>Children's Services</b>        |  |           |               |           |              |          |           |                 |
| 3                                 | Relocation - Edna Thompson CC                  | -         | 1,150         | -         | -            | -        | -         | 1,150           |
| <b>Family Services</b>            |  |           |               |           |              |          |           |                 |
|                                   | Centralized Intake Expansion-Rossland          | -         | -             | 30        | -            | -        | -         | 30              |
|                                   | Seaton Location                                | -         | -             | -         | 1,600        | -        | -         | 1,600           |
| <b>New Subtotal</b>               |  | <b>69</b> | <b>21,661</b> | <b>31</b> | <b>8,001</b> | <b>1</b> | <b>5</b>  | <b>29,699</b>   |



# 2016 - 2025 Capital Forecast

## Social Services

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

| Type and Notes                        | Description                     | 2016       | 2017          | 2018       | 2019         | 2020       | 2021-2025    | 2017-2025 TOTAL |
|---------------------------------------|---------------------------------|------------|---------------|------------|--------------|------------|--------------|-----------------|
| <b>REPLACEMENT</b>                    |                                 |            |               |            |              |            |              |                 |
| <b>4 Machinery &amp; Equipment:</b>   |                                 |            |               |            |              |            |              |                 |
|                                       | EPSS                            | 6          | 1             | 21         | 6            | -          | 56           | 84              |
|                                       | Social Assistance               | 77         | 168           | 94         | 109          | 36         | 640          | 1,047           |
|                                       | Children's Services             | 54         | 54            | 31         | 54           | 50         | 153          | 342             |
|                                       | Family Services                 | 41         | 23            | 14         | 11           | 40         | 96           | 184             |
|                                       | Housing Services                | 22         | 16            | 13         | 15           | 16         | 86           | 146             |
| <b>Software:</b>                      |                                 |            |               |            |              |            |              |                 |
| <b>Social Assistance</b>              |                                 |            |               |            |              |            |              |                 |
| <b>5</b>                              | CAPRS                           | 50         | -             | -          | -            | -          | -            | -               |
| <b>Building/Land:</b>                 |                                 |            |               |            |              |            |              |                 |
| <b>Children's Services</b>            |                                 |            |               |            |              |            |              |                 |
|                                       | Roof Replacement - Pickering CC | -          | -             | -          | 105          | -          | -            | 105             |
|                                       | Roof Replacement - Lakewoods CC | -          | -             | -          | -            | -          | 105          | 105             |
| <b>Replacement Subtotal</b>           |                                 | <b>250</b> | <b>262</b>    | <b>173</b> | <b>300</b>   | <b>142</b> | <b>1,136</b> | <b>2,013</b>    |
| <b>TOTAL TANGIBLE CAPITAL ASSETS:</b> |                                 | <b>319</b> | <b>21,923</b> | <b>204</b> | <b>8,301</b> | <b>143</b> | <b>1,141</b> | <b>31,712</b>   |

### Notes

#### **NEW:**

1. A new Ontario Works delivery site is proposed for the Seaton community in 2019. It is anticipated that this facility will be in similar size and staffing to the existing Regional offices on Commercial Avenue and Westney Road in the Town of Ajax. The preliminary capital forecast includes \$6.4 million for the Social Services Office in Seaton and is also subject to Regional Council approvals.
2. A new Oshawa area program delivery site is being investigated by Regional staff to replace current leased site at 505 Wentworth in Oshawa. This site is no longer deemed suitable to accommodate Regional services due to inadequate space and other issues related to health, safety, traffic and parking. Land and Building cost options will further be developed and analyzed with a business case presented to Regional Council for approval. Current estimates for a 40,000 square feet facility and land will be in the range of \$20 million.
3. Options to relocate the Edna Thomson Child Care Centre to improve accessibility will be explored over the forecast period with a business case presented to Regional Council for approval.

#### **REPLACEMENT:**

4. Includes replacement of Laptops and Computers based on Corporate IT Policy.
5. Replacement of Social Assistance's Computer Assisted Payment Recovery System.

|   |
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**SOCIAL SERVICES**

**LONG TERM CARE & SERVICES FOR SENIORS**

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**2016 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.



**2016 Business Plan**

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

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

|   |
|---|
| <b>Strategic Goal 4.5 - Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.</b>   |
| <b>Responsibility - Lead</b>  |
| <b>Key Deliverables</b> <ul style="list-style-type: none"><li>◆ Continue the provision of high quality care and services, responding to the changing needs of the resident population in the Region's four Long-Term Care Homes.</li><li>◆ Provide enhanced medical and nursing services.</li><li>◆ Provide access to physio and occupational therapy for residents.</li><li>◆ Provide adult day programs for the aging population.</li></ul> |
| <b>Performance Targets</b> <ul style="list-style-type: none"><li>◆ Average occupancy.</li><li>◆ Annual resident and family overall satisfaction rate.</li><li>◆ Per diem costs.</li><li>◆ Hours of nursing and personal care per resident per day.</li></ul>  |

|   |
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**SOCIAL SERVICES**

**LONG TERM CARE & SERVICES FOR SENIORS**

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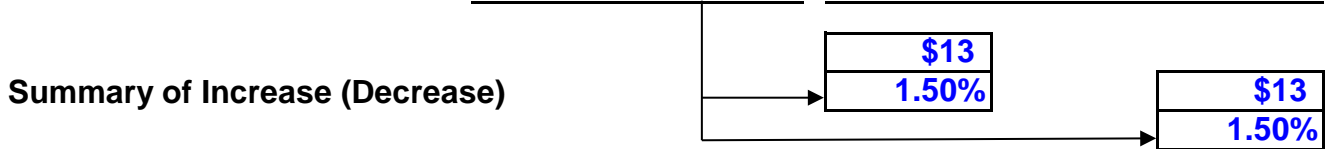
**PROGRAM SUMMARY**



**2016 Business Plan**

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

| By Program<br>(\$,000's)    | 2015              |                 | 2016        |                |                 |
|-----------------------------|-------------------|-----------------|-------------|----------------|-----------------|
|                             | Estimated Actuals | Approved Budget | Base Budget | Program Change | Proposed Budget |
| <b>Expense Programs</b>     | \$                | \$              | \$          | \$             | \$              |
| <b>Operating:</b>           |                   |                 |             |                |                 |
| 1 Divisional Administration |                   |                 |             |                |                 |
| Operating                   | 864               | 865             | 875         | -              | 875             |
| Tangible Capital Assets     | -                 | -               | 3           | -              | 3               |
| <b>Net Program Expenses</b> | <b>864</b>        | <b>865</b>      | <b>878</b>  | <b>-</b>       | <b>878</b>      |



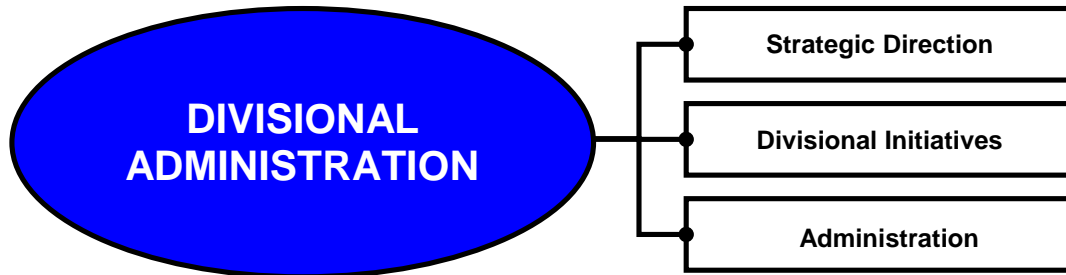
**Summary of Base Budget Changes**

|                                       | \$        | Comments                                       |
|---------------------------------------|-----------|--|
| Salaries & Benefits                   | 8         | Economic increases                             |
| Operating Expenses                    | 2         | Interdepartmental Transfer - Social Assistance |
| Tangible Capital Assets - Replacement | 3         | Increased requirement                          |
|                                       | <u>13</u> |  |



2016 Program Detail

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



Purpose:

- ◆ To provide strategic direction, develop and promote divisional initiatives and provide administrative support to the Region's four long-term care (LTC) homes.

Description of Program Activities:

- ◆ **Director:** Provides strategic direction on issues relating to resident care and services, general operating concerns, Ministry of Health and Long-Term Care (MOHLTC) legislation, and financial and budget management.
- ◆ **Manager of Quality and Clinical Integration:** Provides guidance and oversight on quality improvement initiatives including best practices, Health Quality Ontario's Residents' First initiative, Ontario Municipal Benchmarking Initiative (OMBI), 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.

Description of Program Resources:

- ◆ 2016 Full Time Staff = 5  
2015 Full Time Staff = 5

Performance Measurements:

- ◆ Accreditation Status
- ◆ Operating Cost per Facility Bed Day (CMI Adjusted)





**2016 Program Detail**

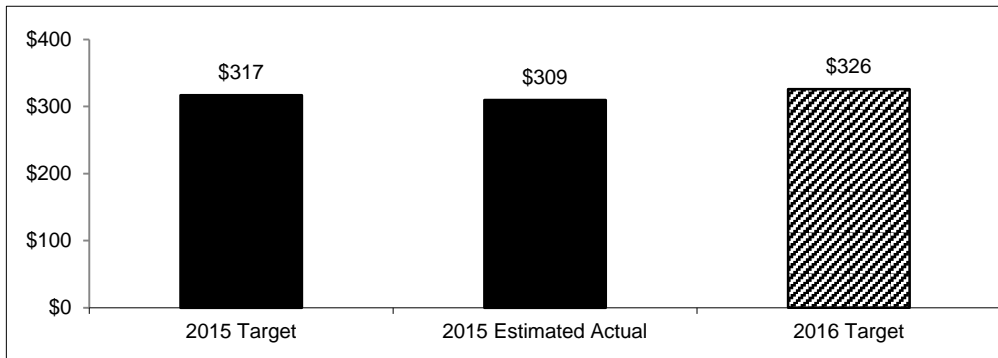
**Social Services - LTC & Services  
For Seniors (LTC Administration)**

**Performance Data:**

**Accreditation Status**

|                    |                                    |           |
|--------------------|------------------------------------|-----------|
| Fairview Lodge     | Accredited with Exemplary Standing | 2013-2017 |
| Hillsdale Estates  | Accredited with Exemplary Standing | 2015-2019 |
| Hillsdale Terraces | Accredited with Exemplary Standing | 2014-2018 |
| Lakeview Manor     | Accredited with Exemplary Standing | 2013-2017 |

**Operating Cost per Facility Bed Day (CMI Adjusted)**



Note: 2015 Estimated costs were lower than anticipated due to the fire at Fairview Lodge. The new building did not open until June 2015.

**PROGRAM 1  
DIVISIONAL ADMINISTRATION**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 602                          | 603                        | 611                    | -                         | 611                        |
| Personnel Related   | 45                           | 43                         | 43                     | -                         | 43                         |
| Communications  | 5                            | 4                          | 4                      | -                         | 4                          |
| Supplies  | 8                            | 9                          | 9                      | -                         | 9                          |
| Professional Services   | -                            | 2                          | 2                      | -                         | 2                          |
| <b>Operating Expenses Subtotal</b>                                | <b>660</b>                   | <b>661</b>                 | <b>669</b>             | <b>-</b>                  | <b>669</b>                 |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Social Assistance Charge  | 204                          | 204                        | 206                    | -                         | 206                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>204</b>                   | <b>204</b>                 | <b>206</b>             | <b>-</b>                  | <b>206</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>864</b>                   | <b>865</b>                 | <b>875</b>             | <b>-</b>                  | <b>875</b>                 |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | -                            | -                          | 3                      | -                         | 3                          |
| <b>Total Tangible Capital Assets</b>                              | <b>-</b>                     | <b>-</b>                   | <b>3</b>               | <b>-</b>                  | <b>3</b>                   |
| <b>Net Program Expenses</b>                                       | <b>864</b>                   | <b>865</b>                 | <b>878</b>             | <b>-</b>                  | <b>878</b>                 |

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2016 Business Plan

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

| Description                      | Qty | Unit Cost | Total               |
|----------------------------------|-----|-----------|---------------------|
| <b>MACHINERY &amp; EQUIPMENT</b> |     | \$        | \$                  |
| 1 Desktop Computer & Monitor     | 1   | 950       | 950                 |
| 2 Furniture                      | 2   | 875       | 1,750               |
|                                  |     |           | <u><u>2,700</u></u> |

|   |
|---|
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**SOCIAL SERVICES**

**LONG TERM CARE & SERVICES FOR SENIORS**

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## PROGRAM SUMMARY



### 2016 Business Plan

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

| By Program                              | 2015                 |                    | 2016            |                   |                    |
|---|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)                              | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                 | \$                   | \$                 | \$              | \$                | \$                 |
| <b>Operating:</b>                       |                      |                    |                 |                   |                    |
| 1 Nursing and Personal Care (NPC)       | 12,150               | 12,363             | 12,515          | -                 | 12,515             |
| 2 Specialized Medical Services          | 17                   | 54                 | 54              | -                 | 54                 |
| 3 Resident Care Program Support (RCPS)  | 1,334                | 1,454              | 1,469           | (12)              | 1,457              |
| 4 Raw Food                              | 442                  | 946                | 968             | -                 | 968                |
| 5 Other Accommodation                   |                      |                    |                 |                   |                    |
| Administration                          | 1,002                | 961                | 981             | 27                | 1,008              |
| Debt Charges                            | 1,019                | 1,019              | 1,020           | -                 | 1,020              |
| Food Services                           | 1,895                | 2,618              | 2,666           | -                 | 2,666              |
| Environmental Services                  | 2,639                | 3,753              | 3,936           | 6                 | 3,942              |
| Other Accommodation Subtotal            | 6,555                | 8,351              | 8,603           | 33                | 8,636              |
| <b>Operating Subtotal</b>               | <b>20,498</b>        | <b>23,168</b>      | <b>23,609</b>   | <b>21</b>         | <b>23,630</b>      |
| <b>Tangible Capital Assets:</b>         |                      |                    |                 |                   |                    |
| 5 New - Other Accommodation             | 9                    | 9                  | -               | 60                | 60                 |
| 1 Replacement - NPC                     | 20                   | 20                 | -               | -                 | -                  |
| 3 Replacement - RCPS                    | -                    | -                  | 10              | -                 | 10                 |
| 5 Replacement - Other Accommodation     | 40                   | 40                 | 38              | -                 | 38                 |
| <b>Tangible Capital Assets Subtotal</b> | <b>69</b>            | <b>69</b>          | <b>48</b>       | <b>60</b>         | <b>108</b>         |
| <b>Total Program Expenses</b>           | <b>20,567</b>        | <b>23,237</b>      | <b>23,657</b>   | <b>81</b>         | <b>23,738</b>      |
| <b>Revenue Programs</b>                 |                      |                    |                 |                   |                    |
| <b>Revenue:</b>                         |                      |                    |                 |                   |                    |
| 5 Revenue From Residents                | (2,802)              | (4,228)            | (4,240)         | -                 | (4,240)            |
| <b>Provincial Subsidy:</b>              |                      |                    |                 |                   |                    |
| 1 Nursing and Personal Care             | (4,281)              | (7,099)            | (7,117)         | (100)             | (7,217)            |
| 2 Specialized Medical Services          | (15)                 | (50)               | (50)            | -                 | (50)               |
| 3 Resident Care Program Support         | (491)                | (820)              | (831)           | (10)              | (841)              |
| 4 Raw Food                              | (347)                | (580)              | (589)           | (3)               | (592)              |
| 5 Other Accommodation                   | (893)                | (624)              | (1,418)         | -                 | (1,418)            |
| <b>Provincial Subsidy Subtotal</b>      | <b>(6,027)</b>       | <b>(9,173)</b>     | <b>(10,005)</b> | <b>(113)</b>      | <b>(10,118)</b>    |

## PROGRAM SUMMARY

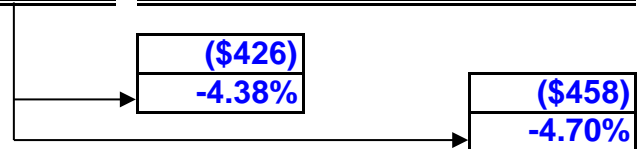


### 2016 Business Plan

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

| By Program                      | 2015                 |                    | 2016            |                   |                    |
|---------------------------------|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)                      | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <b>Other Revenue:</b>           |                      |                    |                 |                   |                    |
| 3 Resident Care Program Support | (7)                  | (7)                | (7)             | -                 | (7)                |
| 4 Raw Food                      | (34)                 | (68)               | (69)            | -                 | (69)               |
| 5 Other Accommodation           | (19)                 | (26)               | (27)            | -                 | (27)               |
| <b>Other Revenue Subtotal</b>   | <b>(60)</b>          | <b>(101)</b>       | <b>(103)</b>    | <b>-</b>          | <b>(103)</b>       |
| <b>Total Revenue Programs</b>   | <b>(8,889)</b>       | <b>(13,502)</b>    | <b>(14,348)</b> | <b>(113)</b>      | <b>(14,461)</b>    |
| <b>Net Program Expenses</b>     | <b>11,678</b>        | <b>9,735</b>       | <b>9,309</b>    | <b>(32)</b>       | <b>9,277</b>       |

Summary of Increase (Decrease)



### Summary of Base Budget Changes

|                                       | \$           | Comments                                 |
|---------------------------------------|--------------|--|
| Salaries & Benefits                   | 165          | Economic increases                       |
| Salaries & Benefits                   | 117          | Annualization - 11 positions & part-time |
| Operating Expenses                    | 66           | Inflationary increases                   |
| Operating Expenses                    | 87           | Annualization - for new facility         |
| Minor Assets & Equipment              | 6            | Increased requirement                    |
| Tangible Capital Assets - New         | (9)          | Reduced requirement                      |
| Tangible Capital Assets - Replacement | (12)         | Reduced requirement                      |
| Provincial Subsidy                    | (766)        | Funding formula (Debt Repayment)         |
| Provincial Subsidy                    | (66)         | Provincial funding formula               |
| Revenue from Residents                | (12)         | Provincial funding formula               |
| Other Revenue                         | (2)          | Inflationary increases                   |
|                                       | <b>(426)</b> |  |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

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

(\$,000's)

#### Resident Care Program Support

##### **Recreation Services**

|   |          |   |
|---|----------|---|
| ◆ Program Supplies - Increase for resident garden programs. | 5        |   |
|   | Subtotal | 5 |

##### **Therapy Services**

|  |          |      |
|--|----------|------|
| ◆ Position transfer: 1 Clerk 2 position from Home Administration.  | 73       |      |
| ◆ 2015 in-year conversion of full-time Clerk 2 to full-time Occupational Therapist, offset by decrease in part-time hours. | 41       |      |
| ◆ Decrease part-time hours for Occupational Therapist to offset conversion of full-time position.                          | (41)     |      |
| ◆ Reallocate part-time hours to Home Administration for Clerk 2 hours.   | (100)    |      |
| ◆ Program Supplies - Increase for Music Therapy and Art Therapy programs.  | 10       |      |
|  | Subtotal | (17) |
|  |          | (12) |

#### Other Accommodation

##### **Home Administration**

|   |          |    |
|---|----------|----|
| ◆ Position transfer: 1 Clerk 2 position to Therapy Services.                    | (73)     |    |
| ◆ Reallocate part-time hours from Therapy Services for part-time Clerk 2 hours. | 100      |    |
|   | Subtotal | 27 |

##### **Environmental Services**

|   |          |    |
|---|----------|----|
| ◆ Insurance - Increase for valuation adjustment for new building. | 6        |    |
|   | Subtotal | 6  |
|   |          | 33 |

#### Tangible Capital Assets

##### **New**

|   |          |    |
|---|----------|----|
| ◆ Other Accommodations - Tablets for resident recreation programs   | 5        |    |
| ◆ Other Accommodation - Scheduling Software required to enhance the current manual system of scheduling, staff replacement, time and attendance monitoring which will create efficiencies in affected clerical roles. | 55       |    |
|   | Subtotal | 60 |

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

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

(\$,000's)

#### Revenues

##### Provincial Subsidy

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

- ◆ Provincial Subsidy - Anticipated 2 per cent increase in per diem funding effective April 1, 2016. (100)

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

- ◆ Provincial Subsidy - Anticipated 2 per cent increase in per diem funding effective April 1, 2016. (10)

##### **Raw Food**

- ◆ Provincial Subsidy - Anticipated 1 per cent increase in per diem funding effective July 1, 2016. (3)

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(113)

**Total Program Changes** (32)

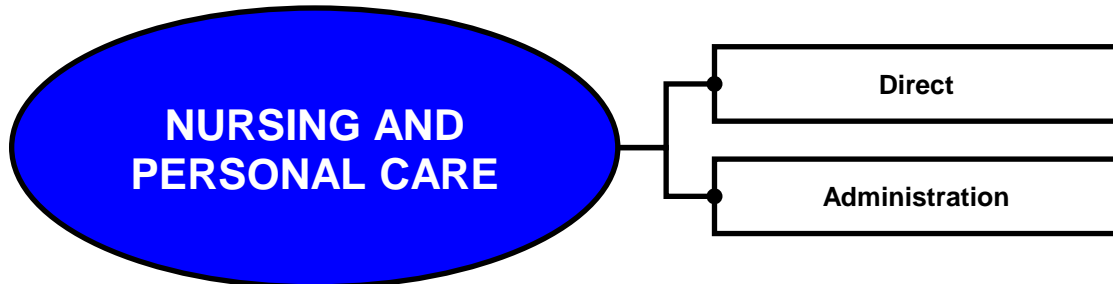


# PROGRAM 1 NURSING AND PERSONAL CARE



## 2016 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, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

### 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 new LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal dialysis, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes now 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.



**2016 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 new 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.
- ◆ 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:**

- ◆ 2016 Full Time Staff = 92  
2015 Full Time Staff = 92

**Performance Measurements:**

**Overview**

- ◆ Fairview Lodge is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Fairview Lodge achieved 4 year Accreditation with Exemplary Standing in 2013.
- ◆ 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, Ontario Municipal Benchmarking Initiative (OMBI), Resident Assessment Instrument Minimum Data Set (RAI-MDS) and Health Quality Ontario (HQO) Public Indicators.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.
- ◆ Evaluation of the outcome of the goals and objectives established for the Division is accomplished through regular review of its strategic plan.



**2016 Program Detail**

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

**Performance Measurements: (continued)**

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: Number of falls and number of residents who have fallen, number of residents with restraints, and number of infections. 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. 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, 2016. However, the current CMI of 99.54 will remain in effect until March 31, 2016.

**Average Occupancy**

- ◆ \* No true actual average occupancy recorded for 2015 due to the fire on October 27, 2014. Residents did not begin to return to the new Fairview Lodge until the end of June 2015 and full occupancy was achieved in mid September. There continues to be a lengthy wait list for resident admissions to Fairview Lodge.

|  |              | <b>Fairview<br/>Lodge</b> |
|--|--------------|---------------------------|
|  | 2015 Target  | 99.5%                     |
|  | *2015 Actual | -                         |
|  | 2016 Target  | 99.5%                     |



**2016 Program Detail**

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

**Performance Measurements: (continued)**

**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 September 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 2015 survey results were 96 per cent satisfaction rate.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Fairview Lodge has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

**Hours of Nursing and Personal Care per Resident per Day**

| <b>Fairview Lodge<br/>Paid Hours</b> |      |
|--------------------------------------|------|
| 2015 Target                          | 3.38 |
| 2015 Estimated Actual                | 3.40 |
| 2016 Target                          | 3.40 |

- ◆ Fairview Lodge is committed to providing the highest quality of care to its residents. The staffing dollars have enabled Fairview Lodge to provide 3.4 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.
- ◆ Wound and skin management, management of responsive behaviours, palliative and end of life care, emergency department avoidance, physical assessment skills and infection control practices are but some of the areas that have been reviewed and enhanced during the past year. 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**



**2016 Program Detail**

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

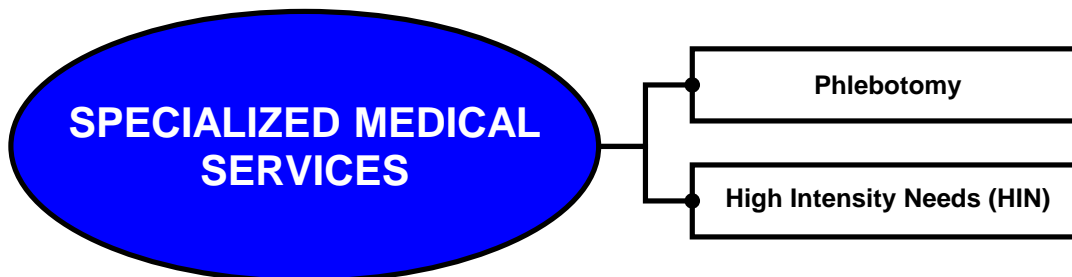
| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 11,786                       | 11,885                     | 12,037                 | -                         | 12,037                     |
| Personnel Related                    | 2                            | 64                         | 64                     | -                         | 64                         |
| Supplies                             | 2                            | 5                          | 5                      | -                         | 5                          |
| Medical Care                         | 190                          | 351                        | 351                    | -                         | 351                        |
| Computer Maintenance &<br>Operations | -                            | 1                          | 1                      | -                         | 1                          |
| Materials & Services                 | 125                          | 9                          | 9                      | -                         | 9                          |
| Professional Services                | 45                           | 48                         | 48                     | -                         | 48                         |
| <b>Gross Operating Expenses</b>      | <b>12,150</b>                | <b>12,363</b>              | <b>12,515</b>          | <b>-</b>                  | <b>12,515</b>              |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Replacement                          | 20                           | 20                         | -                      | -                         | -                          |
| <b>Total Tangible Capital Assets</b> | <b>20</b>                    | <b>20</b>                  | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Total Expenses</b>                | <b>12,170</b>                | <b>12,383</b>              | <b>12,515</b>          | <b>-</b>                  | <b>12,515</b>              |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Provincial Subsidy                   | (4,281)                      | (7,099)                    | (7,117)                | (100)                     | (7,217)                    |
| <b>Total Revenues</b>                | <b>(4,281)</b>               | <b>(7,099)</b>             | <b>(7,117)</b>         | <b>(100)</b>              | <b>(7,217)</b>             |
| <b>Net Program Expenses</b>          | <b>7,889</b>                 | <b>5,284</b>               | <b>5,398</b>           | <b>(100)</b>              | <b>5,298</b>               |

## PROGRAM 2 SPECIALIZED MEDICAL SERVICES



### 2016 Program Detail

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



#### Purpose:

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

#### Description of Program Activities:

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding in order to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. As a result of these changes, this service is now cost shared.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2016 Program Detail**

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

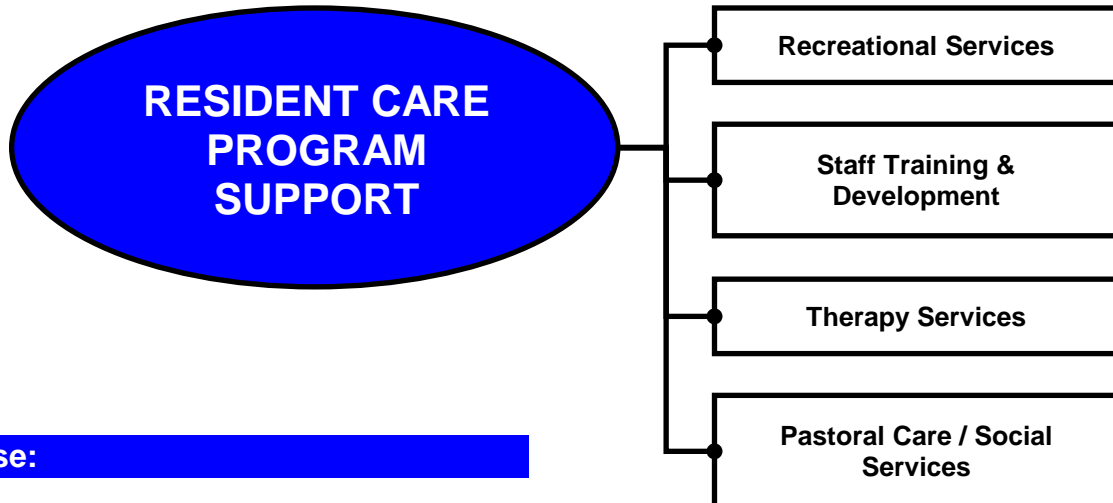
| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Medical Care                | 15                   | 54                 | 54             | -                 | 54                 |
| Materials & Services        | 2                    | -                  | -              | -                 | -                  |
| <b>Total Expenses</b>       | <b>17</b>            | <b>54</b>          | <b>54</b>      | <b>-</b>          | <b>54</b>          |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Provincial Subsidy          | (15)                 | (50)               | (50)           | -                 | (50)               |
| <b>Total Revenues</b>       | <b>(15)</b>          | <b>(50)</b>        | <b>(50)</b>    | <b>-</b>          | <b>(50)</b>        |
| <b>Net Program Expenses</b> | <b>2</b>             | <b>4</b>           | <b>4</b>       | <b>-</b>          | <b>4</b>           |

## PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



### 2016 Program Detail

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



#### Purpose:

- ◆ To provide quality recreational programs, therapy services, social work and spiritual care services as well as volunteer services for 198 residents most of whom suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. These programs and services are respectful of the diversity of cultural needs of the population served. Resident Care Program Support also provides support and guidance on occupational safety related issues and works with the other LTC programs within this Division to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

#### 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.
- ◆ 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.





**2016 Program Detail**

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

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

- ◆ 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 the 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; support and input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.
- ◆ 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. As well, the Occupational Health Nurse is involved in developing and monitoring return-to-work programs for staff who have been ill or injured inside or outside the workplace.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 10                      Position transfer: 1 Clerk 2 from Home Administration  
2015 Full Time Staff = 9

**Performance Measurements:**

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2016 Program Detail**

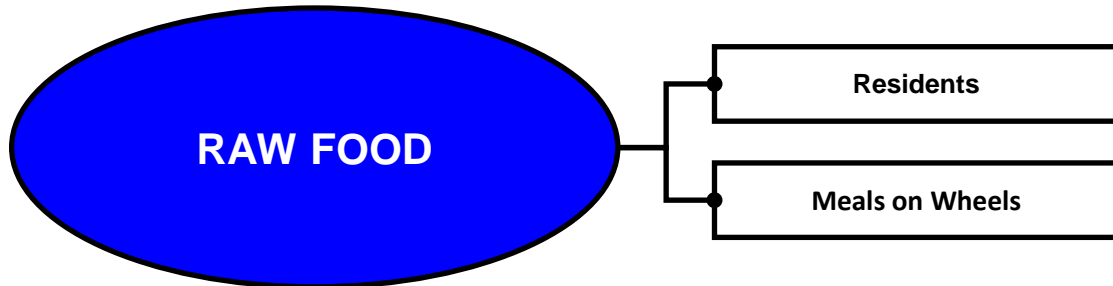
**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

| Detailed Cost of Program:            | 2015                 |                    | 2016           |                   |                    |
|--------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                           | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>            |                      |                    |                |                   |                    |
| Personnel Expenses                   | 1,153                | 1,249              | 1,257          | (27)              | 1,230              |
| Personnel Related                    | -                    | 1                  | 1              | -                 | 1                  |
| Communications                       | 1                    | 2                  | 2              | -                 | 2                  |
| Supplies                             | 36                   | 44                 | 44             | 15                | 59                 |
| Materials & Services                 | 1                    | 1                  | 1              | -                 | 1                  |
| Professional Services                | 137                  | 151                | 154            | -                 | 154                |
| Minor Assets & Equipment             | 6                    | 6                  | 10             | -                 | 10                 |
| <b>Gross Operating Expenses</b>      | <b>1,334</b>         | <b>1,454</b>       | <b>1,469</b>   | <b>(12)</b>       | <b>1,457</b>       |
| <b>Tangible Capital Assets</b>       |                      |                    |                |                   |                    |
| Replacement                          | -                    | -                  | 10             | -                 | 10                 |
| <b>Total Tangible Capital Assets</b> | <b>-</b>             | <b>-</b>           | <b>10</b>      | <b>-</b>          | <b>10</b>          |
| <b>Total Expenses</b>                | <b>1,334</b>         | <b>1,454</b>       | <b>1,479</b>   | <b>(12)</b>       | <b>1,467</b>       |
| <b>Revenues</b>                      |                      |                    |                |                   |                    |
| Provincial Subsidy                   | (491)                | (820)              | (831)          | (10)              | (841)              |
| Sundry Revenue                       | (7)                  | (7)                | (7)            | -                 | (7)                |
| <b>Total Revenues</b>                | <b>(498)</b>         | <b>(827)</b>       | <b>(838)</b>   | <b>(10)</b>       | <b>(848)</b>       |
| <b>Net Program Expenses</b>          | <b>836</b>           | <b>627</b>         | <b>641</b>     | <b>(22)</b>       | <b>619</b>         |



**2016 Program Detail**

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



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Regional 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.
- ◆ The number of residents who require special diets or special food preparation has steadily increased. This would include the need for diabetic diets, pureed or minced diets, tube feeds and a variety of nutritional supplements. The number of residents at "high nutritional risk" has also grown consistently in relation to the increased frailty of the residents being admitted.



**2016 Program Detail**

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

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

**Historical Diet Levels**

|   | <b>2014</b> | <b>2015</b> |
|---|-------------|-------------|
| High Nutritional Risk                           | 95          | 97          |
| Texture Modified (e.g. minced, pureed)          | 67          | 78          |
| Therapeutic (e.g. diabetic, renal, gluten free) | 72          | 68          |
| Nutritional Supplements                         | 77          | 49          |

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 2015 figures indicate that 49 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each 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 43 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. The expense of preparing the meals is currently greater than the revenue received from the outreach program. Hence, the Region is providing community assistance through this program.

**Performance Measurements:**

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2016 Program Detail**

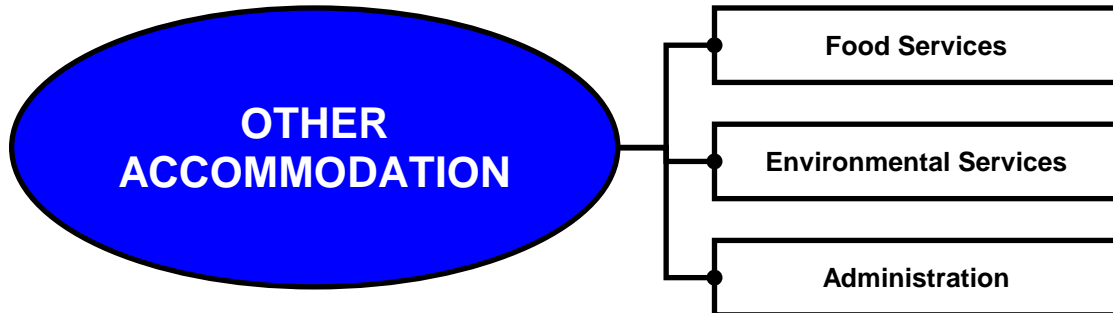
**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Food                                    | 439                  | 937                | 959            | -                 | 959                |
| Medical Care                            | 3                    | 9                  | 9              | -                 | 9                  |
| <b>Total Expenses</b>                   | <b>442</b>           | <b>946</b>         | <b>968</b>     | <b>-</b>          | <b>968</b>         |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Provincial Subsidy                      | (347)                | (580)              | (589)          | (3)               | (592)              |
| Fees & Service Charges                  | (34)                 | (68)               | (69)           | -                 | (69)               |
| <b>Total Revenues</b>                   | <b>(381)</b>         | <b>(648)</b>       | <b>(658)</b>   | <b>(3)</b>        | <b>(661)</b>       |
| <b>Net Program Expenses</b>             | <b>61</b>            | <b>298</b>         | <b>310</b>     | <b>(3)</b>        | <b>307</b>         |



2016 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, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

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.



## 2016 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.
- ◆ 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 resident information system (Goldcare) 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 and recreation, therapy staff, providing clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Goldcare program and the Momentum Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Ontario Municipal Benchmarking Initiatives (OMBI).
- ◆ 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 the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 49                      Position Transfer: 1 Clerk 2 to Therapy Services  
2015 Full Time Staff = 50



**2016 Program Detail**

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

**Performance Measurements:**

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.



**PROGRAM 5  
OTHER ACCOMMODATION**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                 | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                                       | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                        |                              |                            |                        |                           |                            |
| Personnel Expenses                               | 4,295                        | 5,521                      | 5,643                  | 27                        | 5,670                      |
| Personnel Related                                | 63                           | 58                         | 58                     | -                         | 58                         |
| Communications                                   | 46                           | 62                         | 62                     | -                         | 62                         |
| Supplies   | 173                          | 190                        | 190                    | -                         | 190                        |
| Utilities  | 286                          | 357                        | 451                    | -                         | 451                        |
| Medical Care                                     | 12                           | 40                         | 40                     | -                         | 40                         |
| Computer Maintenance &<br>Operations             | 19                           | 44                         | 44                     | -                         | 44                         |
| Materials & Services                             | 372                          | 441                        | 450                    | -                         | 450                        |
| Buildings & Grounds Operations                   | 190                          | 421                        | 444                    | -                         | 444                        |
| Equipment Maintenance &<br>Repairs               | 46                           | 157                        | 157                    | -                         | 157                        |
| Vehicle Operations                               | -                            | 2                          | 2                      | -                         | 2                          |
| Debt Charges                                     | 1,019                        | 1,019                      | 1,020                  | -                         | 1,020                      |
| Professional Services                            | 3                            | 8                          | 8                      | -                         | 8                          |
| Financial Expenses                               | 23                           | 23                         | 24                     | 6                         | 30                         |
| Minor Assets & Equipment                         | 8                            | 8                          | 10                     | -                         | 10                         |
| <b>Gross Operating Expenses</b>                  | <b>6,555</b>                 | <b>8,351</b>               | <b>8,603</b>           | <b>33</b>                 | <b>8,636</b>               |
| <b>Tangible Capital Assets</b>                   |                              |                            |                        |                           |                            |
| New  | 9                            | 9                          | -                      | 60                        | 60                         |
| Replacement                                      | 40                           | 40                         | 38                     | -                         | 38                         |
| <b>Total Tangible Capital Assets</b>             | <b>49</b>                    | <b>49</b>                  | <b>38</b>              | <b>60</b>                 | <b>98</b>                  |
| <b>Total Expenses</b>                            | <b>6,604</b>                 | <b>8,400</b>               | <b>8,641</b>           | <b>93</b>                 | <b>8,734</b>               |
| <b>Revenues</b>                                  |                              |                            |                        |                           |                            |
| Provincial Subsidy                               | (893)                        | (624)                      | (1,418)                | -                         | (1,418)                    |
| Resident Fees-Basic &<br>Preferred Accommodation | (2,802)                      | (4,228)                    | (4,240)                | -                         | (4,240)                    |
| Other Revenue - Cable TV                         | (12)                         | (26)                       | (27)                   | -                         | (27)                       |
| Sundry Revenue                                   | (7)                          | -                          | -                      | -                         | -                          |
| <b>Total Revenues</b>                            | <b>(3,714)</b>               | <b>(4,878)</b>             | <b>(5,685)</b>         | <b>-</b>                  | <b>(5,685)</b>             |
| <b>Net Program Expenses</b>                      | <b>2,890</b>                 | <b>3,522</b>               | <b>2,956</b>           | <b>93</b>                 | <b>3,049</b>               |

TANGIBLE CAPITAL ASSETS - NEW



**2016 Business Plan**

**Social Services - LTC & Services for Seniors (Fairview Lodge)**

| Description                                   |                     | Qty | Unit Cost | Total         |
|---|---------------------|-----|-----------|---------------|
| <b>MACHINERY &amp; EQUIPMENT</b>              |                     |     | \$        | \$            |
| <b><u>Other Accommodation - Program 5</u></b> |                     |     |           |               |
| 1   | Tablets             | 5   | 1,000     | 5,000         |
| 2   | Scheduling Software | 1   | 55,000    | 55,000        |
|   |                     |     |           | <b>60,000</b> |

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2016 Business Plan

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

| Description   | Qty | Unit Cost | Total         |
|---|-----|-----------|---------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                        |     | \$        | \$            |
| <b><u>Resident Care Program Support - Program 3</u></b> |     |           |               |
| 1    Tablets  | 20  | 500       | 10,000        |
|   |     |           | 10,000        |
| <b><u>Other Accommodation - Program 5</u></b>           |     |           |               |
| 2    Laptop Computers                                   | 5   | 2,100     | 10,500        |
| 3    Desktop Computers & Monitors                       | 29  | 950       | 27,550        |
|   |     |           | 38,050        |
|   |     |           | <b>48,050</b> |

|   |
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**SOCIAL SERVICES**

**LONG TERM CARE & SERVICES FOR SENIORS**

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## PROGRAM SUMMARY



### 2016 Business Plan

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

| By Program                              | 2015                 |                    | 2016            |                   |                    |
|---|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)                              | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                 | \$                   | \$                 | \$              | \$                | \$                 |
| <b>Operating:</b>                       |                      |                    |                 |                   |                    |
| 1 Nursing and Personal Care (NPC)       | 16,670               | 16,481             | 16,627          | 465               | 17,092             |
| 2 Specialized Medical Services          | 98                   | 102                | 102             | -                 | 102                |
| 3 Resident Care Program Support (RCPS)  | 1,520                | 1,546              | 1,546           | -                 | 1,546              |
| 4 Raw Food                              | 1,716                | 1,680              | 1,717           | -                 | 1,717              |
| 5 Other Accommodation                   |                      |                    |                 |                   |                    |
| Administration                          | 1,058                | 1,199              | 1,220           | 4                 | 1,224              |
| Debt Charges                            | 835                  | 835                | 835             | -                 | 835                |
| Food Services                           | 3,120                | 3,065              | 3,093           | 8                 | 3,101              |
| Environmental Services                  | 5,289                | 5,387              | 5,399           | 10                | 5,409              |
| Other Accommodation Subtotal            | 10,302               | 10,486             | 10,547          | 22                | 10,569             |
| <b>Operating Subtotal</b>               | <b>30,306</b>        | <b>30,295</b>      | <b>30,539</b>   | <b>487</b>        | <b>31,026</b>      |
| <b>Tangible Capital Assets:</b>         |                      |                    |                 |                   |                    |
| 1 New - NPC                             | 450                  | 450                | -               | 3                 | 3                  |
| 5 New - Other Accommodation             | 225                  | 225                | -               | 55                | 55                 |
| 1 Replacement - NPC                     | 77                   | 77                 | 34              | 117               | 151                |
| 5 Replacement - Other Accommodation     | 96                   | 96                 | 91              | 43                | 134                |
| <b>Tangible Capital Assets Subtotal</b> | <b>848</b>           | <b>848</b>         | <b>125</b>      | <b>218</b>        | <b>343</b>         |
| <b>Total Program Expenses</b>           | <b>31,154</b>        | <b>31,143</b>      | <b>30,664</b>   | <b>705</b>        | <b>31,369</b>      |
| <b>Revenue Programs</b>                 |                      |                    |                 |                   |                    |
| <b>Revenue:</b>                         |                      |                    |                 |                   |                    |
| 5 Revenue From Residents                | (7,140)              | (7,020)            | (7,060)         | -                 | (7,060)            |
| <b>Provincial Subsidy:</b>              |                      |                    |                 |                   |                    |
| 1 Nursing and Personal Care             | (11,327)             | (10,625)           | (10,622)        | (147)             | (10,769)           |
| 2 Specialized Medical Services          | (94)                 | (97)               | (97)            | -                 | (97)               |
| 3 Resident Care Program Support         | (1,338)              | (1,241)            | (1,259)         | (15)              | (1,274)            |
| 4 Raw Food                              | (943)                | (879)              | (892)           | (4)               | (896)              |
| 5 Other Accommodation                   | (1,319)              | (1,335)            | (1,356)         | -                 | (1,356)            |
| <b>Provincial Subsidy Subtotal</b>      | <b>(15,021)</b>      | <b>(14,177)</b>    | <b>(14,226)</b> | <b>(166)</b>      | <b>(14,392)</b>    |

## PROGRAM SUMMARY

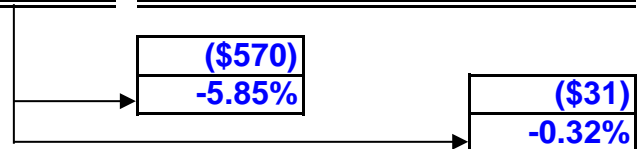


### 2016 Business Plan

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

| By Program                         | 2015                 |                    | 2016            |                   |                    |
|------------------------------------|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)                         | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <b>Other Revenue:</b>              |                      |                    |                 |                   |                    |
| 1 Nursing and Personal Care        | (6)                  | (6)                | (6)             | -                 | (6)                |
| 3 Resident Care Program<br>Support | (6)                  | (5)                | (5)             | -                 | (5)                |
| 4 Raw Food                         | (174)                | (140)              | (141)           | -                 | (141)              |
| 5 Other Accommodation              | (54)                 | (51)               | (52)            | -                 | (52)               |
| <b>Other Revenue Subtotal</b>      | <b>(240)</b>         | <b>(202)</b>       | <b>(204)</b>    | <b>-</b>          | <b>(204)</b>       |
| <b>Total Revenue Programs</b>      | <b>(22,401)</b>      | <b>(21,399)</b>    | <b>(21,490)</b> | <b>(166)</b>      | <b>(21,656)</b>    |
| <b>Net Program Expenses</b>        | <b>8,753</b>         | <b>9,744</b>       | <b>9,174</b>    | <b>539</b>        | <b>9,713</b>       |

Summary of Increase (Decrease)



### Summary of Base Budget Changes

|                                       | \$           | Comments                   |
|---------------------------------------|--------------|----------------------------|
| Salaries & Benefits                   | 166          | Economic increases         |
| Salaries & Benefits                   | 33           | Annualization - 1 position |
| Operating Expenses                    | 52           | Inflationary increases     |
| Minor Assets & Equipment              | 3            | Increased requirement      |
| Major Repairs & Renovations           | (10)         | Reduced requirement        |
| Tangible Capital Assets - New         | (675)        | Reduced requirement        |
| Tangible Capital Assets - Replacement | (48)         | Reduced requirement        |
| Revenue from Residents                | (40)         | Provincial funding formula |
| Provincial Subsidy                    | (49)         | Provincial funding formula |
| Other Revenue                         | (2)          | Inflationary increases     |
|                                       | <b>(570)</b> |                            |

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

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

(\$,000's)

### Nursing and Personal Care

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>◆ New positions: 3 Health Care Aides (HCA), effective July 1, 2016, to support the increased complexity of care of residents and to increase staffing levels on evening shifts. (Annualized cost is \$200k)</li> <li>◆ New position: 1 Manager of Nursing Practice effective July 1, 2016. Due to the size and complexity of the nursing portfolio at this home, a new management position is required to provide assistance to the Director of Care as well as additional direction to the team focusing on areas of high risk, quality improvement and compliance with regulatory requirements under the LTCH Act. (Annualized cost is \$131k)</li> <li>◆ New position: 1 Clerk 2, effective July 1, 2016, to relieve RN's from administrative responsibilities and to assist with the increased demands for scheduling, tracking and reporting. (Annualized cost is \$73k)</li> <li>◆ Increase part-time hours for HCA (1.2 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 at that level.</li> <li>◆ Increase part-time hours for Registered Practical Nurse (RPN) (1.3 FTE) to support the admission process and to ensure fulsome documentation in order to ensure accurate and complete care plans and to maximize Case Mix Index (CMI).</li> <li>◆ Statutory Holiday Premiums - increase to better reflect actual costs.</li> <li>◆ Minor Assets &amp; Equipment: Education tools (mannequin \$1k, injection pads \$5k).</li> </ul> | <p>100</p> <p>66</p> <p>37</p> <p>82</p> <p>104</p> <p>70</p> <p>6</p> <hr style="border: 0.5px solid black;"/> <p>465</p> |
|---|--|

### Other Accommodation

**Home Administration**

|  |          |
|--|----------|
| <ul style="list-style-type: none"> <li>◆ Minor Assets &amp; Equipment: Display Boards</li> </ul> | <p>4</p> |
| Subtotal   | 4        |

**Food Services**

|   |          |
|---|----------|
| <ul style="list-style-type: none"> <li>◆ Statutory Holiday Premiums - increase to better reflect actual costs.</li> </ul> | <p>8</p> |
| Subtotal  | 8        |

**Environmental Services**

|   |           |
|---|-----------|
| <ul style="list-style-type: none"> <li>◆ Statutory Holiday Premiums - increase to better reflect actual costs.</li> </ul> | <p>10</p> |
| Subtotal  | 10        |

22

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

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

(\$,000's)

#### Tangible Capital Assets

**New**

|  |   |                   |
|--|---|-------------------|
| ♦ NPC - Continuous Ambulatory Delivery Device (CADD Pump) required to administer pain medication to residents. | 3 |                   |
|  |   | Subtotal <u>3</u> |

|   |    |                    |
|---|----|--------------------|
| ♦ Other Accommodation - Scheduling Software required to enhance the current manual system of scheduling, staff replacement, time and attendance monitoring which will create efficiencies in affected clerical roles. | 55 |                    |
|   |    | Subtotal <u>55</u> |

**Replacement - Additional**

|   |    |                     |
|---|----|---------------------|
| ♦ NPC - Ceiling Lifts                             | 15 |                     |
| ♦ NPC - Hi/Low beds                               | 6  |                     |
| ♦ NPC - Pandemic Supplies (N95 masks)             | 50 |                     |
| ♦ NPC - Therapeutic Surfaces                      | 16 |                     |
| ♦ NPC - Diagnostic Equipment (Chair weight scale) | 30 |                     |
|   |    | Subtotal <u>117</u> |

|  |    |                    |
|--|----|--------------------|
| ♦ Other Accommodation - Furniture (couches, chairs in lobby) | 10 |                    |
| ♦ Other Accommodation - Food Re-thermalization Equipment     | 33 |                    |
|  |    | Subtotal <u>43</u> |

218

#### Revenues

**Provincial Subsidy**

**Nursing and Personal Care**

|   |  |       |
|---|--|-------|
| ♦ Provincial Subsidy - Anticipated 2 per cent increase in per diem funding effective April 1, 2016. |  | (147) |
|---|--|-------|

**Resident Care Program Support**

|   |  |      |
|---|--|------|
| ♦ Provincial Subsidy - Anticipated 2 per cent increase in per diem funding effective April 1, 2016. |  | (15) |
|---|--|------|

**Raw Food**

|  |  |     |
|--|--|-----|
| ♦ Provincial Subsidy - Anticipated 1 per cent increase in per diem funding effective July 1, 2016. |  | (4) |
|--|--|-----|

(166)

**Total Program Changes 539**

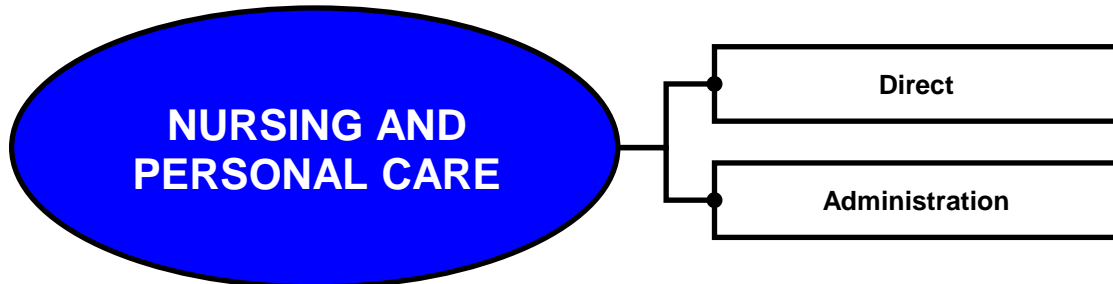


# PROGRAM 1 NURSING AND PERSONAL CARE



## 2016 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, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

### 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 new LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal dialysis, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes now 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.



**2016 Program Detail**

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

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

- ◆ Hillsdale Estates provides peritoneal dialysis within client's home.
- ◆ 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 new 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.
- ◆ 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:**

- ◆ 2016 Full Time Staff = 117.6      New positions: 3 Health Care Aides; 1 Manager of Nursing Practice;  
1 Clerk 2
- 2015 Full Time Staff = 112.6



## **2016 Program Detail**

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

#### **Performance Measurements:**

##### **Overview**

- ◆ Hillsdale Estates is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Hillsdale Estates achieved a 4 year Accreditation with Exemplary Standing in 2015.
- ◆ 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, Ontario Municipal Benchmarking Initiative (OMBI), Resident Assessment Instrument Minimum Data Set (RAI-MDS) and Health Quality Ontario (HQO) Public Indicators.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.
- ◆ Evaluation of the outcome of the goals and objectives established for the Division is accomplished through regular review of its strategic plan.

##### **Quality and Risk Management Indicators**

- ◆ Performance measurements include: Number of falls and number of residents who have fallen, number of residents with restraints, and number of infections. 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. 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, 2016. However, the current CMI of 96.97 will remain in effect until March 31, 2016.



**2016 Program Detail**

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

**Performance Measurements: (continued)**

**Average Occupancy**

- ◆ Hillsdale Estates continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Hillsdale Estates.

|  |             | <b>Hillsdale<br/>Estates</b> |
|--|-------------|------------------------------|
|  | 2015 Target | 99.5%                        |
|  | 2015 Actual | 98.8%                        |
|  | 2016 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 September 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' 2015 survey results were 95 per cent satisfaction rate.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Hillsdale Estates has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.



**2016 Program Detail**

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

**Performance Measurements: (continued)**

**Hours of Nursing and Personal Care per Resident per Day**

| <b>Hillsdale Estates<br/>Paid Hours</b> |      |
|---|------|
| 2015 Target                             | 3.05 |
| 2015 Estimated Actual                   | 3.11 |
| 2016 Target                             | 3.19 |

- ◆ Hillsdale Estates is committed to providing the highest quality of care to its residents. The staffing dollars have enabled Hillsdale Estates to provide 3.11 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.
- ◆ Wound and skin management, management of responsive behaviours, palliative and end of life care, emergency department avoidance, physical assessment skills and infection control practices are but some of the areas that have been reviewed and enhanced during the past year. 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**



**2016 Program Detail**

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

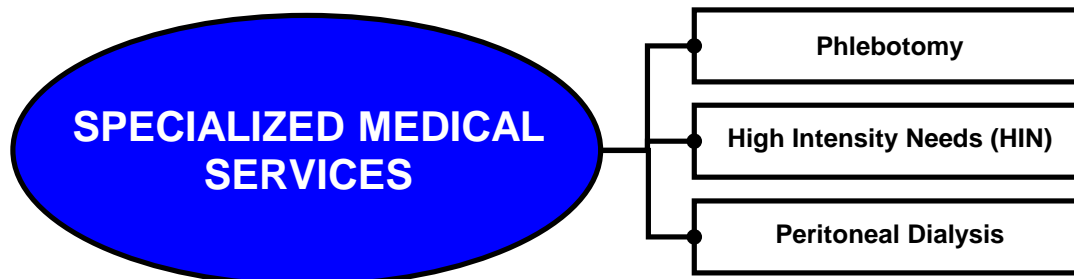
| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 16,188                       | 15,977                     | 16,118                 | 459                       | 16,577                     |
| Personnel Related                    | 11                           | 47                         | 47                     | -                         | 47                         |
| Supplies                             | 36                           | 36                         | 36                     | -                         | 36                         |
| Medical Care                         | 338                          | 350                        | 350                    | -                         | 350                        |
| Computer Maintenance &<br>Operations | -                            | 1                          | 1                      | -                         | 1                          |
| Materials & Services                 | 28                           | 1                          | 1                      | -                         | 1                          |
| Professional Services                | 69                           | 69                         | 69                     | -                         | 69                         |
| Minor Assets & Equipment             | -                            | -                          | 5                      | 6                         | 11                         |
| <b>Gross Operating Expenses</b>      | <b>16,670</b>                | <b>16,481</b>              | <b>16,627</b>          | <b>465</b>                | <b>17,092</b>              |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| New                                  | 450                          | 450                        | -                      | 3                         | 3                          |
| Replacement                          | 77                           | 77                         | 34                     | 117                       | 151                        |
| <b>Total Tangible Capital Assets</b> | <b>527</b>                   | <b>527</b>                 | <b>34</b>              | <b>120</b>                | <b>154</b>                 |
| <b>Total Expenses</b>                | <b>17,197</b>                | <b>17,008</b>              | <b>16,661</b>          | <b>585</b>                | <b>17,246</b>              |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Provincial Subsidy                   | (11,327)                     | (10,625)                   | (10,622)               | (147)                     | (10,769)                   |
| Sundry Revenue                       | (6)                          | (6)                        | (6)                    | -                         | (6)                        |
| <b>Total Revenues</b>                | <b>(11,333)</b>              | <b>(10,631)</b>            | <b>(10,628)</b>        | <b>(147)</b>              | <b>(10,775)</b>            |
| <b>Net Program Expenses</b>          | <b>5,864</b>                 | <b>6,377</b>               | <b>6,033</b>           | <b>438</b>                | <b>6,471</b>               |

## PROGRAM 2 SPECIALIZED MEDICAL SERVICES



### 2016 Program Detail

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



#### Purpose:

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

#### Description of Program Activities:

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding in order to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. As a result of these changes, this service is now cost shared.
- ◆ Peritoneal dialysis uses the resident's own peritoneum to filter their blood. It is used as an alternative to Hemodialysis. The purpose of peritoneal dialysis is a treatment for resident with severe chronic renal failure to exchange fluids (electrolytes, urea, glucose and albumin) in the blood. Fluids are introduced through a permanent catheter. The home works collaboratively with Lakeridge Health Oshawa Dialysis Unit to provide this service to the residents.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 27                           | 27                         | 27                     | -                         | 27                         |
| Medical Care                     | 56                           | 65                         | 65                     | -                         | 65                         |
| Materials & Services             | 15                           | 10                         | 10                     | -                         | 10                         |
| <b>Total Expenses</b>            | <b>98</b>                    | <b>102</b>                 | <b>102</b>             | <b>-</b>                  | <b>102</b>                 |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (94)                         | (97)                       | (97)                   | -                         | (97)                       |
| <b>Total Revenues</b>            | <b>(94)</b>                  | <b>(97)</b>                | <b>(97)</b>            | <b>-</b>                  | <b>(97)</b>                |
| <b>Net Program Expenses</b>      | <b>4</b>                     | <b>5</b>                   | <b>5</b>               | <b>-</b>                  | <b>5</b>                   |

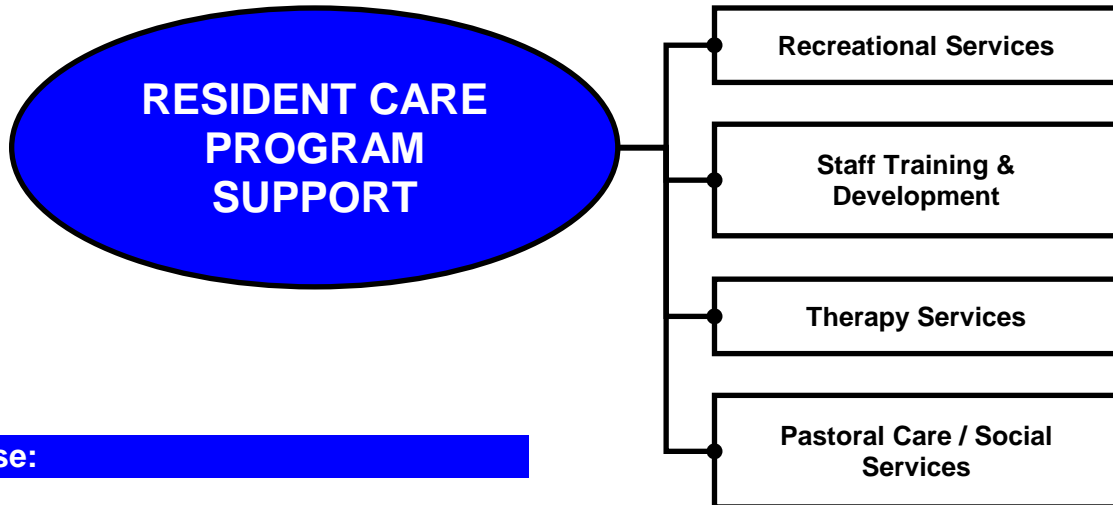


# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2016 Program Detail

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



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 300 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health and safety support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

### 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.



**2016 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 the 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; support and input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.
- ◆ 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. As well, the Occupational Health Nurse is involved in developing and monitoring return-to-work programs for staff who have been ill or injured inside or outside the workplace.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 13  
2015 Full Time Staff = 13

**Performance Measurements:**

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2016 Program Detail**

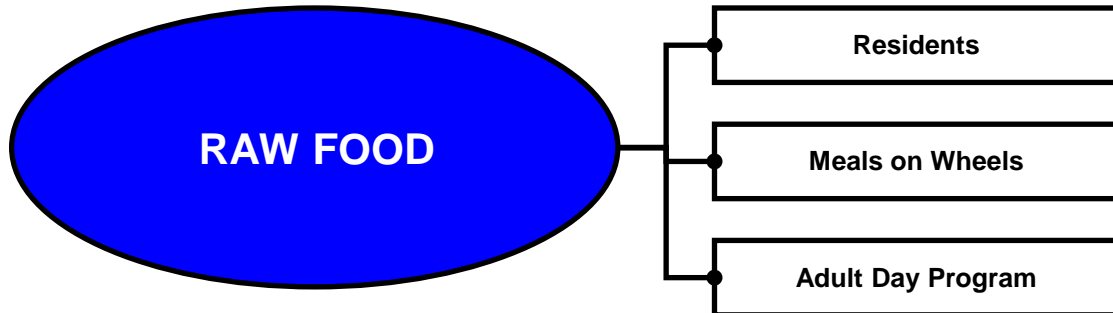
**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 1,189                        | 1,231                      | 1,238                  | -                         | 1,238                      |
| Communications                   | 6                            | 8                          | 8                      | (4)                       | 4                          |
| Supplies                         | 61                           | 60                         | 60                     | 4                         | 64                         |
| Medical Care                     | -                            | 1                          | 1                      | -                         | 1                          |
| Materials & Services             | -                            | 1                          | 1                      | -                         | 1                          |
| Professional Services            | 249                          | 230                        | 234                    | -                         | 234                        |
| Minor Assets & Equipment         | 15                           | 15                         | 4                      | -                         | 4                          |
| <b>Total Expenses</b>            | <b>1,520</b>                 | <b>1,546</b>               | <b>1,546</b>           | <b>-</b>                  | <b>1,546</b>               |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (1,338)                      | (1,241)                    | (1,259)                | (15)                      | (1,274)                    |
| Sundry Revenue                   | (6)                          | (5)                        | (5)                    | -                         | (5)                        |
| <b>Total Revenues</b>            | <b>(1,344)</b>               | <b>(1,246)</b>             | <b>(1,264)</b>         | <b>(15)</b>               | <b>(1,279)</b>             |
| <b>Net Program Expenses</b>      | <b>176</b>                   | <b>300</b>                 | <b>282</b>             | <b>(15)</b>               | <b>267</b>                 |



**2016 Program Detail**

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



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Regional 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.
- ◆ The number of residents who require special diets or special food preparation has steadily increased. This would include the need for diabetic diets, pureed or minced diets, tube feeds and a variety of nutritional supplements. The number of residents at "high nutritional risk" continues to be over 50% of the resident population.



**2016 Program Detail**

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

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

**Historical Diet Levels**

|   | <b>2014</b> | <b>2015</b> |
|---|-------------|-------------|
| High Nutritional Risk                           | 163         | 157         |
| Texture Modified (e.g. minced, pureed)          | 142         | 127         |
| Therapeutic (e.g. diabetic, renal, gluten free) | 133         | 135         |
| Nutritional Supplements                         | 93          | 110         |

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 2015 figures indicate that 52 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 35 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Hillsdale Estates resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals for the outreach program "Meals on Wheels" on a cost recovery basis. As the nutritional needs of the community are also changing the number of special diets required for participants of the Meals on Wheels program has grown.
- ◆ Meals and snacks are provided to clients of the Adult Day Program at Hillsdale Estates on a cost recovery basis.

**Performance Measurements:**

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2016 Program Detail**

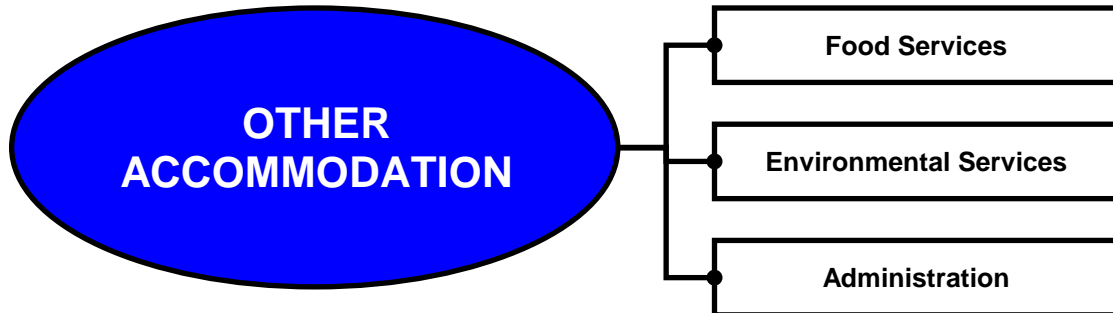
**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

| Detailed Cost of Program:<br>(\$,000's)                           | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Food  | 1,724                | 1,689              | 1,726          | -                 | 1,726              |
| Medical Care  | 14                   | 13                 | 13             | -                 | 13                 |
| <b>Operating Expenses Subtotal</b>                                | <b>1,738</b>         | <b>1,702</b>       | <b>1,739</b>   | <b>-</b>          | <b>1,739</b>       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                      |                    |                |                   |                    |
| Recovery - Adult Day Program                                      | (22)                 | (22)               | (22)           | -                 | (22)               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(22)</b>          | <b>(22)</b>        | <b>(22)</b>    | <b>-</b>          | <b>(22)</b>        |
| <b>Total Expenses</b>   | <b>1,716</b>         | <b>1,680</b>       | <b>1,717</b>   | <b>-</b>          | <b>1,717</b>       |
| <b>Revenues</b>   |                      |                    |                |                   |                    |
| Provincial Subsidy  | (943)                | (879)              | (892)          | (4)               | (896)              |
| Fees & Service Charges  | (169)                | (135)              | (136)          | -                 | (136)              |
| Sundry Revenue  | (5)                  | (5)                | (5)            | -                 | (5)                |
| <b>Total Revenues</b>   | <b>(1,117)</b>       | <b>(1,019)</b>     | <b>(1,033)</b> | <b>(4)</b>        | <b>(1,037)</b>     |
| <b>Net Program Expenses</b>                                       | <b>599</b>           | <b>661</b>         | <b>684</b>     | <b>(4)</b>        | <b>680</b>         |



**2016 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, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

**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.



## 2016 Program Detail

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

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

- ◆ **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.
- ◆ 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.
- ◆ 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 resident information system (Goldcare) according to LTCH 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 and recreation, therapy staff, providing clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Goldcare program and the Momentum Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Ontario Municipal Benchmarking Initiatives (OMBI).
- ◆ 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 the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.





## **2016 Program Detail**

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

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

- ◆ 2016 Full Time Staff = 62.94  
2015 Full Time Staff = 62.94

### **Performance Measurements:**

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 6,683                        | 6,934                      | 6,985                  | 18                        | 7,003                      |
| Personnel Related   | 72                           | 75                         | 75                     | -                         | 75                         |
| Communications  | 48                           | 47                         | 48                     | -                         | 48                         |
| Supplies  | 380                          | 356                        | 356                    | -                         | 356                        |
| Utilities   | 1,114                        | 1,079                      | 1,061                  | -                         | 1,061                      |
| Medical Care  | 28                           | 34                         | 34                     | -                         | 34                         |
| Computer Maintenance &<br>Operations                              | 43                           | 66                         | 66                     | -                         | 66                         |
| Materials & Services  | 441                          | 420                        | 429                    | (15)                      | 414                        |
| Buildings & Grounds Operations                                    | 407                          | 403                        | 421                    | 15                        | 436                        |
| Equipment Maintenance &<br>Repairs                                | 145                          | 145                        | 145                    | -                         | 145                        |
| Vehicle Operations  | 12                           | 13                         | 13                     | -                         | 13                         |
| Debt Charges  | 835                          | 835                        | 835                    | -                         | 835                        |
| Professional Services   | 3                            | 3                          | 3                      | -                         | 3                          |
| Financial Expenses  | 35                           | 35                         | 36                     | -                         | 36                         |
| Minor Assets & Equipment  | 34                           | 34                         | 43                     | 4                         | 47                         |
| Major Repairs & Renovations                                       | 50                           | 35                         | 25                     | -                         | 25                         |
| <b>Operating Expenses Subtotal</b>                                | <b>10,330</b>                | <b>10,514</b>              | <b>10,575</b>          | <b>22</b>                 | <b>10,597</b>              |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Recovery - Adult Day Program                                      | (28)                         | (28)                       | (28)                   | -                         | (28)                       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(28)</b>                  | <b>(28)</b>                | <b>(28)</b>            | <b>-</b>                  | <b>(28)</b>                |
| <b>Gross Operating Expenses</b>                                   | <b>10,302</b>                | <b>10,486</b>              | <b>10,547</b>          | <b>22</b>                 | <b>10,569</b>              |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| New   | 225                          | 225                        | -                      | 55                        | 55                         |
| Replacement   | 96                           | 96                         | 91                     | 43                        | 134                        |
| <b>Total Tangible Capital Assets</b>                              | <b>321</b>                   | <b>321</b>                 | <b>91</b>              | <b>98</b>                 | <b>189</b>                 |
| <b>Total Expenses</b>   | <b>10,623</b>                | <b>10,807</b>              | <b>10,638</b>          | <b>120</b>                | <b>10,758</b>              |

**PROGRAM 5  
OTHER ACCOMMODATION**



**2016 Program Detail**

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

| Detailed Cost of Program:                        | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                       | Estimated<br>Actuals | Restated<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                  |                      |                    |                |                   |                    |
| Provincial Subsidy                               | (1,319)              | (1,335)            | (1,356)        | -                 | (1,356)            |
| Resident Fees-Basic &<br>Preferred Accommodation | (7,140)              | (7,020)            | (7,060)        | -                 | (7,060)            |
| Other Revenue - Cable TV                         | (52)                 | (51)               | (52)           | -                 | (52)               |
| Sundry Revenue                                   | (2)                  | -                  | -              | -                 | -                  |
| <b>Total Revenues</b>                            | <b>(8,513)</b>       | <b>(8,406)</b>     | <b>(8,468)</b> | <b>-</b>          | <b>(8,468)</b>     |
| <b>Net Program Expenses</b>                      | <b>2,110</b>         | <b>2,401</b>       | <b>2,170</b>   | <b>120</b>        | <b>2,290</b>       |

## TANGIBLE CAPITAL ASSETS - NEW



### 2016 Business Plan

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

| Description   | Qty | Unit Cost | Total         |
|---|-----|-----------|---------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                          |     | \$        | \$            |
| <b><u>Nursing and Personal Care - Program 1</u></b>       |     |           |               |
| 1    Continuous Ambulatory Delivery Device<br>(CADD) Pump | 1   | 3,000     | 3,000         |
|   |     |           | 3,000         |
| <b><u>Other Accommodation - Program 5</u></b>             |     |           |               |
| 2    Scheduling Software                                  | 1   | 55,000    | 55,000        |
|   |     |           | 55,000        |
|   |     |           | <b>58,000</b> |

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2016 Business Plan

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

| Description   | Qty | Unit Cost | Total          |
|---|-----|-----------|----------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                    |     | <b>\$</b> | <b>\$</b>      |
| <b><u>Nursing and Personal Care - Program 1</u></b> |     |           |                |
| 1 Stretcher   | 1   | 3,200     | 3,200          |
| 2 Hi-Lo Beds  | 5   | 1,840     | 9,200          |
| 3 Parabath Parafin Bath                             | 1   | 1,100     | 1,100          |
| 4 Ceiling Lifts                                     | 4   | 5,000     | 20,000         |
| 5 Ceiling Lifts                                     | 3   | 5,000     | 15,000         |
| 6 Hi-Lo Beds  | 3   | 2,000     | 6,000          |
| 7 Pandemic Supplies (N95 masks)                     | 1   | 50,000    | 50,000         |
| 8 Therapeutic Surfaces                              | 2   | 8,000     | 16,000         |
| 9 Diagnostic Equipment (Chair weight scale)         | 1   | 30,000    | 30,000         |
|   |     |           | 150,500        |
| <b><u>Other Accommodation - Program 5</u></b>       |     |           |                |
| 10 Desktop Computers and Monitors                   | 6   | 950       | 5,700          |
| 11 Laptop Computers                                 | 9   | 2,100     | 18,900         |
| 12 Network Printers                                 | 2   | 1,700     | 3,400          |
| 13 Food Rethermalization Equipment                  | 3   | 17,000    | 51,000         |
| 14 Combi-therm Oven                                 | 1   | 30,000    | 30,000         |
| 15 Furniture (dining room chairs)                   | 50  | 300       | 15,000         |
| 16 Furniture (couches, chairs in lobby)             | 10  | 1,000     | 10,000         |
|   |     |           | 134,000        |
|   |     |           | <b>284,500</b> |

|   |
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**SOCIAL SERVICES**

**LONG TERM CARE & SERVICES FOR SENIORS**

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## PROGRAM SUMMARY



# 2016 Business Plan

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

| By Program                              | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                              | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                 | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                       |                      |                    |                |                   |                    |
| 1 Nursing and Personal Care (NPC)       | 11,455               | 11,141             | 11,341         | 50                | 11,391             |
| 2 Specialized Medical Services          | 41                   | 50                 | 50             | -                 | 50                 |
| 3 Resident Care Program Support (RCPS)  | 1,240                | 1,247              | 1,246          | 53                | 1,299              |
| 4 Raw Food                              | 1,089                | 1,066              | 1,090          | -                 | 1,090              |
| 5 Other Accommodation                   |                      |                    |                |                   |                    |
| Administration                          | 989                  | 1,035              | 1,050          | -                 | 1,050              |
| Debt Charges                            | 3,434                | 3,434              | 3,434          | -                 | 3,434              |
| Food Services                           | 2,310                | 2,394              | 2,420          | 7                 | 2,427              |
| Environmental Services                  | 3,684                | 3,880              | 3,869          | 66                | 3,935              |
| Other Accommodation Subtotal            | 10,417               | 10,743             | 10,773         | 73                | 10,846             |
| <b>Operating Subtotal</b>               | <b>24,242</b>        | <b>24,247</b>      | <b>24,500</b>  | <b>176</b>        | <b>24,676</b>      |
| <b>Tangible Capital Assets:</b>         |                      |                    |                |                   |                    |
| 5 New - Other Accommodation             | -                    | -                  | -              | 125               | 125                |
| 1 Replacement - NPC                     | 146                  | 146                | 75             | 294               | 369                |
| 3 Replacement - RCPS                    | 100                  | 100                | -              | -                 | -                  |
| 5 Replacement - Other Accommodation     | 68                   | 68                 | 47             | 212               | 259                |
| <b>Tangible Capital Assets Subtotal</b> | <b>314</b>           | <b>314</b>         | <b>122</b>     | <b>631</b>        | <b>753</b>         |
| <b>Total Program Expenses</b>           | <b>24,556</b>        | <b>24,561</b>      | <b>24,622</b>  | <b>807</b>        | <b>25,429</b>      |
| <b>Revenue Programs</b>                 |                      |                    |                |                   |                    |
| <b>Revenue:</b>                         |                      |                    |                |                   |                    |
| 5 Revenue From Residents                | (4,351)              | (4,362)            | (4,459)        | -                 | (4,459)            |
| <b>Provincial Subsidy:</b>              |                      |                    |                |                   |                    |
| 1 Nursing and Personal Care             | (7,230)              | (6,911)            | (6,987)        | (98)              | (7,085)            |
| 2 Specialized Medical Services          | (37)                 | (47)               | (47)           | -                 | (47)               |
| 3 Resident Care Program Support         | (868)                | (828)              | (839)          | (10)              | (849)              |
| 4 Raw Food                              | (612)                | (586)              | (595)          | (3)               | (598)              |
| 5 Other Accommodation                   | (1,001)              | (977)              | (921)          | -                 | (921)              |
| <b>Provincial Subsidy Subtotal</b>      | <b>(9,748)</b>       | <b>(9,349)</b>     | <b>(9,389)</b> | <b>(111)</b>      | <b>(9,500)</b>     |

## PROGRAM SUMMARY

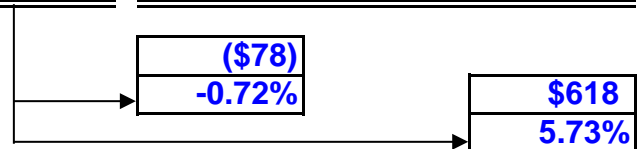


### 2016 Business Plan

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

| By Program                         | 2015                 |                    | 2016            |                   |                    |
|------------------------------------|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)                         | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <b>Other Revenue:</b>              |                      |                    |                 |                   |                    |
| 1 Nursing and Personal Care        | (8)                  | (4)                | (4)             | -                 | (4)                |
| 3 Resident Care Program<br>Support | (4)                  | (3)                | (4)             | -                 | (4)                |
| 4 Raw Food                         | (27)                 | (21)               | (21)            | -                 | (21)               |
| 5 Other Accommodation              | (37)                 | (29)               | (30)            | -                 | (30)               |
| <b>Other Revenue Subtotal</b>      | <b>(76)</b>          | <b>(57)</b>        | <b>(59)</b>     | <b>-</b>          | <b>(59)</b>        |
| <b>Total Revenue Programs</b>      | <b>(14,175)</b>      | <b>(13,768)</b>    | <b>(13,907)</b> | <b>(111)</b>      | <b>(14,018)</b>    |
| <b>Net Program Expenses</b>        | <b>10,381</b>        | <b>10,793</b>      | <b>10,715</b>   | <b>696</b>        | <b>11,411</b>      |

Summary of Increase (Decrease)



### Summary of Base Budget Changes

|                                       | \$          | Comments                   |
|---------------------------------------|-------------|----------------------------|
| Salaries & Benefits                   | 200         | Economic increases         |
| Salaries & Benefits                   | 59          | Annualization - 1 position |
| Operating Expenses                    | 46          | Inflationary increases     |
| Minor Assets & Equipment              | (22)        | Reduced requirement        |
| Major Repairs & Renovations           | (30)        | Reduced requirement        |
| Tangible Capital Assets - Replacement | (192)       | Reduced requirement        |
| Revenue from Residents                | (97)        | Provincial funding formula |
| Provincial Subsidy                    | (40)        | Provincial funding formula |
| Other Revenue                         | (2)         | Inflationary increases     |
|                                       | <b>(78)</b> |                            |



# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

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

(\$,000's)

### Nursing and Personal Care

|  |       |
|--|-------|
| ◆ Statutory Holiday Premiums - increase to better reflect actual costs.  | 35    |
| ◆ Medical Supplies - increase for slings required to transfer residents using mechanical lifts.                                  | 10    |
| ◆ Medical Equipment - increase for fall mats and bed alarms for use in collaboration with the new Bed Rail Minimization Program. | 5     |
|  | <hr/> |
|  | 50    |
|  | <hr/> |

### Resident Care Program Support

#### Recreation Services

|   |          |
|---|----------|
| ◆ Increase part-time hours for Recreation Programmer (.7 FTE) required for additional programming throughout the home and for evening and weekend shifts. | 47       |
| ◆ Program Supplies - increase for supplies as programs expand.  | 3        |
|   | <hr/>    |
|   | Subtotal |
|   | 50       |
|   | <hr/>    |

#### Therapy Services

|  |          |
|--|----------|
| ◆ Program Supplies - increase for therapy equipment used in Restraint Minimization Initiative. | 3        |
|  | <hr/>    |
|  | Subtotal |
|  | 3        |
|  | <hr/>    |
|  | 53       |
|  | <hr/>    |

### Other Accommodation

#### Food Services

|   |          |
|---|----------|
| ◆ Statutory Holiday Premiums - increase to better reflect actual costs. | 7        |
|   | <hr/>    |
|   | Subtotal |
|   | 7        |
|   | <hr/>    |

#### Environmental Services

|  |          |
|--|----------|
| ◆ Statutory Holiday Premiums - increase to better reflect actual costs.                          | 6        |
| ◆ Major Repairs & Renovations - Flooring (residents rooms) (\$10k), Parking lot repairs (\$50k). | 60       |
|  | <hr/>    |
|  | Subtotal |
|  | 66       |
|  | <hr/>    |
|  | 73       |
|  | <hr/>    |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

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

(\$,000's)

#### Tangible Capital Assets

**New**

- ◆ Other Accommodation - Transcription System which uses speech recognition to convert audio recording into electronic text required to improve accuracy, turn around time and confidentiality. 10
- ◆ Other Accommodation - Scheduling Software required to enhance the current manual system of scheduling, staff replacement, time and attendance monitoring which will create efficiencies in affected clerical roles. 55
- ◆ Other Accommodation - VoIP Phone system - Phase 1 of 3. (Phases 2 and 3 are expected to cost \$560k each proposed for 2017 and 2018). The current system is an older system and parts and support are becoming obsolete. 60

Subtotal 125

**Replacements - Additional**

- ◆ NPC - Beds 60
- ◆ NPC - Surfaces 80
- ◆ NPC - Ceiling lifts and tracking 80
- ◆ NPC - Floor/Sit to Stand Lifts 12
- ◆ NPC - Tub Chairs 12
- ◆ NPC - Pandemic Supplies (N95 masks) 50

Subtotal 294

- ◆ Other Accommodation - Laptops, Desktops and Monitors 12
- ◆ Other Accommodation - Printers 8
- ◆ Other Accommodation - IT Servers, Switches, etc. 150
- ◆ Other Accommodation - Office Furniture 4
- ◆ Other Accommodation - Dishwasher 20
- ◆ Other Accommodation - Meat Slicer 6
- ◆ Other Accommodation - Water/Ice Machines 12

Subtotal 212

631

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

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

(\$,000's)

#### Revenues

##### Provincial Subsidy

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

- ◆ Provincial Subsidy - Anticipated 2 per cent increase in per diem funding effective April 1, 2016. (98)

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

- ◆ Provincial Subsidy - Anticipated 2 per cent increase in per diem funding effective April 1, 2016. (10)

##### **Raw Food**

- ◆ Provincial Subsidy - Anticipated 1 per cent increase in per diem funding effective July 1, 2015. (3)

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(111)

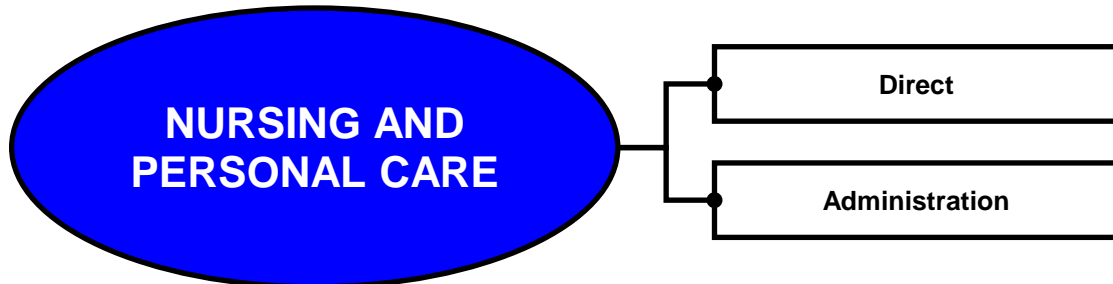
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**Total Program Changes** 696



**2016 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, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

**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 new LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal dialysis, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes now 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.



**2016 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 new 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.
- ◆ 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:**

- ◆ 2016 Full Time Staff = 85.4  
2015 Full Time Staff = 85.4

**Performance Measurements:**

**Overview**

- ◆ Hillsdale Terraces is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Hillsdale Terraces achieved 4 year Accreditation with Exemplary Standing in 2014.
- ◆ 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, Ontario Municipal Benchmarking Initiative (OMBI), Resident Assessment Instrument Minimum Data Set (RAI-MDS) and Health Quality Ontario (HQO) Public Indicators.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.
- ◆ Evaluation of the outcome of the goals and objectives established for the Division is accomplished through regular review of its strategic plan.



**2016 Program Detail**

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

**Performance Measurements: (continued)**

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: Number of falls and number of residents who have fallen, number of residents with restraints, and number of infections. 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. 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, 2016. However, the current CMI of 96.63 will remain in effect until March 31, 2016.

**Average Occupancy**

- ◆ Hillsdale Terraces continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Hillsdale Terraces.

|  |             | <b>Hillsdale<br/>Terraces</b> |
|--|-------------|-------------------------------|
|  | 2015 Target | 99.5%                         |
|  | 2015 Actual | 99.2%                         |
|  | 2016 Target | 99.5%                         |



**2016 Program Detail**

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

**Performance Measurements: (continued)**

**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 September 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' 2015 survey results were 96 per cent satisfaction rate.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Hillsdale Terraces has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

**Hours of Nursing and Personal Care per Resident per Day**

| <b>Hillsdale Terraces<br/>Paid Hours</b> |      |
|--|------|
| 2015 Target                              | 3.04 |
| 2015 Estimated Actual                    | 3.08 |
| 2016 Target                              | 3.08 |

- ◆ Hillsdale Terraces is committed to providing the highest quality of care to its residents. The staffing dollars have enabled Hillsdale Terraces to provide 3.08 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.
- ◆ Wound and skin management, management of responsive behaviours, palliative and end of life care, emergency department avoidance, physical assessment skills and infection control practices are but some of the areas that have been reviewed and enhanced during the past year. 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**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 11,119                       | 10,743                     | 10,943                 | 35                        | 10,978                     |
| Personnel Related                    | 3                            | 50                         | 50                     | -                         | 50                         |
| Medical Care                         | 285                          | 300                        | 300                    | 15                        | 315                        |
| Professional Services                | 48                           | 48                         | 48                     | -                         | 48                         |
| <b>Gross Operating Expenses</b>      | <b>11,455</b>                | <b>11,141</b>              | <b>11,341</b>          | <b>50</b>                 | <b>11,391</b>              |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Replacement                          | 146                          | 146                        | 75                     | 294                       | 369                        |
| <b>Total Tangible Capital Assets</b> | <b>146</b>                   | <b>146</b>                 | <b>75</b>              | <b>294</b>                | <b>369</b>                 |
| <b>Total Expenses</b>                | <b>11,601</b>                | <b>11,287</b>              | <b>11,416</b>          | <b>344</b>                | <b>11,760</b>              |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Provincial Subsidy                   | (7,230)                      | (6,911)                    | (6,987)                | (98)                      | (7,085)                    |
| Sundry Revenue                       | (8)                          | (4)                        | (4)                    | -                         | (4)                        |
| <b>Total Revenues</b>                | <b>(7,238)</b>               | <b>(6,915)</b>             | <b>(6,991)</b>         | <b>(98)</b>               | <b>(7,089)</b>             |
| <b>Net Program Expenses</b>          | <b>4,363</b>                 | <b>4,372</b>               | <b>4,425</b>           | <b>246</b>                | <b>4,671</b>               |

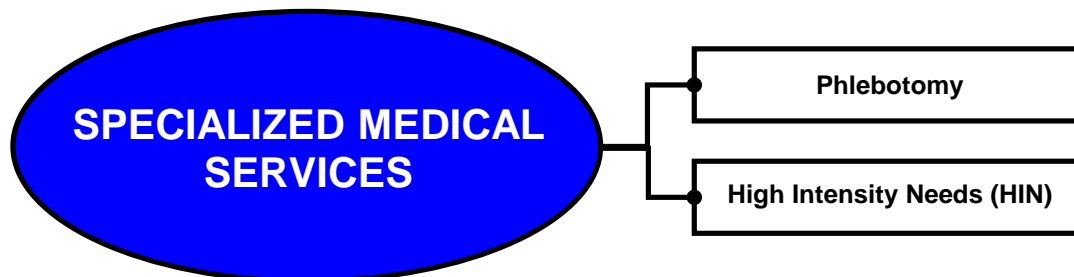


## PROGRAM 2 SPECIALIZED MEDICAL SERVICES



### 2016 Program Detail

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



#### Purpose:

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

#### Description of Program Activities:

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding in order to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. As a result of these changes, this service is now cost shared.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2016 Program Detail**

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

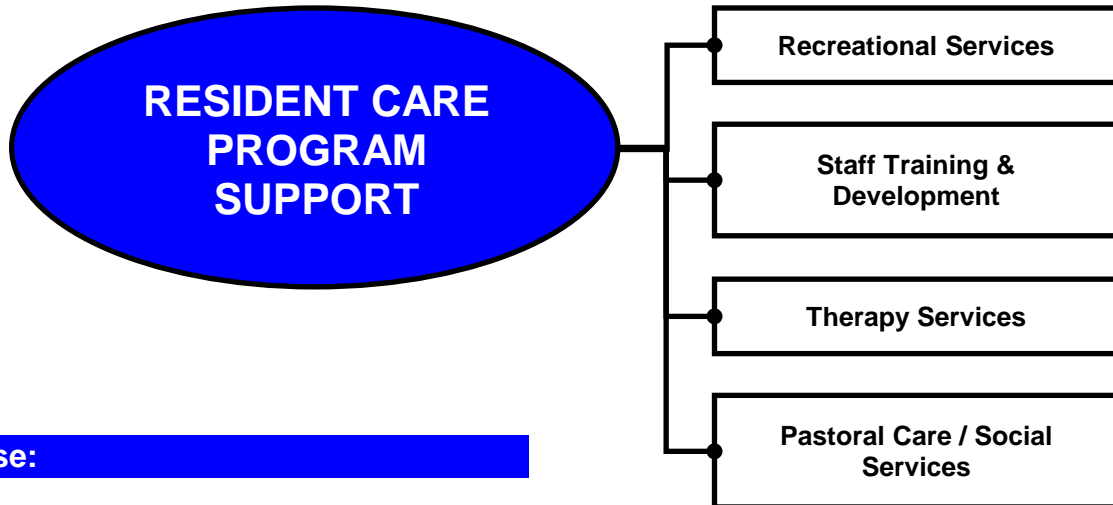
| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Medical Care                | 29                   | 35                 | 35             | -                 | 35                 |
| Materials & Services        | 12                   | 15                 | 15             | -                 | 15                 |
| <b>Total Expenses</b>       | <b>41</b>            | <b>50</b>          | <b>50</b>      | <b>-</b>          | <b>50</b>          |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Provincial Subsidy          | (37)                 | (47)               | (47)           | -                 | (47)               |
| <b>Total Revenues</b>       | <b>(37)</b>          | <b>(47)</b>        | <b>(47)</b>    | <b>-</b>          | <b>(47)</b>        |
| <b>Net Program Expenses</b> | <b>4</b>             | <b>3</b>           | <b>3</b>       | <b>-</b>          | <b>3</b>           |

## PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



### 2016 Program Detail

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



#### Purpose:

- ◆ To provide quality recreational programs, therapy services, social work and spiritual care services as well as volunteer services for 200 residents most of whom suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. These programs and services are respectful of the diversity of cultural needs of the population served. Resident Care Program Support also provides support and guidance on occupational safety related issues and works with the other LTC programs within this Division to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

#### 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.
- ◆ 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.



**2016 Program Detail**

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

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

- ◆ 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 the 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; support and input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.
- ◆ 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. As well, the Occupational Health Nurse is involved in developing and monitoring return-to-work programs for staff who have been ill or injured inside or outside the workplace.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 10  
2015 Full Time Staff = 10

**Performance Measurements:**

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2016 Program Detail**

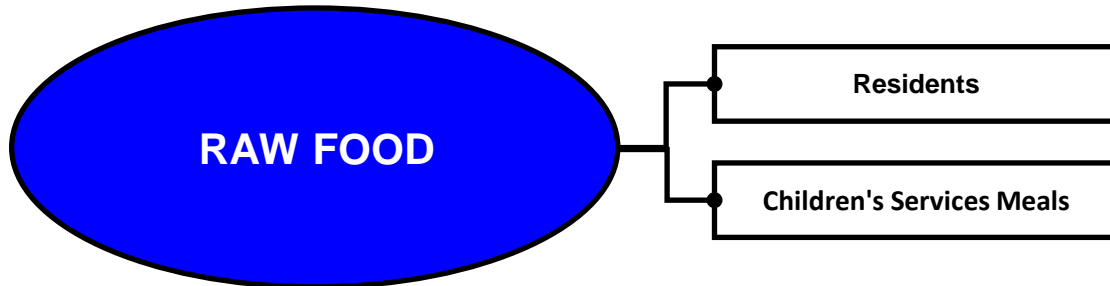
**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 1,013                        | 1,032                      | 1,038                  | 47                        | 1,085                      |
| Communications                       | 3                            | 5                          | 5                      | -                         | 5                          |
| Supplies                             | 53                           | 47                         | 47                     | 6                         | 53                         |
| Professional Services                | 161                          | 153                        | 156                    | -                         | 156                        |
| Minor Assets & Equipment             | 10                           | 10                         | -                      | -                         | -                          |
| <b>Gross Operating Expenses</b>      | <b>1,240</b>                 | <b>1,247</b>               | <b>1,246</b>           | <b>53</b>                 | <b>1,299</b>               |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Replacement                          | 100                          | 100                        | -                      | -                         | -                          |
| <b>Total Tangible Capital Assets</b> | <b>100</b>                   | <b>100</b>                 | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Total Expenses</b>                | <b>1,340</b>                 | <b>1,347</b>               | <b>1,246</b>           | <b>53</b>                 | <b>1,299</b>               |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Provincial Subsidy                   | (868)                        | (828)                      | (839)                  | (10)                      | (849)                      |
| Sundry Revenue                       | (4)                          | (3)                        | (4)                    | -                         | (4)                        |
| <b>Total Revenues</b>                | <b>(872)</b>                 | <b>(831)</b>               | <b>(843)</b>           | <b>(10)</b>               | <b>(853)</b>               |
| <b>Net Program Expenses</b>          | <b>468</b>                   | <b>516</b>                 | <b>403</b>             | <b>43</b>                 | <b>446</b>                 |



**2016 Program Detail**

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



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Regional 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**

|   | <b>2014</b> | <b>2015</b> |
|---|-------------|-------------|
| High Nutritional Risk                           | 97          | 88          |
| Texture Modified (e.g. minced, pureed)          | 65          | 60          |
| Therapeutic (e.g. diabetic, renal, gluten free) | 65          | 51          |
| Nutritional Supplements                         | 67          | 55          |

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 2015 figures indicate that 44 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 10 per cent require total assistance.



## **2016 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.
- ◆ In addition to resident need, the home provides meals to the six Regional child care centres.

### **Performance Measurements:**

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2016 Program Detail**

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

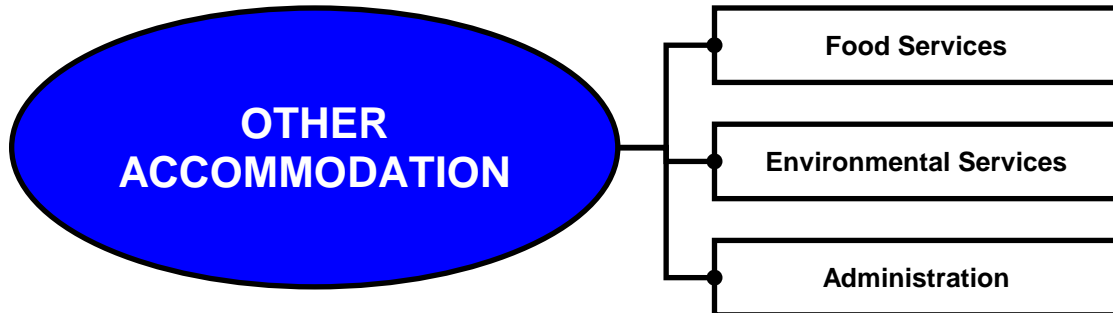
| Detailed Cost of Program:<br>(\$,000's)                           | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Food  | 1,254                | 1,231              | 1,259          | -                 | 1,259              |
| Medical Care  | 9                    | 9                  | 9              | -                 | 9                  |
| <b>Operating Expenses Subtotal</b>                                | <b>1,263</b>         | <b>1,240</b>       | <b>1,268</b>   | <b>-</b>          | <b>1,268</b>       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                      |                    |                |                   |                    |
| Recovery - Children Services -<br>Meals                           | (174)                | (174)              | (178)          | -                 | (178)              |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(174)</b>         | <b>(174)</b>       | <b>(178)</b>   | <b>-</b>          | <b>(178)</b>       |
| <b>Total Expenses</b>   | <b>1,089</b>         | <b>1,066</b>       | <b>1,090</b>   | <b>-</b>          | <b>1,090</b>       |
| <b>Revenues</b>   |                      |                    |                |                   |                    |
| Provincial Subsidy  | (612)                | (586)              | (595)          | (3)               | (598)              |
| Fees & Service Charges  | (27)                 | (21)               | (21)           | -                 | (21)               |
| <b>Total Revenues</b>   | <b>(639)</b>         | <b>(607)</b>       | <b>(616)</b>   | <b>(3)</b>        | <b>(619)</b>       |
| <b>Net Program Expenses</b>                                       | <b>450</b>           | <b>459</b>         | <b>474</b>     | <b>(3)</b>        | <b>471</b>         |





2016 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, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

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.



## 2016 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.
- ◆ 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 resident information system (Goldcare) 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 and recreation, therapy staff, providing clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Goldcare program and the Momentum Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Ontario Municipal Benchmarking Initiatives (OMBI).
- ◆ 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 the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

#### Description of Program Resources:

- ◆ 2016 Full Time Staff = 44  
2015 Full Time Staff = 44



**2016 Program Detail**

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

**Performance Measurements:**

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 5,243                        | 5,438                      | 5,491                  | 13                        | 5,504                      |
| Personnel Related   | 49                           | 58                         | 59                     | -                         | 59                         |
| Communications  | 53                           | 99                         | 99                     | -                         | 99                         |
| Supplies  | 210                          | 209                        | 209                    | -                         | 209                        |
| Utilities   | 691                          | 642                        | 656                    | -                         | 656                        |
| Medical Care  | 33                           | 37                         | 37                     | -                         | 37                         |
| Computer Maintenance &<br>Operations                              | 30                           | 41                         | 41                     | -                         | 41                         |
| Materials & Services  | 293                          | 303                        | 309                    | -                         | 309                        |
| Buildings & Grounds Operations                                    | 334                          | 424                        | 425                    | -                         | 425                        |
| Equipment Maintenance &<br>Repairs                                | 100                          | 114                        | 114                    | -                         | 114                        |
| Debt Charges  | 3,434                        | 3,434                      | 3,434                  | -                         | 3,434                      |
| Professional Services   | 3                            | 3                          | 3                      | -                         | 3                          |
| Financial Expenses  | 23                           | 23                         | 24                     | -                         | 24                         |
| Minor Assets & Equipment  | 15                           | 12                         | -                      | -                         | -                          |
| Major Repairs & Renovations                                       | 50                           | 50                         | 20                     | 60                        | 80                         |
| <b>Operating Expenses Subtotal</b>                                | <b>10,561</b>                | <b>10,887</b>              | <b>10,921</b>          | <b>73</b>                 | <b>10,994</b>              |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Recovery - Children Services                                      | (144)                        | (144)                      | (148)                  | -                         | (148)                      |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(144)</b>                 | <b>(144)</b>               | <b>(148)</b>           | <b>-</b>                  | <b>(148)</b>               |
| <b>Gross Operating Expenses</b>                                   | <b>10,417</b>                | <b>10,743</b>              | <b>10,773</b>          | <b>73</b>                 | <b>10,846</b>              |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| New   | -                            | -                          | -                      | 125                       | 125                        |
| Replacement   | 68                           | 68                         | 47                     | 212                       | 259                        |
| <b>Total Tangible Capital Assets</b>                              | <b>68</b>                    | <b>68</b>                  | <b>47</b>              | <b>337</b>                | <b>384</b>                 |
| <b>Total Expenses</b>   | <b>10,485</b>                | <b>10,811</b>              | <b>10,820</b>          | <b>410</b>                | <b>11,230</b>              |

**PROGRAM 5  
OTHER ACCOMMODATION**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                 | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                                       | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>                                  |                              |                            |                        |                           |                            |
| Provincial Subsidy                               | (1,001)                      | (977)                      | (921)                  | -                         | (921)                      |
| Resident Fees-Basic &<br>Preferred Accommodation | (4,351)                      | (4,362)                    | (4,459)                | -                         | (4,459)                    |
| Other Revenue - Cable TV                         | (28)                         | (29)                       | (30)                   | -                         | (30)                       |
| Sundry Revenue                                   | (9)                          | -                          | -                      | -                         | -                          |
| <b>Total Revenues</b>                            | <b>(5,389)</b>               | <b>(5,368)</b>             | <b>(5,410)</b>         | <b>-</b>                  | <b>(5,410)</b>             |
| <b>Net Program Expenses</b>                      | <b>5,096</b>                 | <b>5,443</b>               | <b>5,410</b>           | <b>410</b>                | <b>5,820</b>               |

TANGIBLE CAPITAL ASSETS - NEW



**2016 Business Plan**

**Social Services - LTC & Services for Seniors (Hillsdale Terraces)**

| Description                                   |                                  | Qty | Unit Cost | Total          |
|---|----------------------------------|-----|-----------|----------------|
| <b>MACHINERY &amp; EQUIPMENT</b>              |                                  |     | \$        | \$             |
| <b><u>Other Accommodation - Program 5</u></b> |                                  |     |           |                |
| 1   | Transcription System             | 1   | 10,000    | 10,000         |
| 2   | Scheduling Software              | 1   | 55,000    | 55,000         |
| 3   | VoIP Phone system - Phase 1 of 3 | 1   | 60,000    | 60,000         |
|   |                                  |     |           | <b>125,000</b> |

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2016 Business Plan

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

| Description   | Qty                             | Unit Cost | Total          |
|---|---------------------------------|-----------|----------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                    |                                 | \$        | \$             |
| <b><u>Nursing and Personal Care - Program 1</u></b> |                                 |           |                |
| 1   | Ceiling Lifts and Tracking      | 15        | 75,000         |
| 2   | Beds                            | 24        | 60,000         |
| 3   | Surfaces                        | 40        | 30,000         |
| 4   | Specialty Surfaces              | 20        | 50,000         |
| 5   | Ceiling Lifts and Tracking      | 16        | 80,000         |
| 6   | Floor/Sit to Stand Lifts        | 2         | 12,000         |
| 7   | Tub Chairs                      | 1         | 12,000         |
| 8   | Pandemic Supplies (N95 masks)   |           | 50,000         |
|   |                                 |           | 369,000        |
| <br><b><u>Other Accommodation - Program 5</u></b>   |                                 |           |                |
| 9   | Desktop Computers & Monitors    | 3         | 2,850          |
| 10  | Laptop Computers                | 4         | 8,400          |
| 11  | Tablets                         | 1         | 1,000          |
| 12  | Kitchen Equipment - Dishwasher  | 2         | 35,000         |
| 13  | Desktop Computers & Monitors    | 6         | 5,700          |
| 14  | Laptop Computers                | 3         | 6,300          |
| 15  | Printers                        | 2         | 8,000          |
| 16  | IT Servers, Switches, etc       |           | 150,000        |
| 17  | Office Furniture                |           | 4,000          |
| 18  | Kitchen Equipment - Dishwasher  | 1         | 20,000         |
| 19  | Kitchen Equipment - Meat Slicer | 1         | 6,000          |
| 20  | Water/Ice Machines              |           | 12,000         |
|   |                                 |           | 259,250        |
|   |                                 |           | <b>628,250</b> |

|   |
|---|
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**SOCIAL SERVICES**

**LONG TERM CARE & SERVICES FOR SENIORS**

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## PROGRAM SUMMARY



# 2016 Business Plan

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

| By Program                              | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                              | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                 | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                       |                      |                    |                |                   |                    |
| 1 Nursing and Personal Care (NPC)       | 8,701                | 8,767              | 8,838          | 35                | 8,873              |
| 2 Specialized Medical Services          | 30                   | 90                 | 90             | (45)              | 45                 |
| 3 Resident Care Program Support (RCPS)  | 1,266                | 1,294              | 1,371          | 35                | 1,406              |
| 4 Raw Food                              | 672                  | 705                | 721            | -                 | 721                |
| 5 Other Accommodation                   |                      |                    |                |                   |                    |
| Administration                          | 745                  | 902                | 909            | 39                | 948                |
| Debt Charges                            | 2,593                | 2,593              | 2,593          | -                 | 2,593              |
| Food Services                           | 1,613                | 1,629              | 1,647          | 5                 | 1,652              |
| Environmental Services                  | 2,834                | 2,841              | 2,813          | 65                | 2,878              |
| Other Accommodation Subtotal            | 7,785                | 7,965              | 7,962          | 109               | 8,071              |
| <b>Operating Subtotal</b>               | <b>18,454</b>        | <b>18,821</b>      | <b>18,982</b>  | <b>134</b>        | <b>19,116</b>      |
| <b>Tangible Capital Assets:</b>         |                      |                    |                |                   |                    |
| 1 New - NPC                             | -                    | -                  | -              | 10                | 10                 |
| 5 New - Other Accommodation             | 300                  | 300                | -              | 185               | 185                |
| 1 Replacement - NPC                     | 323                  | 323                | -              | 169               | 169                |
| 5 Replacement - Other Accommodation     | 36                   | 36                 | 61             | 116               | 177                |
| <b>Tangible Capital Assets Subtotal</b> | <b>659</b>           | <b>659</b>         | <b>61</b>      | <b>480</b>        | <b>541</b>         |
| <b>Total Program Expenses</b>           | <b>19,113</b>        | <b>19,480</b>      | <b>19,043</b>  | <b>614</b>        | <b>19,657</b>      |
| <b>Revenue Programs</b>                 |                      |                    |                |                   |                    |
| <b>Revenue:</b>                         |                      |                    |                |                   |                    |
| 5 Revenue From Residents                | (3,038)              | (2,982)            | (3,046)        | -                 | (3,046)            |
| <b>Provincial Subsidy:</b>              |                      |                    |                |                   |                    |
| 1 Nursing and Personal Care             | (5,283)              | (5,235)            | (5,311)        | (74)              | (5,385)            |
| 2 Specialized Medical Services          | (28)                 | (85)               | (85)           | 43                | (42)               |
| 3 Resident Care Program Support         | (622)                | (617)              | (625)          | (8)               | (633)              |
| 4 Raw Food                              | (439)                | (437)              | (443)          | (2)               | (445)              |
| 5 Other Accommodation                   | (809)                | (839)              | (805)          | (1)               | (806)              |
| <b>Provincial Subsidy Subtotal</b>      | <b>(7,181)</b>       | <b>(7,213)</b>     | <b>(7,269)</b> | <b>(42)</b>       | <b>(7,311)</b>     |

## PROGRAM SUMMARY

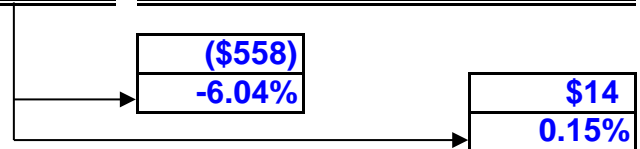


### 2016 Business Plan

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

| By Program                      | 2015                 |                    | 2016            |                   |                    |
|---------------------------------|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)                      | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <b>Other Revenue:</b>           |                      |                    |                 |                   |                    |
| 3 Resident Care Program Support | (3)                  | (3)                | (3)             | -                 | (3)                |
| 4 Raw Food                      | (18)                 | (15)               | (15)            | -                 | (15)               |
| 5 Other Accommodation           | (22)                 | (21)               | (22)            | -                 | (22)               |
| <b>Other Revenue Subtotal</b>   | <b>(43)</b>          | <b>(39)</b>        | <b>(40)</b>     | <b>-</b>          | <b>(40)</b>        |
| <b>Total Revenue Programs</b>   | <b>(10,262)</b>      | <b>(10,234)</b>    | <b>(10,355)</b> | <b>(42)</b>       | <b>(10,397)</b>    |
| <b>Net Program Expenses</b>     | <b>8,851</b>         | <b>9,246</b>       | <b>8,688</b>    | <b>572</b>        | <b>9,260</b>       |

Summary of Increase (Decrease)



### Summary of Base Budget Changes

|                                       | \$           | Comments                    |
|---------------------------------------|--------------|-----------------------------|
| Salaries & Benefits                   | 48           | Economic increases          |
| Salaries & Benefits                   | 89           | Annualization - 2 positions |
| Operating Expenses                    | 36           | Inflationary increases      |
| Minor Assets & Equipment              | 35           | Increased requirement       |
| Major Repairs & Renovations           | (47)         | Reduced requirement         |
| Tangible Capital Assets - New         | (300)        | Reduced requirement         |
| Tangible Capital Assets - Replacement | (298)        | Reduced requirement         |
| Revenue from Residents                | (64)         | Provincial funding formula  |
| Provincial Subsidy                    | (56)         | Provincial funding formula  |
| Other Revenue                         | (1)          | Inflationary increases      |
|                                       | <u>(558)</u> |                             |

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

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

(\$,000's)

### Nursing and Personal Care

|   |           |
|---|-----------|
| ◆ Statutory Holiday Premiums - increase to better reflect actual costs. | 20        |
| ◆ Minor Assets & Equipment - Towel warmers.                             | 15        |
|   | <u>35</u> |

### Specialized Medical Services

|  |             |
|--|-------------|
| ◆ High Intensity Needs - reduction in Medical Supplies account to reflect actual expenditures. | (45)        |
|  | <u>(45)</u> |

### Resident Care Program Support

#### Recreation Services

|  |           |
|--|-----------|
| ◆ Increase part-time hours for Recreation Programmer to expand programming and improve resident care. (.4 FTE) | 28        |
| ◆ Program Supplies - increase supplies for evening recreational programs.                                      | 10        |
|  | <u>38</u> |

#### Safety & Training

|  |            |
|--|------------|
| ◆ Education and Training - reallocate \$3k to Education & Training account under Home Administration to reflect actual expenditures. | (3)        |
|  | <u>(3)</u> |

35

### Other Accommodation

#### Home Administration

|   |           |
|---|-----------|
| ◆ Position reclassification: 1 Clerk 2 to a Senior Accounting Clerk to more accurately reflect the duties performed.          | 7         |
| ◆ Increase part-time hours for Clerk 2 to manage existing workload and scheduling/call-ins on weekends and evenings. (.4 FTE) | 29        |
| ◆ Education and Training - reallocate \$3k from Safety & Training to reflect actual expenditures.                             | 3         |
|   | <u>39</u> |

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

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

(\$,000's)

### Other Accommodation (continued)

#### Food Services

- ◆ Statutory Holiday Premiums - increase to better reflect actual costs.

|          |          |
|----------|----------|
|          | 5        |
| Subtotal | <u>5</u> |

#### Environmental Services

- ◆ Increase part-time hours for Environmental Services Supervisor to manage existing projects/workload. (.6 FTE)
- ◆ Statutory Holiday Premiums - increase to better reflect actual costs.

|          |           |
|----------|-----------|
|          | 61        |
|          | 4         |
| Subtotal | <u>65</u> |

|  |            |
|--|------------|
|  | <u>109</u> |
|--|------------|

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

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

(\$,000's)

### Tangible Capital Assets

| <u>New</u>  |     |
|---|-----|
| ♦ NPC - Oxygen Saturation Monitor   | 10  |
| Subtotal  | 10  |
| ♦ Other Accommodation - Scheduling Software required to enhance the current manual system of scheduling, staff replacement, time and attendance monitoring which will create efficiencies in affected clerical roles. | 55  |
| ♦ Other Accommodation - Walk-in Freezer   | 75  |
| ♦ Other Accommodation - Security/Alert System   | 55  |
| Subtotal  | 185 |
| <br>  |     |
| <u>Replacement - Additional</u>   |     |
| ♦ NPC - Hi-lo beds  | 30  |
| ♦ NPC - Tub chair with scale  | 15  |
| ♦ NPC - Floor Lift  | 10  |
| ♦ NPC - Surfaces  | 36  |
| ♦ NPC - Ceiling Lifts, tracking, motors   | 45  |
| ♦ NPC - Spa/Tub Room Ceiling Lifts/Motors   | 33  |
| Subtotal  | 169 |
| <br>  |     |
| ♦ Other Accommodation - Desktop Computers & Monitors  | 10  |
| ♦ Other Accommodation - Laptops   | 21  |
| ♦ Other Accommodation - Re-thermalization Units for Serveries   | 15  |
| ♦ Other Accommodation - Ventless Dishwasher   | 10  |
| ♦ Other Accommodation - Phase 1: Window replacement/repairs. (Phase 2 will be completed in 2017 at a cost of \$300k)  | 60  |
| Subtotal  | 116 |
| <br>  |     |
| 480   |     |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

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

(\$,000's)

#### Revenues

**Provincial Subsidy**

**Nursing and Personal Care**

- ◆ Provincial Subsidy - Anticipated 2 per cent increase in per diem funding effective April 1, 2016. (74)

**Specialized Medical Services**

- ◆ High Intensity Needs - reduction in Provincial Subsidy to reflect actual recoverable subsidy. 43

**Resident Care Program Support**

- ◆ Provincial Subsidy - Anticipated 2 per cent increase in per diem funding effective April 1, 2016. (8)

**Raw Food**

- ◆ Provincial Subsidy - Anticipated 1 per cent increase in per diem funding effective July 1, 2016. (2)

**Other Accommodation**

- ◆ Provincial Subsidy - Anticipated 1 per cent increase in per diem funding effective July 1, 2016. (1)

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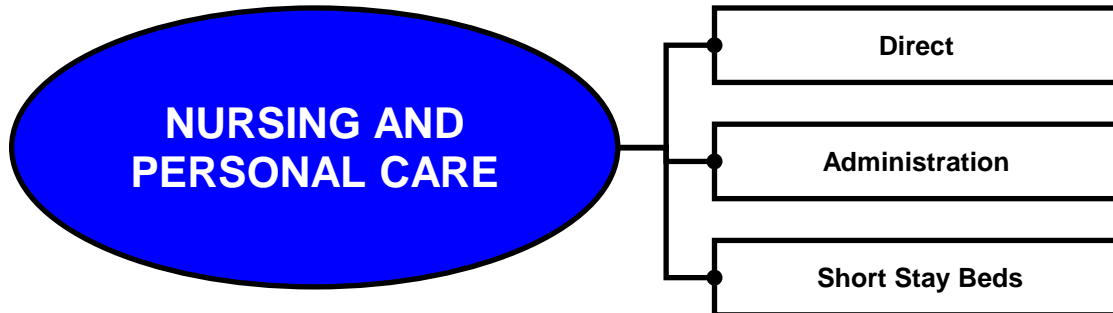
(42)

**Total Program Changes** 572



**2016 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, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

**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 new LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal dialysis, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes now 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.



**2016 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 new 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.
- ◆ 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:**

- ◆ 2016 Full Time Staff = 67  
2015 Full Time Staff = 67

**Performance Measurements:**

**Overview**

- ◆ Lakeview Manor is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Lakeview Manor achieved 4 year Accreditation with Exemplary Standing in 2013.
- ◆ 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, Ontario Municipal Benchmarking Initiative (OMBI), Resident Assessment Instrument Minimum Data Set (RAI-MDS) and Health Quality Ontario (HQO) Public Indicators.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.
- ◆ Evaluation of the outcome of the goals and objectives established for the Division is accomplished through regular review of its strategic plan.





**2016 Program Detail**

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

**Performance Measurements: (continued)**

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: Number of falls and number of residents who have fallen, number of residents with restraints, and number of infections. 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. 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, 2016. However, the current CMI of 98.40 will remain in effect until March 31, 2016.

**Average Occupancy**

- ◆ Lakeview Manor continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Lakeview Manor.

|  |             | <b>Lakeview<br/>Manor</b> |
|--|-------------|---------------------------|
|  | 2015 Target | 99.5%                     |
|  | 2015 Actual | 98.6%                     |
|  | 2016 Target | 99.5%                     |



**2016 Program Detail**

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

**Performance Measurements: (continued)**

**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 September 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 2015 survey results were 95 per cent satisfaction rate.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Lakeview Manor has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

**Hours of Nursing and Personal Care per Resident per Day**

| <b>Lakeview Manor<br/>Paid Hours</b> |      |
|--------------------------------------|------|
| 2015 Target                          | 3.08 |
| 2015 Estimated Actual                | 3.08 |
| 2016 Target                          | 3.08 |

- ◆ Lakeview Manor is committed to providing the highest quality of care to its residents. The staffing dollars have enabled Lakeview Manor to provide 3.08 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.
- ◆ Wound and skin management, management of responsive behaviours, palliative and end of life care, emergency department avoidance, physical assessment skills and infection control practices are but some of the areas that have been reviewed and enhanced during the past year. 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**



**2016 Program Detail**

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

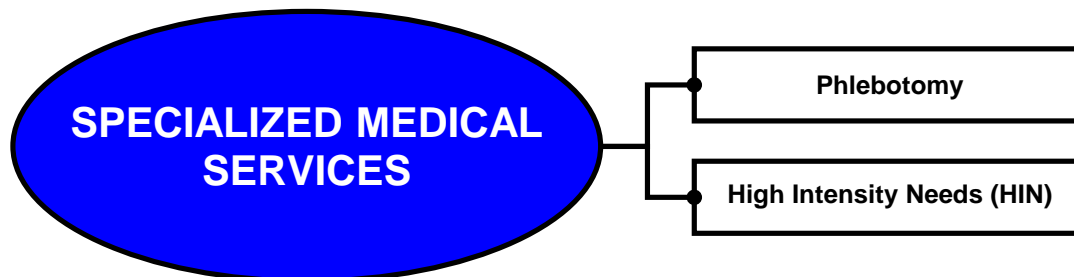
| Detailed Cost of Program:            | 2015                 |                    | 2016           |                   |                    |
|--------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                           | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>            |                      |                    |                |                   |                    |
| Personnel Expenses                   | 8,451                | 8,458              | 8,498          | 20                | 8,518              |
| Personnel Related                    | 11                   | 58                 | 58             | -                 | 58                 |
| Medical Care                         | 199                  | 201                | 201            | -                 | 201                |
| Materials & Services                 | 2                    | 10                 | 10             | -                 | 10                 |
| Professional Services                | 38                   | 40                 | 40             | -                 | 40                 |
| Minor Assets & Equipment             | -                    | -                  | 31             | 15                | 46                 |
| <b>Gross Operating Expenses</b>      | <b>8,701</b>         | <b>8,767</b>       | <b>8,838</b>   | <b>35</b>         | <b>8,873</b>       |
| <b>Tangible Capital Assets</b>       |                      |                    |                |                   |                    |
| New                                  | -                    | -                  | -              | 10                | 10                 |
| Replacement                          | 323                  | 323                | -              | 169               | 169                |
| <b>Total Tangible Capital Assets</b> | <b>323</b>           | <b>323</b>         | <b>-</b>       | <b>179</b>        | <b>179</b>         |
| <b>Total Expenses</b>                | <b>9,024</b>         | <b>9,090</b>       | <b>8,838</b>   | <b>214</b>        | <b>9,052</b>       |
| <b>Revenues</b>                      |                      |                    |                |                   |                    |
| Provincial Subsidy                   | (5,283)              | (5,235)            | (5,311)        | (74)              | (5,385)            |
| <b>Total Revenues</b>                | <b>(5,283)</b>       | <b>(5,235)</b>     | <b>(5,311)</b> | <b>(74)</b>       | <b>(5,385)</b>     |
| <b>Net Program Expenses</b>          | <b>3,741</b>         | <b>3,855</b>       | <b>3,527</b>   | <b>140</b>        | <b>3,667</b>       |

## PROGRAM 2 SPECIALIZED MEDICAL SERVICES



### 2016 Program Detail

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



#### Purpose:

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

#### Description of Program Activities:

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding in order to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. As a result of these changes, this service is now cost shared.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2016 Program Detail**

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

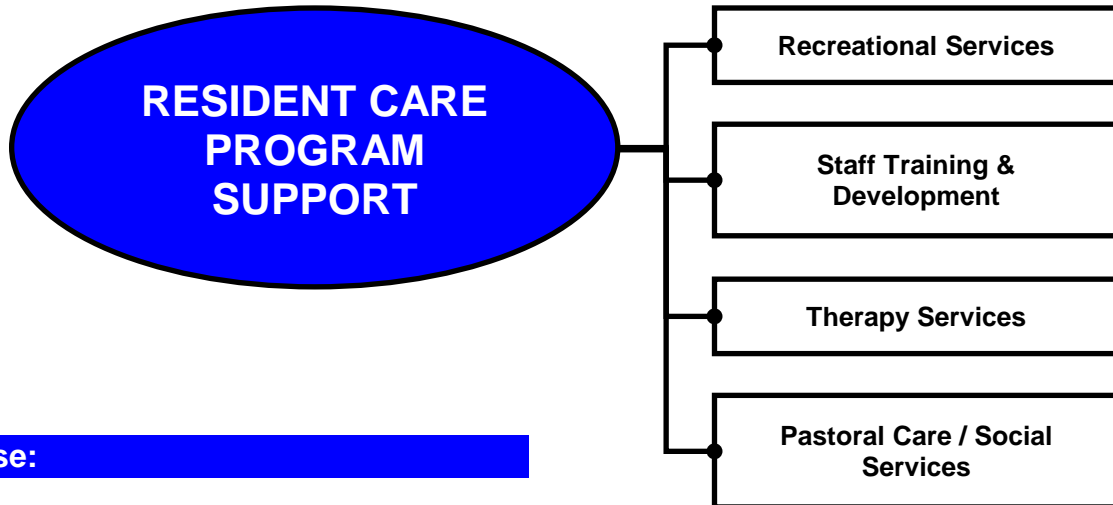
| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Medical Care                | 30                   | 90                 | 90             | (45)              | 45                 |
| <b>Total Expenses</b>       | <b>30</b>            | <b>90</b>          | <b>90</b>      | <b>(45)</b>       | <b>45</b>          |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Provincial Subsidy          | (28)                 | (85)               | (85)           | 43                | (42)               |
| <b>Total Revenues</b>       | <b>(28)</b>          | <b>(85)</b>        | <b>(85)</b>    | <b>43</b>         | <b>(42)</b>        |
| <b>Net Program Expenses</b> | <b>2</b>             | <b>5</b>           | <b>5</b>       | <b>(2)</b>        | <b>3</b>           |

## PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



### 2016 Program Detail

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



#### Purpose:

- ◆ To provide quality recreational programs, therapy services, social work and spiritual care services as well as volunteer services for 149 residents most of whom suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. These programs and services are respectful of the diversity of cultural needs of the population served. Resident Care Program Support also provides support and guidance on occupational safety related issues and works with the other LTC programs within this Division to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

#### 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.
- ◆ 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.



**2016 Program Detail**

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

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

- ◆ 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 the 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; support and input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.
- ◆ 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. As well, the Occupational Health Nurse is involved in developing and monitoring return-to-work programs for staff who have been ill or injured inside or outside the workplace.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 10  
2015 Full Time Staff = 10

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2016 Program Detail**

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

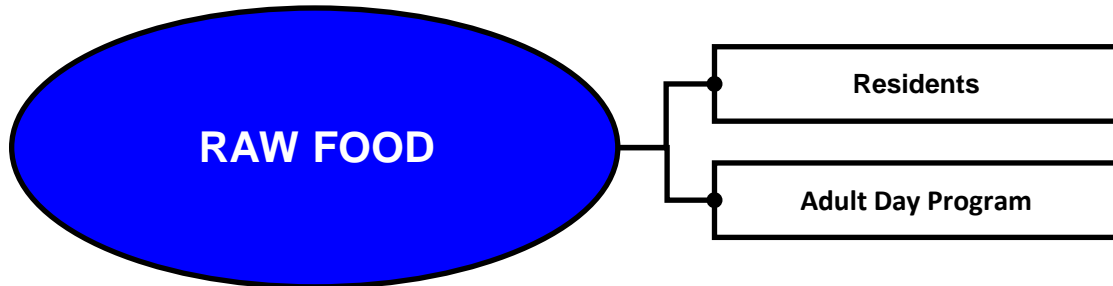
| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses          | 1,108                | 1,135              | 1,201          | 28                | 1,229              |
| Personnel Related           | 2                    | 3                  | 3              | (3)               | -                  |
| Communications              | 3                    | 4                  | 4              | -                 | 4                  |
| Supplies                    | 30                   | 23                 | 23             | 10                | 33                 |
| Materials & Services        | 7                    | 15                 | 15             | -                 | 15                 |
| Professional Services       | 116                  | 114                | 116            | -                 | 116                |
| Minor Assets & Equipment    | -                    | -                  | 9              | -                 | 9                  |
| <b>Total Expenses</b>       | <b>1,266</b>         | <b>1,294</b>       | <b>1,371</b>   | <b>35</b>         | <b>1,406</b>       |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Provincial Subsidy          | (622)                | (617)              | (625)          | (8)               | (633)              |
| Sundry Revenue              | (3)                  | (3)                | (3)            | -                 | (3)                |
| <b>Total Revenues</b>       | <b>(625)</b>         | <b>(620)</b>       | <b>(628)</b>   | <b>(8)</b>        | <b>(636)</b>       |
| <b>Net Program Expenses</b> | <b>641</b>           | <b>674</b>         | <b>743</b>     | <b>27</b>         | <b>770</b>         |





**2016 Program Detail**

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



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Regional 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.
- ◆ The number of residents who require special diets or special food preparation has steadily increased. This would include the need for diabetic diets, pureed or minced diets, tube feeds and a variety of nutritional supplements. The number of residents at "high nutritional risk" has also grown consistently in relation to the increased frailty of the residents being admitted.



**2016 Program Detail**

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

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

**Historical Diet Levels**

|   | <b>2014</b> | <b>2015</b> |
|---|-------------|-------------|
| High Nutritional Risk                           | 52          | 98          |
| Texture Modified (e.g. minced, pureed)          | 29          | 53          |
| Therapeutic (e.g. diabetic, renal, gluten free) | 59          | 39          |
| Nutritional Supplements                         | 33          | 18          |

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 2015 figures indicate that 66 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 29 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Lakeview Manor resident while controlling raw food expenditures.
- ◆ Meals and snacks are provided to clients of the Adult Day Program on a cost recovery basis.

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2016 Program Detail**

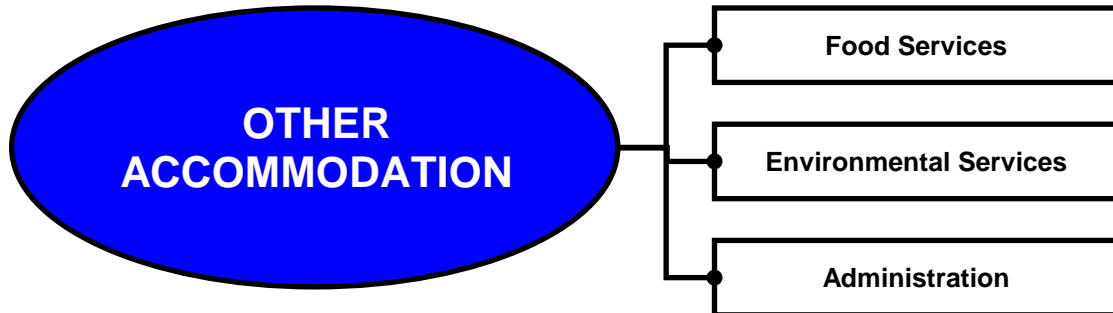
**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

| Detailed Cost of Program:<br>(\$,000's)                           | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Food  | 667                  | 700                | 716            | -                 | 716                |
| Medical Care  | 7                    | 7                  | 7              | -                 | 7                  |
| <b>Operating Expenses Subtotal</b>                                | <b>674</b>           | <b>707</b>         | <b>723</b>     | <b>-</b>          | <b>723</b>         |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                      |                    |                |                   |                    |
| Recovery - Adult Day Program                                      | (2)                  | (2)                | (2)            | -                 | (2)                |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(2)</b>           | <b>(2)</b>         | <b>(2)</b>     | <b>-</b>          | <b>(2)</b>         |
| <b>Total Expenses</b>   | <b>672</b>           | <b>705</b>         | <b>721</b>     | <b>-</b>          | <b>721</b>         |
| <b>Revenues</b>   |                      |                    |                |                   |                    |
| Provincial Subsidy  | (439)                | (437)              | (443)          | (2)               | (445)              |
| Fees & Service Charges  | (13)                 | (10)               | (10)           | -                 | (10)               |
| Sundry Revenue  | (5)                  | (5)                | (5)            | -                 | (5)                |
| <b>Total Revenues</b>   | <b>(457)</b>         | <b>(452)</b>       | <b>(458)</b>   | <b>(2)</b>        | <b>(460)</b>       |
| <b>Net Program Expenses</b>                                       | <b>215</b>           | <b>253</b>         | <b>263</b>     | <b>(2)</b>        | <b>261</b>         |



2016 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, Theme 4: "Promote a safe, healthy, caring and inclusive community", Strategic Action 4.5: Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.

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.



## 2016 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.
- ◆ 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 resident information system (Goldcare) 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 and recreation, therapy staff, providing clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Goldcare program and the Momentum Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Ontario Municipal Benchmarking Initiatives (OMBI).
- ◆ 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 the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 31.98  
2015 Full Time Staff = 31.98



**2016 Program Detail**

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

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 3,596                        | 3,831                      | 3,862                  | 106                       | 3,968                      |
| Personnel Related   | 64                           | 86                         | 86                     | 3                         | 89                         |
| Communications  | 90                           | 98                         | 98                     | -                         | 98                         |
| Supplies  | 141                          | 136                        | 136                    | -                         | 136                        |
| Utilities   | 513                          | 502                        | 513                    | -                         | 513                        |
| Medical Care  | 19                           | 20                         | 20                     | -                         | 20                         |
| Computer Maintenance &<br>Operations                              | 33                           | 66                         | 66                     | -                         | 66                         |
| Materials & Services  | 202                          | 209                        | 214                    | -                         | 214                        |
| Buildings & Grounds Operations                                    | 176                          | 205                        | 207                    | -                         | 207                        |
| Equipment Maintenance &<br>Repairs                                | 303                          | 163                        | 163                    | -                         | 163                        |
| Vehicle Operations  | 5                            | 6                          | 6                      | -                         | 6                          |
| Debt Charges  | 2,593                        | 2,593                      | 2,593                  | -                         | 2,593                      |
| Professional Services   | 3                            | 3                          | 3                      | -                         | 3                          |
| Financial Expenses  | 18                           | 18                         | 18                     | -                         | 18                         |
| Minor Assets & Equipment  | 10                           | 10                         | 5                      | -                         | 5                          |
| Major Repairs & Renovations                                       | 47                           | 47                         | -                      | -                         | -                          |
| <b>Operating Expenses Subtotal</b>                                | <b>7,813</b>                 | <b>7,993</b>               | <b>7,990</b>           | <b>109</b>                | <b>8,099</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Recovery - Adult Day Program                                      | (28)                         | (28)                       | (28)                   | -                         | (28)                       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(28)</b>                  | <b>(28)</b>                | <b>(28)</b>            | <b>-</b>                  | <b>(28)</b>                |
| <b>Gross Operating Expenses</b>                                   | <b>7,785</b>                 | <b>7,965</b>               | <b>7,962</b>           | <b>109</b>                | <b>8,071</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| New   | 300                          | 300                        | -                      | 185                       | 185                        |
| Replacement   | 36                           | 36                         | 61                     | 116                       | 177                        |
| <b>Total Tangible Capital Assets</b>                              | <b>336</b>                   | <b>336</b>                 | <b>61</b>              | <b>301</b>                | <b>362</b>                 |
| <b>Total Expenses</b>   | <b>8,121</b>                 | <b>8,301</b>               | <b>8,023</b>           | <b>410</b>                | <b>8,433</b>               |

**PROGRAM 5  
OTHER ACCOMMODATION**



**2016 Program Detail**

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

| Detailed Cost of Program:                        | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                       | Estimated<br>Actuals | Restated<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                  |                      |                    |                |                   |                    |
| Provincial Subsidy                               | (809)                | (839)              | (805)          | (1)               | (806)              |
| Resident Fees-Basic &<br>Preferred Accommodation | (3,038)              | (2,982)            | (3,046)        | -                 | (3,046)            |
| Other Revenue - Cable TV                         | (21)                 | (21)               | (22)           | -                 | (22)               |
| Sundry Revenue                                   | (1)                  | -                  | -              | -                 | -                  |
| <b>Total Revenues</b>                            | <b>(3,869)</b>       | <b>(3,842)</b>     | <b>(3,873)</b> | <b>(1)</b>        | <b>(3,874)</b>     |
| <b>Net Program Expenses</b>                      | <b>4,252</b>         | <b>4,459</b>       | <b>4,150</b>   | <b>409</b>        | <b>4,559</b>       |



## TANGIBLE CAPITAL ASSETS - NEW



### 2016 Business Plan

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

| Description   | Qty | Unit Cost | Total          |
|---|-----|-----------|----------------|
| <b>MACHINERY &amp; EQUIPMENT</b>                    |     | \$        | \$             |
| <b><u>Nursing and Personal Care - Program 1</u></b> |     |           |                |
| 1 Oxygen Saturation Monitor                         | 1   | 10,000    | 10,000         |
|   |     |           | 10,000         |
| <b><u>Other Accommodation - Program 5</u></b>       |     |           |                |
| 2 Scheduling Software                               | 1   | 55,000    | 55,000         |
| 3 Walk-in Freezer                                   | 1   | 75,000    | 75,000         |
| 4 Security/Alert System                             | 1   | 55,000    | 55,000         |
|   |     |           | 185,000        |
|   |     |           | <b>195,000</b> |

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2016 Business Plan

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

| Description   | Qty   | Unit Cost | Total   |        |
|---|---|-----------|---------|--------|
| <b>MACHINERY &amp; EQUIPMENT</b>                    |   | \$        | \$      |        |
| <b><u>Nursing and Personal Care - Program 1</u></b> |   |           |         |        |
| 1   | Hi-Lo Beds  | 12        | 2,500   | 30,000 |
| 2   | Tub chair with scale  | 1         | 15,000  | 15,000 |
| 3   | Floor Lift  | 2         | 5,000   | 10,000 |
| 4   | Surfaces  | 36        | 1,000   | 36,000 |
| 5   | Ceiling Lifts, tracking, motors   | 9         | 5,000   | 45,000 |
| 6   | Spa/Tub room ceiling lifts/motors   | 6         | 5,500   | 33,000 |
|   |   |           | 169,000 |        |
| <b><u>Other Accommodation - Program 5</u></b>       |   |           |         |        |
| 7   | Desktop Computers & Monitors  | 5         | 950     | 4,750  |
| 8   | Laptops   | 6         | 2,100   | 12,600 |
| 9   | Meat Slicer   | 1         | 8,000   | 8,000  |
| 10  | Produce Slicer  | 1         | 3,000   | 3,000  |
| 11  | Garburator/Compost System   | 1         | 14,000  | 14,000 |
| 12  | Furniture (couches, chairs, tables)   |           |         | 19,000 |
| 13  | Desktop Computers & Monitors  | 10        | 950     | 9,500  |
| 14  | Laptops   | 10        | 2,100   | 21,000 |
| 15  | Re-Therm Units for Serveries  | 1         | 15,000  | 15,000 |
| 16  | Ventless Dishwasher   | 1         | 10,000  | 10,000 |
|   |   |           | 116,850 |        |
| <b>BUILDING</b>                                     |   |           |         |        |
| <b><u>Other Accommodation - Program 5</u></b>       |   |           |         |        |
| 17  | Window Replacement/Repairs - Phase 1<br>(Phase 2 will be completed in 2017 at a cost of \$300k) | 1         | 60,000  | 60,000 |
|   |   |           | 345,850 |        |

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**LONG TERM CARE & SERVICES FOR SENIORS**

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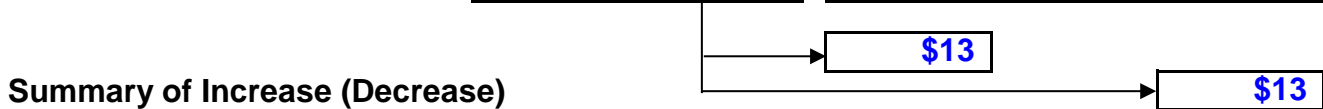
**PROGRAM SUMMARY**



**2016 Business Plan**

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

| By Program<br>(\$,000's)        | 2015              |                 | 2016        |                |                 |
|---------------------------------|-------------------|-----------------|-------------|----------------|-----------------|
|                                 | Estimated Actuals | Approved Budget | Base Budget | Program Change | Proposed Budget |
| <b>Expense/Revenue Programs</b> | \$                | \$              | \$          | \$             | \$              |
| <b>Operating:</b>               |                   |                 |             |                |                 |
| 1 Adult Day Program             | 798               | 772             | 785         | -              | 785             |
| 1 Contribution from Province    | (688)             | (663)           | (663)       | -              | (663)           |
| 1 Revenue - Other               | (100)             | (109)           | (109)       | -              | (109)           |
| <b>Net Program Expenses</b>     | <b>10</b>         | <b>-</b>        | <b>13</b>   | <b>-</b>       | <b>13</b>       |



**Summary of Base Budget Changes**

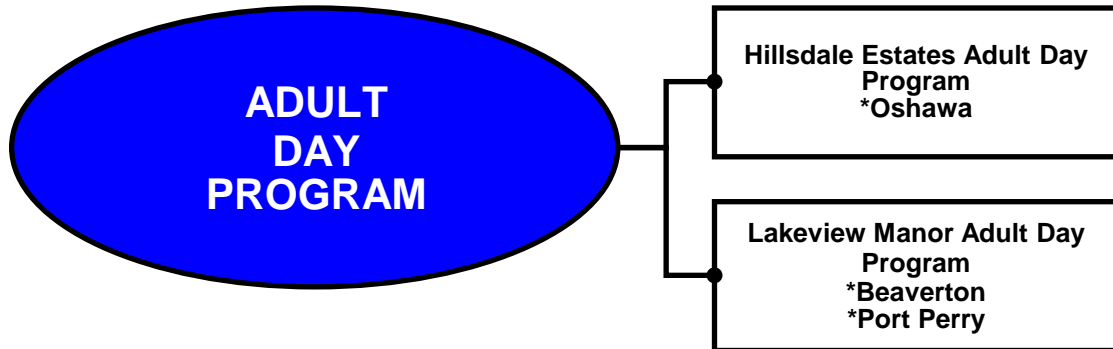
|                     | \$        | Comments           |
|---------------------|-----------|--------------------|
| Salaries & Benefits | 13        | Economic increases |
|                     | <u>13</u> |                    |

# PROGRAM 1 ADULT DAY PROGRAM



## 2016 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.
- ◆ 2016 Full Time Staff = 4.08  
2015 Full Time Staff = 4.08

### Performance Measurements:

- ◆ Family surveys, number of complaints, informal feedback, program evaluation, continuous quality improvement process
- ◆ Units of service for the Hillsdale Estates program - Participant Days
- ◆ Units of service for the Lakeview Manor program - Participant Days

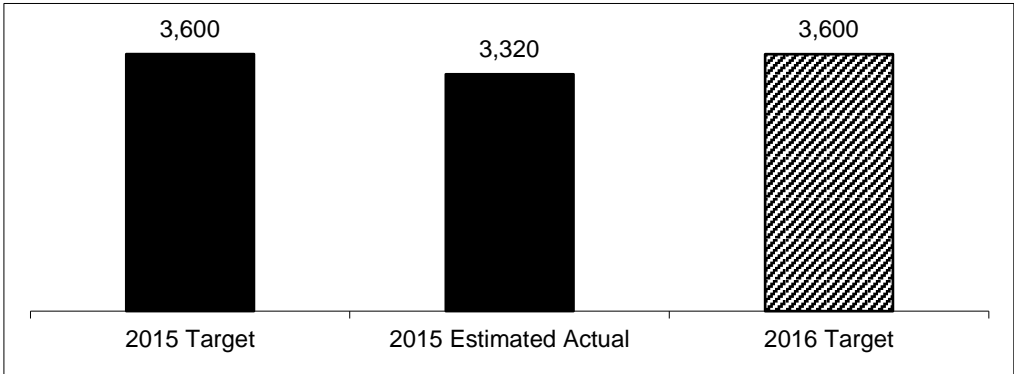


**2016 Program Detail**

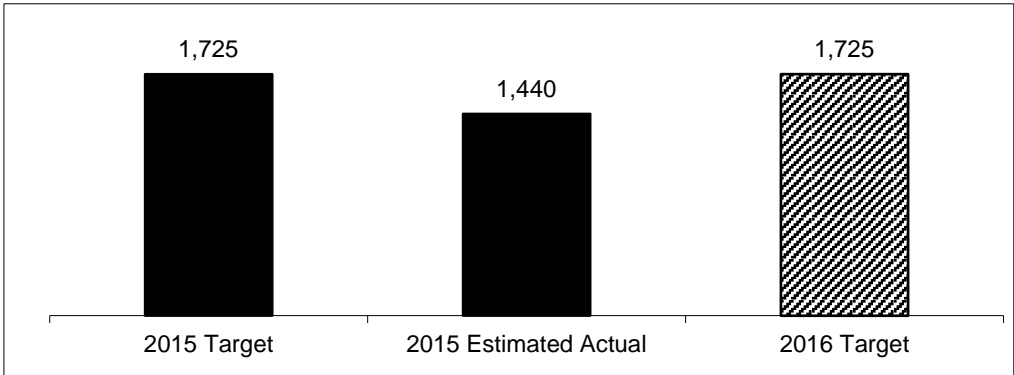
**Social Services - LTC & Services  
for Seniors - Adult Day Program**

**Performance Data:**

**Participant Days: Hillsdale Estates Program**



**Participant Days: Lakeview Manor Program**



**PROGRAM 1  
ADULT DAY PROGRAM**



**2016 Program Detail**

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

| Detailed Cost of Program:                                     | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                                     |                      |                    |                |                   |                    |
| Personnel Expenses  | 650                  | 642                | 655            | -                 | 655                |
| Personnel Related   | 2                    | 8                  | 8              | -                 | 8                  |
| Communications  | 1                    | 2                  | 2              | -                 | 2                  |
| Supplies  | 33                   | 19                 | 19             | -                 | 19                 |
| Food  | 7                    | 5                  | 5              | -                 | 5                  |
| Materials & Services  | 3                    | 3                  | 3              | -                 | 3                  |
| Equipment Maintenance & Repairs                               | -                    | 1                  | 1              | -                 | 1                  |
| Professional Services   | 3                    | 3                  | 3              | -                 | 3                  |
| <b>Operating Expenses Subtotal</b>                            | <b>699</b>           | <b>683</b>         | <b>696</b>     | <b>-</b>          | <b>696</b>         |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                      |                    |                |                   |                    |
| Social Assistance Charge                                      | 9                    | 9                  | 9              | -                 | 9                  |
| Hillsdale Estates Charge                                      | 28                   | 28                 | 28             | -                 | 28                 |
| Lakeview Manor Charge   | 28                   | 28                 | 28             | -                 | 28                 |
| Hillsdale Estates - Food Charge                               | 22                   | 22                 | 22             | -                 | 22                 |
| Lakeview Manor - Food Charge                                  | 2                    | 2                  | 2              | -                 | 2                  |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>89</b>            | <b>89</b>          | <b>89</b>      | <b>-</b>          | <b>89</b>          |
| <b>Tangible Capital Assets</b>                                |                      |                    |                |                   |                    |
| New   | 10                   | -                  | -              | -                 | -                  |
| <b>Total Tangible Capital Assets</b>                          | <b>10</b>            | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |
| <b>Total Expenses</b>   | <b>798</b>           | <b>772</b>         | <b>785</b>     | <b>-</b>          | <b>785</b>         |
| <b>Revenues</b>   |                      |                    |                |                   |                    |
| Provincial Subsidy  | (688)                | (663)              | (663)          | -                 | (663)              |
| Fees & Service Charges  | (100)                | (109)              | (109)          | -                 | (109)              |
| <b>Total Revenues</b>   | <b>(788)</b>         | <b>(772)</b>       | <b>(772)</b>   | <b>-</b>          | <b>(772)</b>       |
| <b>Net Program Expenses</b>                                   | <b>10</b>            | <b>-</b>           | <b>13</b>      | <b>-</b>          | <b>13</b>          |

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# 2016 - 2025 Capital Forecast

## Social Services - LTC & Services for Seniors

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

| Type and Notes                    | Description                       | Current    |            |            |           |           |            | 2017-2025 TOTAL |
|-----------------------------------|-----------------------------------|------------|------------|------------|-----------|-----------|------------|-----------------|
|                                   |                                   | 2016       | 2017       | 2018       | 2019      | 2020      | 2021-2025  |                 |
| <b><u>NEW</u></b>                 |                                   |            |            |            |           |           |            |                 |
| <b>Machinery &amp; Equipment:</b> |                                   |            |            |            |           |           |            |                 |
| <b>Fairview</b>                   |                                   |            |            |            |           |           |            |                 |
|                                   | Tablets                           | 5          | -          | 5          | -         | 5         | 10         | 20              |
| 1                                 | Scheduling Software               | 55         | -          | -          | -         | -         | -          | -               |
|                                   | Specialty Surfaces (mattresses)   | -          | 10         | -          | 10        | -         | 30         | 50              |
| <b>Hillsdale Estates</b>          |                                   |            |            |            |           |           |            |                 |
|                                   | CADD Pump                         | 3          | -          | -          | -         | -         | -          | -               |
| 1                                 | Scheduling Software               | 55         | -          | -          | -         | -         | -          | -               |
|                                   | Duet Cycle                        | -          | -          | 10         | -         | -         | -          | 10              |
|                                   | Therapy Room                      | -          | -          | 15         | -         | -         | -          | 15              |
| 2                                 | Point of Care Tablets             | -          | -          | 150        | -         | -         | -          | 150             |
| <b>Hillsdale Terraces</b>         |                                   |            |            |            |           |           |            |                 |
|                                   | Transcription System              | 10         | -          | -          | -         | -         | -          | -               |
| 1                                 | Scheduling Software               | 55         | -          | -          | -         | -         | -          | -               |
| 2                                 | VoIP Phone System                 | 60         | 560        | 560        | -         | -         | -          | 1,120           |
| 2                                 | Point of Care Tablets             | -          | 100        | -          | -         | -         | -          | 100             |
| <b>Lakeview Manor</b>             |                                   |            |            |            |           |           |            |                 |
|                                   | Oxygen Saturation Monitor         | 10         | -          | -          | 10        | -         | 20         | 30              |
|                                   | Bladder Scanner                   | -          | -          | -          | 10        | -         | -          | 10              |
| 1                                 | Scheduling Software               | 55         | -          | -          | -         | -         | -          | -               |
|                                   | Walk-in Freezer                   | 75         | -          | -          | -         | -         | -          | -               |
|                                   | Wanderguard Security/Alert System | 55         | -          | -          | -         | -         | -          | -               |
|                                   | Specialty Surfaces (mattresses)   | -          | 16         | 16         | 16        | 16        | 80         | 144             |
| <b>Land/Land Improvement:</b>     |                                   |            |            |            |           |           |            |                 |
| <b>Hillsdale Terraces</b>         |                                   |            |            |            |           |           |            |                 |
|                                   | Concrete Emergency Roadway/Path   | -          | -          | 60         | -         | -         | -          | 60              |
| <b>New Subtotal</b>               |                                   | <b>438</b> | <b>686</b> | <b>816</b> | <b>46</b> | <b>21</b> | <b>140</b> | <b>1,709</b>    |



# 2016 - 2025 Capital Forecast

## Social Services - LTC & Services for Seniors

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

| Type and Notes                        | Description        | Current      |              |              |            |              |              | 2017-2025<br>TOTAL |
|---------------------------------------|--------------------|--------------|--------------|--------------|------------|--------------|--------------|--------------------|
|                                       |                    | 2016         | 2017         | 2018         | 2019       | 2020         | 2021-2025    |                    |
| <b>REPLACEMENT</b>                    |                    |              |              |              |            |              |              |                    |
| <b>Machinery &amp; Equipment:</b>     |                    |              |              |              |            |              |              |                    |
|                                       | LTC Administration | 3            | -            | -            | -          | -            | -            | -                  |
|                                       | Fairview           | 48           | 20           | 20           | 85         | 195          | 925          | 1,245              |
|                                       | Hillsdale Estates  | 284          | 267          | 246          | 276        | 296          | 2,275        | 3,360              |
|                                       | Hillsdale Terraces | 628          | 220          | 226          | 232        | 406          | 1,329        | 2,413              |
|                                       | Lakeview Manor     | 286          | 135          | 208          | 135        | 208          | 1,156        | 1,842              |
| <b>Vehicles:</b>                      |                    |              |              |              |            |              |              |                    |
|                                       | Lakeview Manor     | -            | -            | -            | -          | 40           | -            | 40                 |
| <b>Building:</b>                      |                    |              |              |              |            |              |              |                    |
| 3                                     | Hillsdale Estates  | -            | 42           | 42           | 122        | 42           | 355          | 603                |
| 3                                     | Hillsdale Terraces | -            | 50           | 50           | 20         | 20           | 130          | 270                |
| 3                                     | Lakeview Manor     | 60           | 320          | 60           | 63         | -            | 60           | 503                |
| <b>Land/Land Improvement:</b>         |                    |              |              |              |            |              |              |                    |
|                                       | Hillsdale Estates  | -            | -            | -            | -          | -            | 70           | 70                 |
|                                       | Hillsdale Terraces | -            | -            | -            | -          | 50           | 50           | 100                |
| <b>Replacement Subtotal</b>           |                    | <b>1,309</b> | <b>1,054</b> | <b>852</b>   | <b>933</b> | <b>1,257</b> | <b>6,350</b> | <b>10,446</b>      |
| <b>TOTAL TANGIBLE CAPITAL ASSETS:</b> |                    | <b>1,747</b> | <b>1,740</b> | <b>1,668</b> | <b>979</b> | <b>1,278</b> | <b>6,490</b> | <b>12,155</b>      |

### Notes

#### NEW:

1. Scheduling software is required to enhance the current manual system of scheduling, staff replacement, time and attendance monitoring which will create efficiencies in affected clerical roles.
2. Communications improvements include upgrades to Voice Over Internet Protocol (VoIP) phone system and the phasing in of "point of care" technology, which requires enhanced documentation.

#### REPLACEMENT:

3. Hillsdale Estates, Hillsdale Terraces and Lakeview Manor are between 7 and 10 years old and are experiencing higher maintenance costs and requirements for IT and security replacements. Extensive repairs continue including window and masonry repairs, IT and security systems replacements.

|   |
|---|
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**PLANNING & ECONOMIC DEVELOPMENT DEPARTMENT**

**PLANNING DIVISION**

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2016 Business Plan

Planning

Major Services & Activities

Policy Formulation & Administration

- ◆ Monitoring performance of Regional Official Plan (ROP) policy, through reports on Regional Growth Management, building activities, development and growth trends.
- ◆ Providing medium and long-term service planning to Durham Region Transit.
- ◆ Promoting sustainable mobility opportunities in Durham by advancing the Smart Commute Durham initiative.
- ◆ Collaborating with the Works, Finance and Health Departments to implement the Regional Cycling Plan, including implementation of the Cycling Communication Plan.
- ◆ Partnering with the Works Department to continue the update of the Transportation Master Plan.
- ◆ Initiating background work in preparation for the next ROP review, including an update to the Carruthers Creek Watershed Plan and engagement of a consultant to initiate a growth management update in accordance with Amendment #2 to the Provincial Growth Plan.

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 local municipalities on planning and development applications.
- ◆ Providing Regional comments on locally-initiated secondary plans and local official plan review processes.
- ◆ Administering the legislated responsibilities for the approval of consents by supporting the activities of the Land Division Committee.
- ◆ Completing transportation analyses as required to fulfill the "Needs and Justification" phases of the Environmental Assessment undertakings for Regional road widening and expansion projects.
- ◆ Providing expert planning advice before the Ontario Municipal Board, other quasi-judicial tribunals and the courts on planning matters.



2016 Business Plan

Planning

Major Services & Activities Continued

Planning Advisory & Information Services

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

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

|  |
|--|
| <b>Strategic Goal 2.1 - Strengthen efforts to protect our rural resources.</b>   |
| <b>Responsibility - Lead</b>   |
| <b>Key Deliverables</b>  |
| <ul style="list-style-type: none"> <li>◆ Maintain area of land designated in the Regional Official Plan for non-urban uses.</li> <li>◆ Maintain area of land designated in the Regional Official Plan for agricultural purposes.</li> <li>◆ Maintain and protect environmentally sensitive areas.</li> </ul> |
| <b>Performance Targets</b>   |
| <ul style="list-style-type: none"> <li>◆ Hectares of land designated for uses other than urban - 212,300 ha</li> <li>◆ Hectares of land designated for agricultural purposes - 112,600 ha</li> <li>◆ Hectares of land occupied by Key Natural Heritage Features - 81,500 ha</li> </ul>                       |

|  |
|--|
| <b>Strategic Goal 2.3 - Enhance ecological health with a continuous natural heritage and greenland system.</b>   |
| <b>Responsibility - Lead</b>   |
| <b>Key Deliverables</b>  |
| <ul style="list-style-type: none"> <li>◆ Maintain and protect environmentally sensitive areas.</li> <li>◆ Support the enhancement of woodland coverage throughout the Region.</li> <li>◆ Support the efforts of the Durham Trails Coordinating Committee to implement a Regional Trail Network.</li> </ul> |
| <b>Performance Targets</b>   |
| <ul style="list-style-type: none"> <li>◆ Hectares of land occupied by Key Natural Heritage Features - 81,500 ha</li> <li>◆ Percentage of woodland coverage - 30 per cent</li> <li>◆ Kilometres of trails in Regional Trail Network - 320 km</li> </ul>   |



**2016 Business Plan**

**Planning**

**Strategic Goal 3.1** - Ensure design that promotes sustainable communities, limiting sprawl through increased density within existing built boundaries and any new expansion areas, in accordance with Durham Region's Official Plan.

**Responsibility** - Lead

**Key Deliverables**

- ◆ Promote the intensification of existing built-up areas by implementing Regional Official Plan Policy and monitoring results.
- ◆ Continue to diversify the mix of new housing produced in the Region.
- ◆ Direct the majority of new residential development to designated urban areas.
- ◆ Promote Transportation Demand Management initiatives through Smart Commute Durham.

**Performance Targets**

- ◆ Percentage of residential development occurring in built-up areas - 40 percent minimum
- ◆ Percentage of residential building permits for medium and high density units - 30 per cent minimum
- ◆ Percentage of all new residential development located within settlement areas - 98 per cent

**Strategic Goal 3.2** - Promote and support the revitalization of downtowns.

**Responsibility** - Lead

**Key Deliverables**

- ◆ Promote increased densities in Regional Urban Growth Centres and other downtown Regional Centres.
- ◆ Support the Regional Revitalization Program.

**Performance Targets**

- ◆ Monitor building permits issued for new medium and high density units in Centres.
- ◆ Successful applications for the Regional Revitalization Program.

**Strategic Goal 3.6** - Reinforce the distinct character of our rural and urban areas.

**Responsibility** - Lead

**Key Deliverables**

- ◆ Maintain area of land designated in the Regional Official Plan for non-urban uses.
- ◆ Direct the majority of new residential development to designated urban areas.
- ◆ Promote the intensification of existing built-up areas by implementing Regional Official Plan Policy and monitoring results.
- ◆ Diversify the mix of new housing produced in the Region.

**Performance Targets**

- ◆ Hectares of land designated for uses other than urban - 212,300 ha
- ◆ Percentage of all new residential development located within settlement areas - 98 per cent
- ◆ Percentage of residential development occurring in built-up areas - 40 per cent minimum
- ◆ Percentage of residential building permits for medium and high density units - 30 per cent minimum



**2016 Business Plan**

**Planning**

**Strategic Goal 3.7 - Protect employment lands, which include our agricultural lands.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Maintain supply of land for employment purposes.
- ◆ Protect employment lands from conversion to non-employment uses.
- ◆ Maintain area of land designated in the Regional Official Plan for agricultural purposes.

**Performance Targets**

- ◆ Hectares of land designated employment area - 8,000 ha
- ◆ Hectares of land designated for agricultural purposes - 112,600 ha

**Strategic Goals**

**Responsibility - Support**

| <b>Goal</b> | <b>Description</b>   |
|-------------|--|
| 1.2         | Strengthen support for the agricultural sector.  |
| 1.3         | Create more opportunities for residents to live and work in Durham.  |
| 1.5         | Advance Durham as the energy capital of Ontario.   |
| 2.2         | Develop a strategy to enhance food security.   |
| 2.4         | Protect the quality and quantity of both ground and surface water.   |
| 2.6         | Develop a community-based action plan to mitigate and adapt to climate change, implementing strategies to use energy efficiently and reduce air and light pollution. |
| 3.2         | Promote and support the revitalization of downtowns.   |
| 3.3         | Encourage the development of more cultural and arts opportunities, while fostering the preservation of our natural, built and cultural heritage.                     |
| 3.4         | Support the coordination of growth with the provision of both hard and soft infrastructure and services.   |
| 3.5         | Encourage the development of an integrated transportation system that includes alternative transportation development (e.g. cycling, walking).                       |
| 4.3         | Develop a broad range of affordable housing.   |
| 4.5         | Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.            |
| 5.1         | Increase and strengthen intergovernmental co-operation and partnerships, including sharing resources.  |
| 5.2         | Improve communication between the Region, residents and other levels of government and agencies, increasing awareness of Regional services.                          |
| 5.3         | Preserve Durham's strong fiscal position and administrative excellence.  |
| 5.4         | Provide an environment that sustains an effective, motivated, healthy workforce.   |

## PROGRAM SUMMARY

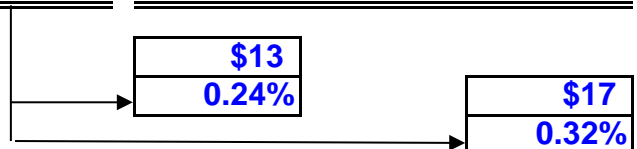


### 2016 Business Plan

### Planning

| By Program                                  | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                     | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                           |                      |                    |                |                   |                    |
| 1 Policy and Special Studies                | 1,174                | 1,200              | 1,216          | (1)               | 1,215              |
| 2 Transportation Planning                   | 686                  | 800                | 811            | (3)               | 808                |
| 3 Plan Implementation                       | 1,261                | 1,314              | 1,331          | (3)               | 1,328              |
| 4 Land Division                             | 184                  | 187                | 190            | -                 | 190                |
| 5 Executive                                 | 374                  | 400                | 405            | -                 | 405                |
| 6 Administration and Support<br>Services    | 1,169                | 1,215              | 1,231          | (6)               | 1,225              |
| 7 Transportation Studies                    | 285                  | 294                | 282            | 27                | 309                |
| 8 Citizen Advisory Committees               | 22                   | 34                 | 34             | -                 | 34                 |
| 9 Headquarters Shared Cost                  | 393                  | 393                | 400            | 4                 | 404                |
| <b>Operating Subtotal</b>                   | <b>5,548</b>         | <b>5,837</b>       | <b>5,900</b>   | <b>18</b>         | <b>5,918</b>       |
| <b>Tangible Capital Assets:</b>             |                      |                    |                |                   |                    |
| 10 Replacement                              | 74                   | 74                 | 24             | 27                | 51                 |
| <b>Tangible Capital Assets<br/>Subtotal</b> | <b>74</b>            | <b>74</b>          | <b>24</b>      | <b>27</b>         | <b>51</b>          |
| <b>Total Program Expenses</b>               | <b>5,622</b>         | <b>5,911</b>       | <b>5,924</b>   | <b>45</b>         | <b>5,969</b>       |
| <b>Revenue Programs</b>                     |                      |                    |                |                   |                    |
| 6 Administration and Support<br>Services    | (1)                  | (1)                | (1)            | -                 | (1)                |
| 7 Transportation Studies                    | (132)                | (104)              | (104)          | -                 | (104)              |
| 11 Application and Approval                 | (489)                | (429)              | (429)          | (41)              | (470)              |
| <b>Total Revenue Programs</b>               | <b>(622)</b>         | <b>(534)</b>       | <b>(534)</b>   | <b>(41)</b>       | <b>(575)</b>       |
| <b>Net Program Expenses</b>                 | <b>5,000</b>         | <b>5,377</b>       | <b>5,390</b>   | <b>4</b>          | <b>5,394</b>       |

Summary of Increase (Decrease)





**PROGRAM SUMMARY**



**2016 Business Plan**

**Planning**

**Summary of Base Budget Changes**

|                                       | \$   | Comments                                       |
|---------------------------------------|------|--|
| Salaries & Benefits                   | 68   | Economic increases                             |
| Operating Expenses                    | 3    | Inflationary increases                         |
| Operating Expenses                    | (12) | Professional Services - Transportation Studies |
| Operating Expenses                    | 7    | Headquarters shared cost                       |
| Tangible Capital Assets - Replacement | (50) | Reduced requirement                            |
| Recoveries                            | (3)  | Economic increase in recovery from Transit     |
|                                       | 13   |  |
|                                       | 13   |  |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Planning

(\$,000's)

#### Policy and Special Studies

|   |     |
|---|-----|
| ♦ Reallocation of Communications expenses to Administration and Support Services Program. | (1) |
|   | (1) |

#### Transportation Planning

|   |     |
|---|-----|
| ♦ Reallocation of Communications expenses to Administration and Support Services Program. | (3) |
|   | (3) |

#### Plan Implementation

|   |     |
|---|-----|
| ♦ Reallocation of Communications expenses to Administration and Support Services Program. | (3) |
|   | (3) |

#### Administration and Support Services

|  |     |
|--|-----|
| ♦ Reallocation of Communications expenses from other programs (-\$7k) offset by adjustments in internal printing and insertion costs (\$7k). | -   |
| ♦ Increase in Courier Services based on 2015 actuals.  | 1   |
| ♦ Decrease in Minor Computer Software based on 2015 actuals.   | (7) |
|  | (6) |

#### Transportation Studies

|  |    |
|--|----|
| ♦ Increase in Professional Services for the 2016 Transportation Studies, specifically, increases for Cordon Count (\$10k) and Data Consortium (\$17k). | 27 |
|  | 27 |

#### Headquarters Shared Cost

|  |   |
|--|---|
| ♦ Planning's share of costs related to the operation and maintenance of Regional Headquarters. | 4 |
|  | 4 |

#### Tangible Capital Assets

##### Replacement:

|                        |    |
|------------------------|----|
| ♦ Large format scanner | 25 |
| ♦ Printer              | 2  |
|                        | 27 |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Planning

(\$,000's)

#### Revenue Programs

- ◆ Increase in revenue from application and approval fees based on 2015 actuals.

(41)

(41)

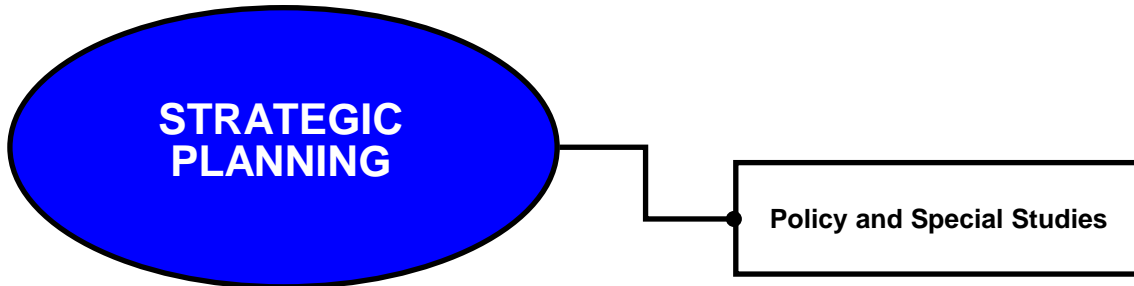
**Total Program Changes**

4



**2016 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:**

- ◆ Initiate background work in preparation for the next ROP review, including an update to the Carruthers Creek Watershed Plan and engagement of a consultant to initiate a growth management update in accordance with Amendment #2 to the Provincial Growth Plan.
- ◆ Lead and coordinate efforts to provide a Regional perspective on planning policy initiatives introduced by the Province, including the ongoing co-ordinated review of the Greenbelt Plan, Oak Ridges Moraine Conservation Plan and Growth Plan.
- ◆ Support the Region's participation in the implementation of the Clean Water Act and regulations, including implementation of Source Protection Plans.
- ◆ Consider and evaluate refinements to Regional Policy initiated by area municipalities, as a result of comprehensive local official plan reviews.
- ◆ Partner with the Works and Finance Departments to address development charges related issues and to prepare annual servicing and financing studies for water and sewer services, transportation, and transit.
- ◆ Support the implementation of the approved Housing and Homelessness Strategy (At Home in Durham) for the Region (including demand, supply, affordability and specialized need).
- ◆ Support the activities of the Durham Region Roundtable on Climate Change.
- ◆ Research, monitor and report on planning indicators, as a basis for evaluating the performance of the policies and targets contained in the Regional Official Plan (e.g. growth management, development, building activity, growth trends and the natural heritage system).
- ◆ Serve as the source of data for land related information on planning issues.
- ◆ Provide a planning context for environmental assessments conducted by the Region.
- ◆ Maintain a planning data system to support research and policy review/development.
- ◆ Defend Regional Official Plan and related policies before the Ontario Municipal Board (OMB).
- ◆ Support the activities of Durham Environmental Advisory Committee (DEAC), Durham Agriculture Advisory Committee (DAAC), and the Durham Trails Coordinating Committee (DTCC).



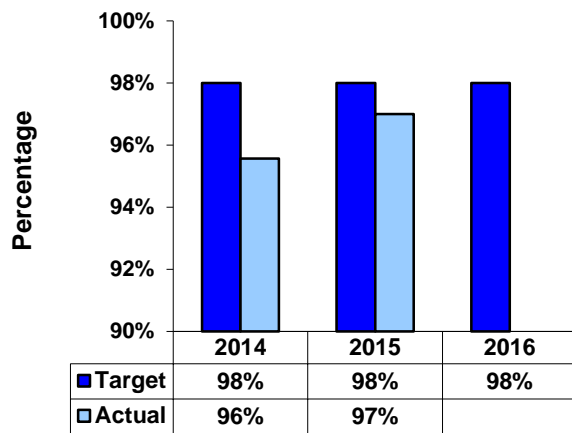
2016 Program Detail

Planning

Description of Program Resources:

- ◆ 2016 Full Time Staff = 9.62
- 2015 Full Time Staff = 9.62

Performance Measurements:



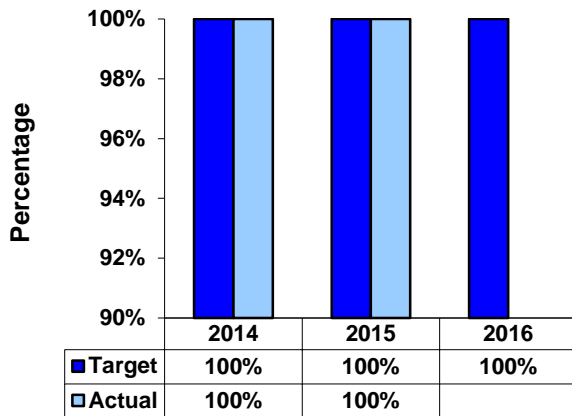
New Residential Units

*Percentage of new residential units located within Settlement Areas.*

**Notes:**

- 2014 actual was 2,719 out of 2,845.
- 2015 actual was 3,117 out of 3,208.\*

\* As at September 30, 2015



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**



**2016 Program Detail**

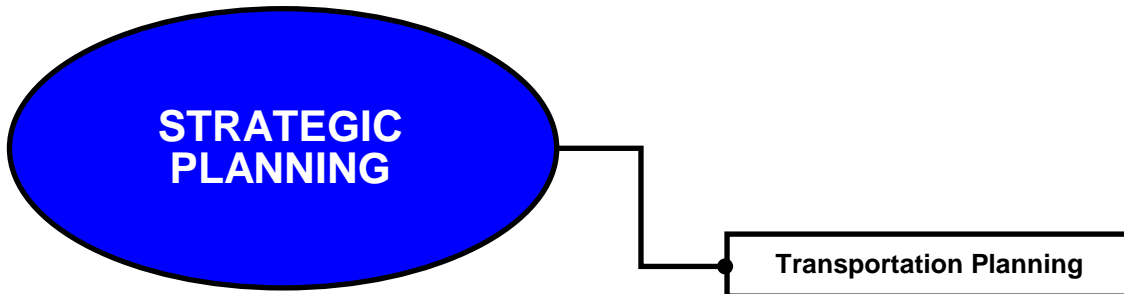
**Planning**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 1,144                        | 1,169                      | 1,185                  | -                         | 1,185                      |
| Personnel Related                | 19                           | 20                         | 20                     | -                         | 20                         |
| Communications                   | 1                            | 1                          | 1                      | (1)                       | -                          |
| Professional Services            | 10                           | 10                         | 10                     | -                         | 10                         |
| <b>Net Program Expenses</b>      | <b>1,174</b>                 | <b>1,200</b>               | <b>1,216</b>           | <b>(1)</b>                | <b>1,215</b>               |



**2016 Program Detail**

**Planning**



**Purpose:**

- ◆ To gather and analyze data to support research for the formulation of Regional transportation planning policy.
- ◆ To represent the Region's interests and participate in Provincial and GTHA/Metrolinx transportation initiatives.
- ◆ To promote the use of sustainable modes of transportation, including active transportation.
- ◆ To support Durham Region Transit in service planning.
- ◆ To provide input to Environmental Assessment undertakings for Regional roads.

**Description of Program Activities:**

- ◆ Review and comment on development applications to ensure the implementation of Regional transportation policies.
- ◆ Continue with the update to the Regional Transportation Master Plan (TMP) in partnership with the Works Department.
- ◆ Defend the transportation policies of the Regional Official Plan before the OMB.
- ◆ Coordinate the Region's response to Provincial/Federal transportation initiatives at critical milestones (e.g. Metrolinx "The Big Move" update, Highway 401 widening projects, Highway 407 East Implementation, and Ontario's Cycling Strategy).
- ◆ 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 and environmental assessments of higher order transit services in Durham.
- ◆ Advance the objectives of the "Smart Commute Durham" initiative, aimed at promoting Travel Demand Management (TDM) measures for commuters.
- ◆ Implement the Regional Cycling Plan and its communication strategy in collaboration with Works, Health, Social Services, Corporate Communications and Police Services.
- ◆ Utilize the Durham Region Transportation Planning Model (DRTPM) for various transportation studies, including the TMP update.
- ◆ Complete transportation analyses to support Environmental Assessment undertakings for Regional road widening and expansion projects.



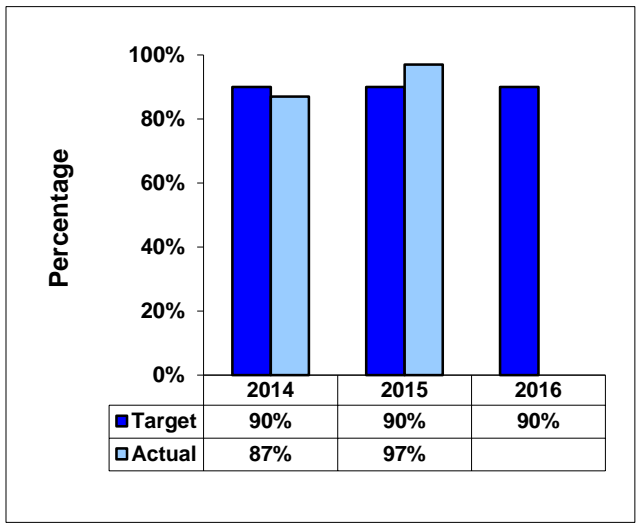
2016 Program Detail

Planning

Description of Program Resources:

- ◆ 2016 Full Time Staff = 8.63
- 2015 Full Time Staff = 8.63

Performance Measurements:

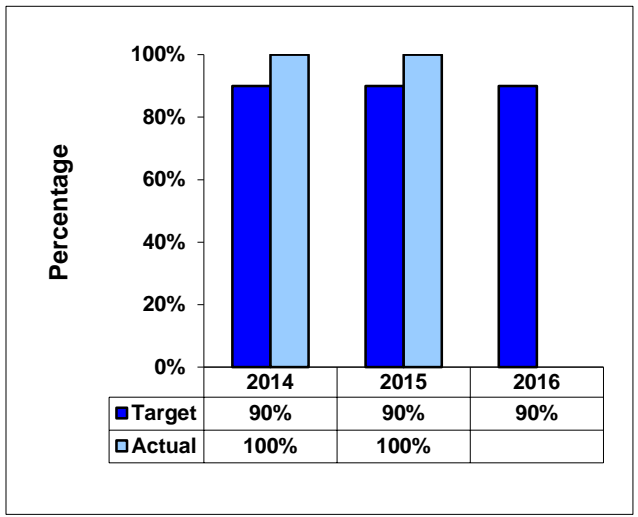


Percentage of Transportation Review Completed within Desired Response Time

*Desired response time for transportation review of Plans of Subdivision is 30 days.*

**Notes:**

- 2014 actual was 27 out of 31.
- 2015 actual was 28 out of 29.



Percentage of Customized Demand Forecasting Completed within Desired Response Time

*Desired response time for customized demand forecasting runs is 15 days.*

**Notes:**

- 2014 actual was 9 out of 9.
- 2015 actual was 4 out of 4.



**PROGRAM 2  
TRANSPORTATION PLANNING**



**2016 Program Detail**

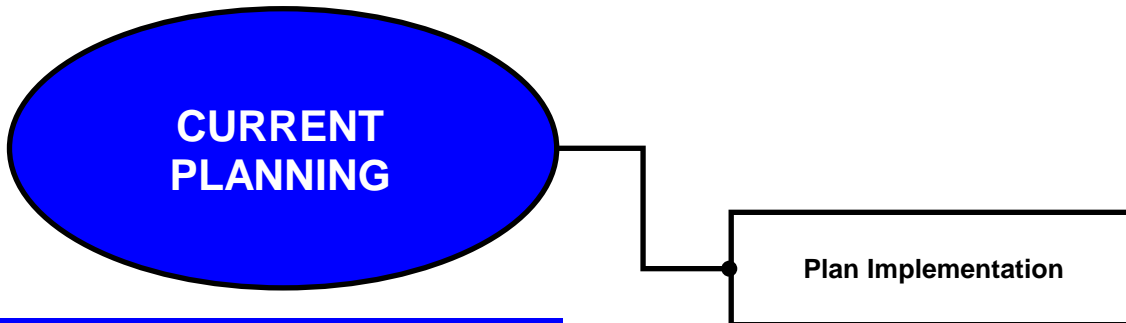
**Planning**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 899                          | 1,006                      | 1,020                  | -                         | 1,020                      |
| Personnel Related                | 17                           | 19                         | 19                     | -                         | 19                         |
| Communications                   | 2                            | 3                          | 3                      | (3)                       | -                          |
| Professional Services            | 6                            | 10                         | 10                     | -                         | 10                         |
| <b>Total Expenses</b>            | <b>924</b>                   | <b>1,038</b>               | <b>1,052</b>           | <b>(3)</b>                | <b>1,049</b>               |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Recovery - Transit               | (238)                        | (238)                      | (241)                  | -                         | (241)                      |
| <b>Total Revenues</b>            | <b>(238)</b>                 | <b>(238)</b>               | <b>(241)</b>           | <b>-</b>                  | <b>(241)</b>               |
| <b>Net Program Expenses</b>      | <b>686</b>                   | <b>800</b>                 | <b>811</b>             | <b>(3)</b>                | <b>808</b>                 |



**2016 Program Detail**

**Planning**



**Purpose:**

- ◆ To fulfill planning approval responsibilities assigned to the Region through the Planning Act.
- ◆ To ensure Regional 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 and Climate Change 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.
- ◆ Coordinate comments to the Province on Planning Act initiatives.
- ◆ Process appeals to the Ontario Municipal Board (OMB).
- ◆ Provide expert planning advice before the OMB 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.



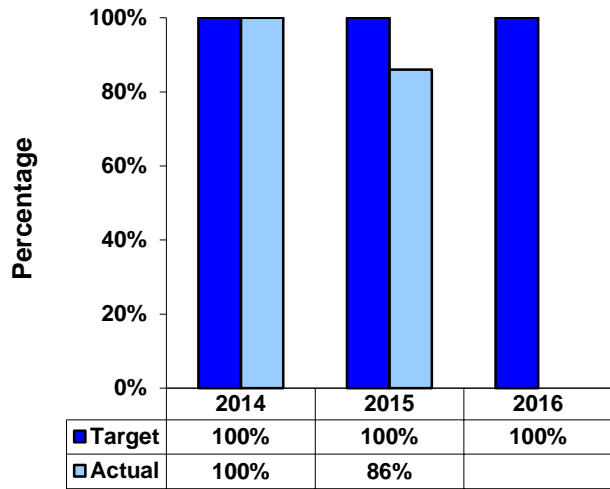
**2016 Program Detail**

**Planning**

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 10.2
- 2015 Full Time Staff = 10.2

**Performance Measurements:**

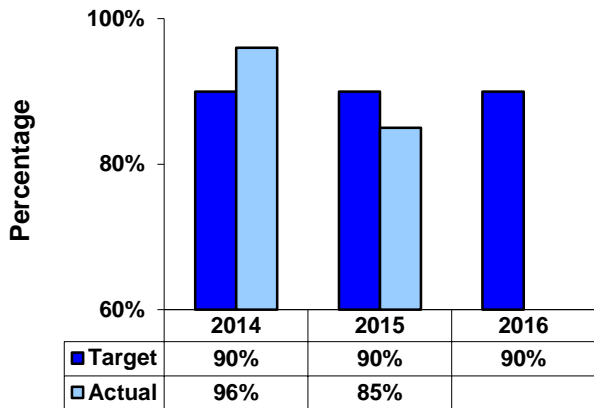


**Public Notices**

*Percentage of public notices published within 30 days of receipt of a complete application.*

**Notes:**

- 2014 actual was 8 out of 8.
- 2015 actual was 6 out of 7.



**Subdivision/Condominium Applications**

*Percentage of complete delegated applications circulated within 5 days of receipt.*

**Notes:**

- 2014 actual was 22 out of 23.
- 2015 actual was 28 out of 33.

**PROGRAM 3  
PLAN IMPLEMENTATION**



**2016 Program Detail**

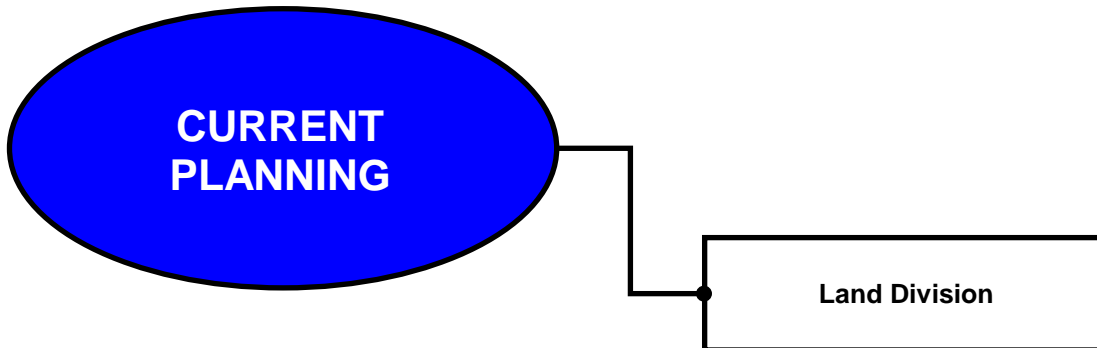
**Planning**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 1,157                        | 1,207                      | 1,224                  | -                         | 1,224                      |
| Personnel Related                | 16                           | 22                         | 22                     | -                         | 22                         |
| Communications                   | 4                            | 5                          | 5                      | (3)                       | 2                          |
| Professional Services            | 84                           | 80                         | 80                     | -                         | 80                         |
| <b>Net Program Expenses</b>      | <b>1,261</b>                 | <b>1,314</b>               | <b>1,331</b>           | <b>(3)</b>                | <b>1,328</b>               |



**2016 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 Ontario Municipal Board.
- ◆ 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:**

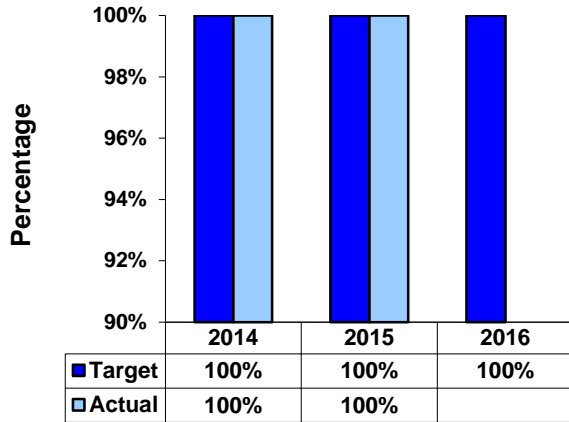
- ◆ 2016 Full Time Staff = 2.05  
2015 Full Time Staff = 2.05



2016 Program Detail

Planning

Performance Measurements:

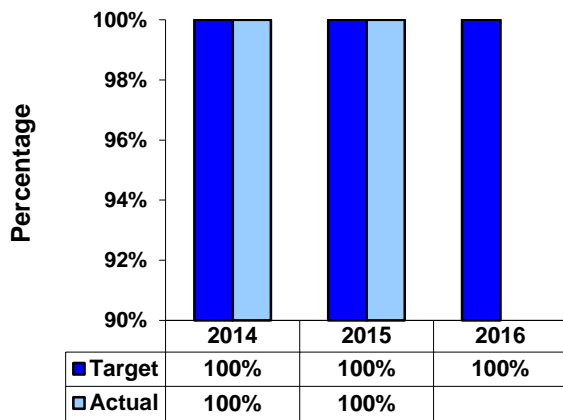


Public Hearings

*Percentage of public hearings held within 90 days of receipt of a complete application.*

**Notes:**

- 2014 actual was 113 out of 113.
- 2015 actual was 143 out of 143.



Decisions

*Percentage of notices of decision given within 10 days of a Land Division Committee meeting.*

**Notes:**

- 2014 actual was 113 out of 113.
- 2015 actual was 143 out of 143.

**PROGRAM 4  
LAND DIVISION**



**2016 Program Detail**

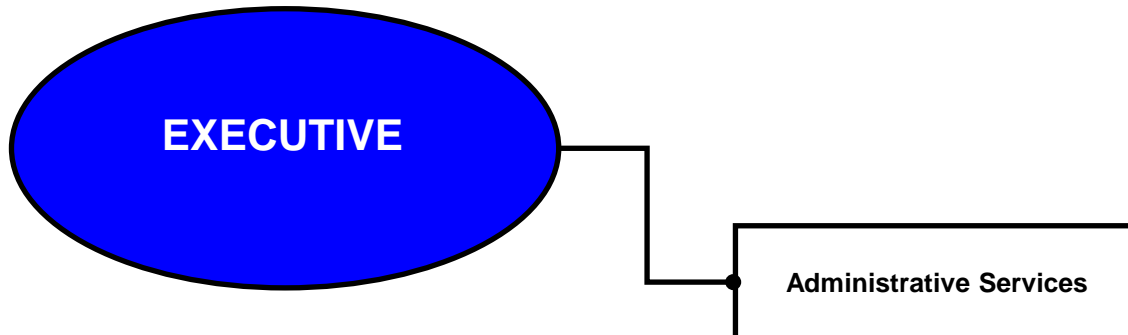
**Planning**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 180                  | 181                | 184            | -                 | 184                |
| Personnel Related                       | 4                    | 6                  | 6              | -                 | 6                  |
| <b>Net Program Expenses</b>             | <b>184</b>           | <b>187</b>         | <b>190</b>     | <b>-</b>          | <b>190</b>         |



**2016 Program Detail**

**Planning**



**Purpose:**

- ◆ To establish and implement the overall directions for the delivery of Regional planning and economic development services, from current to strategic long-range planning, and economic development to tourism, as directed by Regional Council and mandated by the Planning Act.
- ◆ To discharge on behalf of Regional Council, certain approval powers delegated from the Province on planning approval matters.

**Description of Program Activities:**

- ◆ Provide overall guidance and co-ordination of Departmental services in the discharge of Regional planning and economic development and tourism responsibilities.
- ◆ Ensure the delivery of planning, and economic development and tourism services in an effective and efficient manner.
- ◆ Provide advice to Regional Council and standing committees 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:**

- ◆ 2016 Full Time Staff = 2.5  
2015 Full Time Staff = 2.5





**2016 Program Detail**

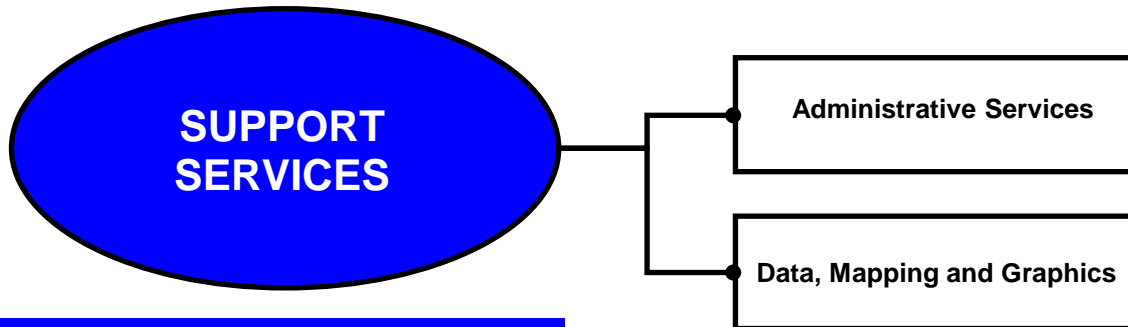
**Planning**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 358                  | 384                | 389            | -                 | 389                |
| Personnel Related                       | 16                   | 16                 | 16             | -                 | 16                 |
| <b>Net Program Expenses</b>             | <b>374</b>           | <b>400</b>         | <b>405</b>     | <b>-</b>          | <b>405</b>         |



2016 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 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 department.
- ◆ Coordinate the preparation of the annual departmental Business Plans and Budgets.
- ◆ Monitor financial position for the department, ensuring expenditures and receipts are reported in an accurate and timely manner.
- ◆ Publish and disseminate departmental newsletters, fact and data sheets for public use.
- ◆ Order, receive and monitor supplies and materials for staff use.
- ◆ Maintain central file system and resource library for departmental use.

◆ **Data, Mapping and Graphics**

- ◆ Prepare maps and graphics for various reports, displays and presentations.
- ◆ Provide GIS services including data manipulation and analysis.
- ◆ Provide data expertise/advisory services to department staff, Regional departments and external agencies such as area municipalities, conservation authorities, and the Province.
- ◆ Acquire, create, deploy, and maintain accurate and current Planning and Economic Development datasets.
- ◆ Create and maintain standard cartographic products.
- ◆ Ensure the department makes effective use of emerging new technologies and design trends related to Planning and Economic Development.
- ◆ Enhance business processes by implementing new and reengineering 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).



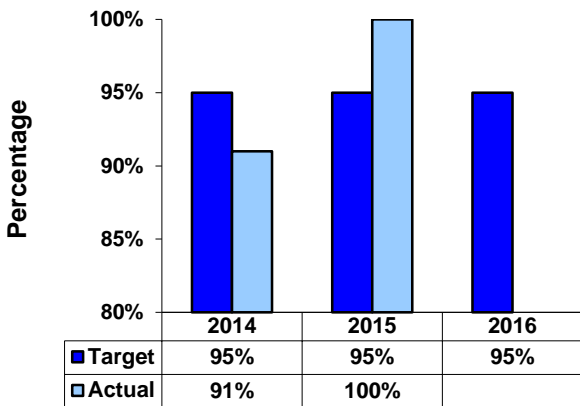
**2016 Program Detail**

**Planning**

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 12.0
- 2015 Full Time Staff = 12.0

**Performance Measurements:**

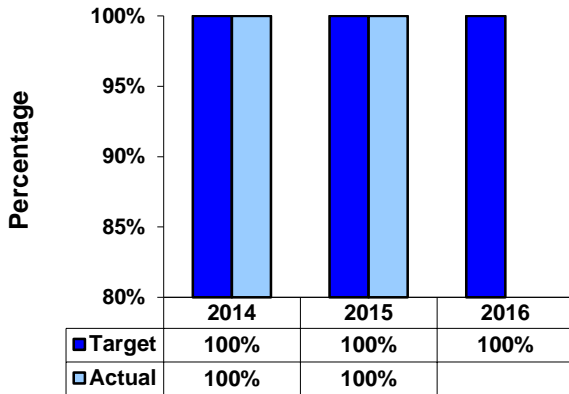


**Custom Mapping Requests**

*Percentage of public custom mapping requests completed by due date.*

**Notes:**

- 2014 actual was 10 out of 11.
- 2015 actual was 5 out of 5.



**Digital Data Requests**

*Percentage of digital data requests (internal / external customers) responded to within 24 hours.*

**Notes:**

- 2014 actual was 30 out of 30.
- 2015 actual was 26 out of 26.

**PROGRAM 6  
ADMINISTRATION AND SUPPORT SERVICES**



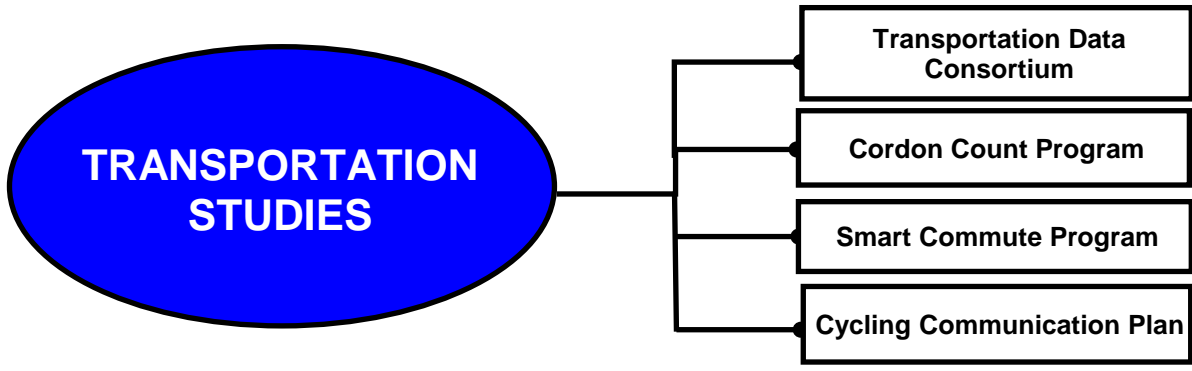
**2016 Program Detail**

**Planning**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 1,032                        | 1,057                      | 1,072                  | -                         | 1,072                      |
| Personnel Related                    | 12                           | 15                         | 15                     | -                         | 15                         |
| Communications                       | 66                           | 75                         | 76                     | -                         | 76                         |
| Supplies                             | 20                           | 20                         | 20                     | -                         | 20                         |
| Computer Maintenance &<br>Operations | 7                            | 5                          | 5                      | -                         | 5                          |
| Materials & Services                 | 3                            | 2                          | 2                      | 1                         | 3                          |
| Equipment Maintenance &<br>Repairs   | 8                            | 12                         | 12                     | -                         | 12                         |
| Professional Services                | 15                           | 15                         | 15                     | -                         | 15                         |
| Minor Assets & Equipment             | 6                            | 14                         | 14                     | (7)                       | 7                          |
| <b>Gross Operating Expenses</b>      | <b>1,169</b>                 | <b>1,215</b>               | <b>1,231</b>           | <b>(6)</b>                | <b>1,225</b>               |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Replacement                          | 74                           | 74                         | 24                     | 27                        | 51                         |
| <b>Total Tangible Capital Assets</b> | <b>74</b>                    | <b>74</b>                  | <b>24</b>              | <b>27</b>                 | <b>51</b>                  |
| <b>Total Expenses</b>                | <b>1,243</b>                 | <b>1,289</b>               | <b>1,255</b>           | <b>21</b>                 | <b>1,276</b>               |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Sale of Publications                 | (1)                          | (1)                        | (1)                    | -                         | (1)                        |
| <b>Total Revenues</b>                | <b>(1)</b>                   | <b>(1)</b>                 | <b>(1)</b>             | <b>-</b>                  | <b>(1)</b>                 |
| <b>Net Program Expenses</b>          | <b>1,242</b>                 | <b>1,288</b>               | <b>1,254</b>           | <b>21</b>                 | <b>1,275</b>               |



2016 Program Detail      Planning



**Purpose:**

- ◆ To engage in studies, independently and in partnership with the other Greater Toronto and Hamilton Area (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:**

- ◆ **Transportation Data Consortium** 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.
  - Census Place of Work data is used for understanding where people work, how they get there, and where they live. The 2016 budget includes the first of four prorated annual payments towards the 2016 data to be acquired from Statistics Canada.
  - Transportation Tomorrow Survey is a survey used to collect travel information from households in the GTHA and parts of the Greater Golden Horseshoe. The 2016 budget represents one of three payments towards the 2016 survey.
  - Travel Time Study surveys travel time, speed and delay across the GTA and surrounding areas.
  - Travel Modelling Group forecasts transportation demand across the GTHA (housed at the University of Toronto).
- ◆ **Cordon Count Program** collects data and monitors changes in commuting behaviour and travel patterns across the GTA (funded jointly by the MTO, upper and single tier municipalities).
- ◆ **Smart Commute Program** ongoing Transportation Demand Management (TDM) initiative promoting sustainable modes of transportation in partnership with Metrolinx.
- ◆ **Cycling Communication Plan** supports current cyclists; encourages people to consider cycling; and educate motorists about how to safely share the road with cyclists.

**PROGRAM 7  
TRANSPORTATION STUDIES**



**2016 Program Detail**

**Planning**

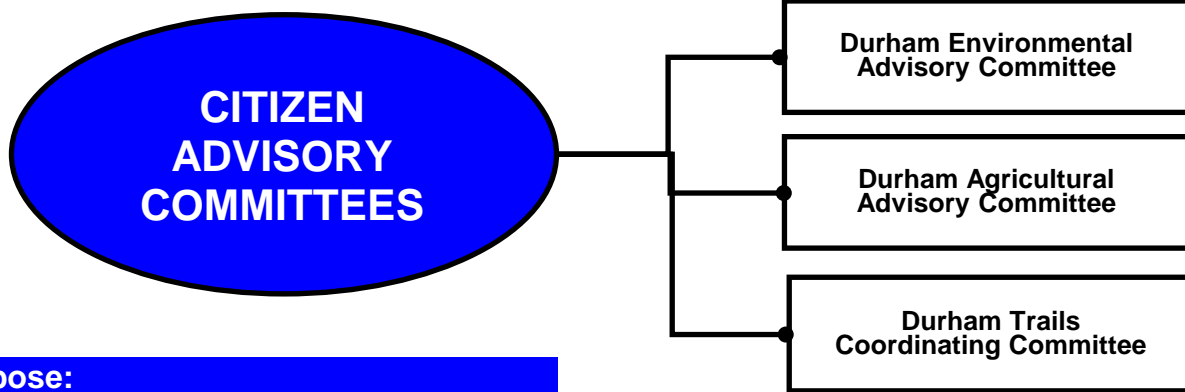
| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Related                | 1                            | -                          | -                      | -                         | -                          |
| Professional Services            | 284                          | 294                        | 282                    | 27                        | 309                        |
| <b>Total Expenses</b>            | <b>285</b>                   | <b>294</b>                 | <b>282</b>             | <b>27</b>                 | <b>309</b>                 |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (132)                        | (104)                      | (104)                  | -                         | (104)                      |
| <b>Total Revenues</b>            | <b>(132)</b>                 | <b>(104)</b>               | <b>(104)</b>           | <b>-</b>                  | <b>(104)</b>               |
| <b>Net Program Expenses</b>      | <b>153</b>                   | <b>190</b>                 | <b>178</b>             | <b>27</b>                 | <b>205</b>                 |

## PROGRAM 8 CITIZEN ADVISORY COMMITTEES



2016 Program Detail

Planning



### Purpose:

- ◆ To support the deliberations and activities of the Durham Environmental Advisory Committee, the Durham Agricultural Advisory Committee and the Durham Trails Coordinating Committee.

### Description of Program Activities:

- ◆ The **Durham Environmental Advisory Committee** (DEAC) will have up to 10 regularly scheduled meetings and will host its annual Environmental Achievement Awards program. Other activities are detailed in the workplan approved by the Planning and Economic Development Committee and 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 Council.
- ◆ The **Durham Trails Coordinating Committee** (DTCC) will continue to advance the implementation of the approved Regional Trail Network. Other activities are detailed in the workplan approved by the Planning and Economic Development Committee and Council.

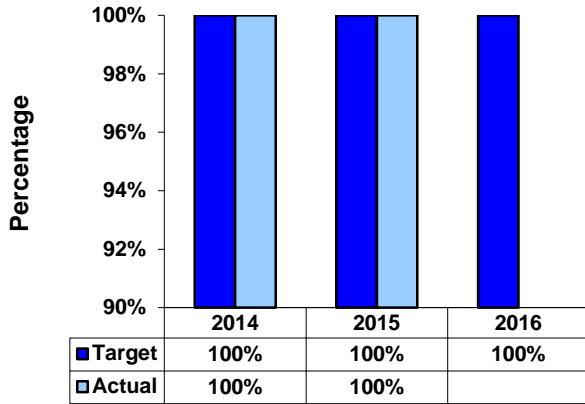


2016 Program Detail

Planning

Performance Measurements:

DEAC

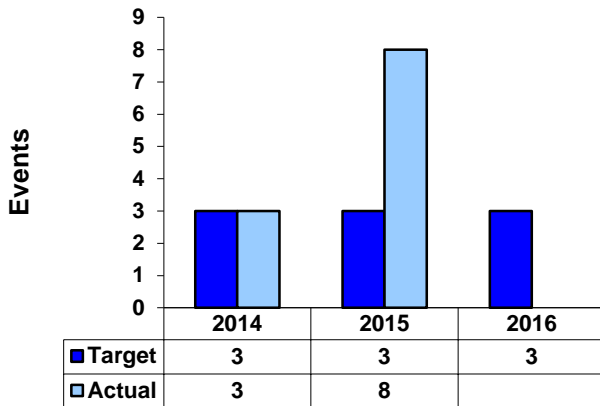


**Provincial and Regional  
Planning Initiatives**

*Percentage of significant Provincial and Regional Planning issues where advice was provided by DEAC.*

**Notes:**

- 2014 actual was 4 out of 4.
- 2015 actual was 7 out of 7.



**Raise Awareness  
of Environmental Issues**

*Stage or participate in events to raise awareness of environmental issues.*



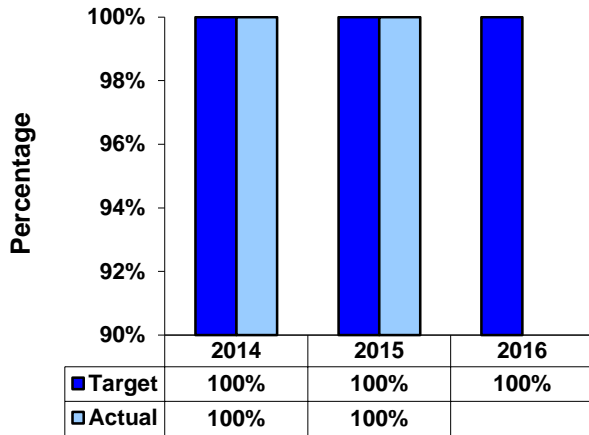


2016 Program Detail

Planning

Performance Measurements Continued:

DAAC

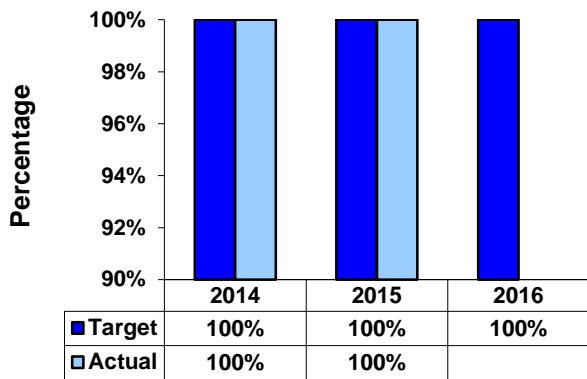


**Regional Official Plan  
Amendment Applications**

*Percentage of Regional Official Plan Amendment Applications where advice is requested by the Planning Division and provided by DAAC.*

**Notes:**

- 2014 actual was 4 out of 4.
- 2015 actual was 5 out of 5.

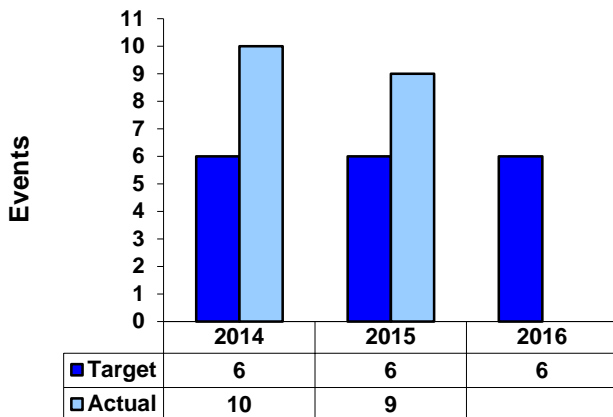


**Provincial and Regional  
Planning Initiatives**

*Percentage of significant Provincial and Regional Planning issues where advice was provided by DAAC.*

**Notes:**

- 2014 actual was 4 out of 4.
- 2015 actual was 7 out of 7.



**Raise Awareness  
of Agricultural/Rural Issues**

*Stage or participate in events to raise awareness of agricultural and related rural issues.*

**PROGRAM 8  
CITIZEN ADVISORY COMMITTEES**

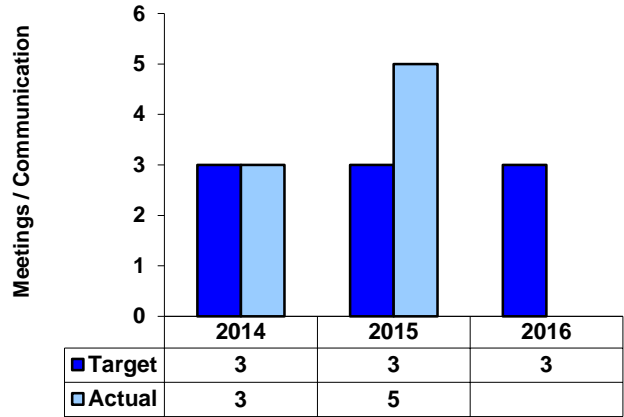


**2016 Program Detail**

**Planning**

**Performance Measurements Continued:**

**DTCC**



**Co-ordination of  
Trail Activities**

*Provide advice to area municipalities and other trail providers on implementing the Regional Trail Network through individual consultation meetings/contact.*

**PROGRAM 8  
CITIZEN ADVISORY COMMITTEES**



**2016 Program Detail**

**Planning**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Restated<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses          | -                    | 2                  | 2              | -                 | 2                  |
| Personnel Related           | 15                   | 21                 | 21             | -                 | 21                 |
| Communications              | 7                    | 11                 | 11             | -                 | 11                 |
| <b>Net Program Expenses</b> | <b>22</b>            | <b>34</b>          | <b>34</b>      | <b>-</b>          | <b>34</b>          |

Summary:

|   |           |
|---|-----------|
| Durham Agricultural Advisory Committee  | 13        |
| Durham Environmental Advisory Committee | 10        |
| Environmental Achievement Awards        | 7         |
| Durham Trails Coordinating Committee    | 4         |
|   | <u>34</u> |

**PROGRAM 9  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Planning**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 9  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Planning**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>393</b>           | <b>393</b>         | <b>400</b>     | <b>4</b>          | <b>404</b>         |

**PROGRAM 10  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Planning**

| Description   | Qty | Unit Cost | Total         |
|---|-----|-----------|---------------|
|   |     | \$        | \$            |
| <b><u>Administration and Support Services - Program 6</u></b> |     |           |               |
| 1 Laptop Computers - power user with monitors                 | 3   | 3,250     | 9,750         |
| 2 Desktop Computers - standard user                           | 4   | 950       | 3,800         |
| 3 Large Format Scanner  | 1   | 25,000    | 25,000        |
| 4 Colour Printer  | 1   | 10,000    | 10,000        |
| 5 Printer   | 1   | 2,000     | 2,000         |
|   |     |           | <b>50,550</b> |

# PROGRAM 11 APPLICATION AND APPROVAL REVENUE



## 2016 Program Detail

## Planning

### Purpose:

Cost recovery for certain statutory planning approvals, applications and related matters.

| Program Activities:                     | 2015           |                | 2016           |               |                |
|---|----------------|----------------|----------------|---------------|----------------|
|   | Estimated      | Approved       | Base           | Program       | Proposed       |
|   | Actuals        | 2015           |                | Change        | Budget         |
| Area Municipal Official Plan Amendments |                |                |                |               |                |
| Application                             | 34,000         | 24,000         | 24,000         | 10,000        | 34,000         |
| Approval                                | -              | 4,000          | 4,000          | -             | 4,000          |
|   | 34,000         | 28,000         | 28,000         | 10,000        | 38,000         |
| Subdivision/Condominium                 |                |                |                |               |                |
| Regional Applications                   |                |                |                |               |                |
| Application                             | 33,500         | 13,500         | 13,500         | 9,000         | 22,500         |
| Final Approval                          | 4,500          | 1,125          | 1,125          | 1,125         | 2,250          |
| Delegated Applications                  |                |                |                |               |                |
| Subdivision Review                      | 51,000         | 36,000         | 36,000         | 12,000        | 48,000         |
| Condominium Review                      | 11,500         | 10,000         | 10,000         | -             | 10,000         |
| Major Revision                          | 4,500          | 3,000          | 3,000          | -             | 3,000          |
| Clearance                               | 30,000         | 27,500         | 27,500         | -             | 27,500         |
|   | 135,000        | 91,125         | 91,125         | 22,125        | 113,250        |
| Land Division                           |                |                |                |               |                |
| Application                             | 128,000        | 120,000        | 120,000        | 5,000         | 125,000        |
| Commenting                              | 38,000         | 36,000         | 36,000         | 1,500         | 37,500         |
| Certification & Re-stamping             | 75,000         | 75,250         | 75,250         | -             | 75,250         |
| Tabling                                 | 6,000          | 3,750          | 3,750          | 750           | 4,500          |
| Special                                 | 2,000          | 500            | 500            | 750           | 1,250          |
|   | 249,000        | 235,500        | 235,500        | 8,000         | 243,500        |
| Regional Official Plan Amendments       |                |                |                |               |                |
| Minor                                   | 35,000         | 20,000         | 20,000         | -             | 20,000         |
| Major                                   | -              | 16,000         | 16,000         | -             | 16,000         |
|   | 35,000         | 36,000         | 36,000         | -             | 36,000         |
| Rezoning Applications                   | 30,000         | 35,000         | 35,000         | -             | 35,000         |
| Part Lot Control Exemptions             | 2,000          | 500            | 500            | 1,000         | 1,500          |
| OMB Record Preparation                  | -              | 250            | 250            | -             | 250            |
| Tree By-Law Applications                | 775            | 750            | 750            | -             | 750            |
| MOE Certificates of Approval            | 1,300          | 300            | 300            | -             | 300            |
| Non-Potable Request                     | 2,000          | 1,500          | 1,500          | -             | 1,500          |
| <b>Total Revenue</b>                    | <b>489,075</b> | <b>428,925</b> | <b>428,925</b> | <b>41,125</b> | <b>470,050</b> |

|   |
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**PLANNING & ECONOMIC DEVELOPMENT DEPARTMENT**

**ECONOMIC DEVELOPMENT & TOURISM DIVISION**

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**2016 Business Plan**

**Economic Development & Tourism**

**Major Services & Activities**

**Business Development**

- ◆ Continue to implement the Foreign Direct Investment (FDI) Strategy including corporate visits to foreign owned subsidiaries in Durham Region.
- ◆ Promote the Region's key economic sectors: Energy & Clean Technology; Advanced Manufacturing; Agri-Business and Digital Technologies.
- ◆ Undertake targeted investment attraction initiatives in key sectors.
- ◆ Respond to investment inquiries and other queries in a timely manner.
- ◆ Develop marketing and advertising campaigns and marketing collateral, promoting Durham Region, including updating the website.
- ◆ Collect and maintain data and related statistics.

**Tourism**

- ◆ Create and distribute the annual Discovery Guide, Trails Map and other publications.
- ◆ Continue to provide events and 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.
- ◆ 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 implement the 2013-2018 Agriculture Strategy including the Agri-Food workplan.
- ◆ Assist in the implementation of the 2013-2018 Vibrant North Durham Economic Development Plan.
- ◆ Continue to support Rural Downtown revitalization projects.
- ◆ Provide Education Outreach on the importance of activities in Rural Durham.

**Strategic Initiatives**

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



**2016 Business Plan**

**Economic Development & Tourism**

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

**Strategic Goal 1.1 - Develop a Regional economic strategy that creates a more diversified base with high-paying jobs.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Continue to Implement Foreign Direct Investment (FDI) Strategy/Workplan.
- ◆ Attract new non-residential investment and jobs to Durham Region.
- ◆ Maintain marketing collateral and website using new branding.
- ◆ Develop 2016 Advertising and Marketing Plan.
- ◆ Continue to track performance metrics pertaining to investment attraction activities to monitor effectiveness of programs.
- ◆ Support Regional initiatives that encourage labour force development.

**Performance Targets**

- ◆ Generate 140 prospects and leads through direct introduction and intermediaries.
- ◆ Bring two new investments to Durham Region.
- ◆ Visit 20 foreign owned subsidiaries in Durham Region.
- ◆ Participate in three business missions with NEWCO, Ontario Culinary Tourism Alliance (OCTA), Ontario Automotive Communities Alliance (OACA), and Ontario Food Corridor (OFC) or independently as Region of Durham.
- ◆ Continue to organize two Nuclear Supply Chain stakeholder think-tank meetings.
- ◆ Collaborate, participate and/or lead 10 industry led initiatives.

**Strategic Goal 1.2 - Strengthen support for the agriculture sector.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Continue to implement the 2013-2018 Agriculture Strategy including the Agri-Food workplan.
- ◆ Increase educational opportunities for the general public and the rural and agricultural community.
- ◆ Continue to implement the 2013-2018 Vibrant North Plan, in partnership with northern stakeholders.

**Performance Targets**

- ◆ Establish Federal Abattoir partnership.
- ◆ Target ten Agricultural/Agri-food processing business visitations.
- ◆ Attract 150 participants to the North Durham Building Business Forum.
- ◆ Conduct three North Durham Council business tours.



**2016 Business Plan**

**Economic Development & Tourism**

**Strategic Goal 1.3 - Create more opportunities for residents to live and work in Durham.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Support the development of a diversified economic base through community development and sector support initiatives.
- ◆ Promote and support industry educational programs.
- ◆ Support and facilitate arts, culture and heritage in Durham Region.

**Performance Targets**

- ◆ Assist two businesses in North Durham, in obtaining government funding through the Rural Economic Development (RED) program.
- ◆ Increase awareness for the general public and agricultural/rural businesses through five educational workshops.
- ◆ Increase job postings in Durham Region by 100 on the new Technology Sector portal.

**Strategic Goal 1.4 - Market the "Durham Advantage" of UOIT as a centre for high technology jobs, and Durham College as a skills training centre of excellence.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Continue collaboration with UOIT and Durham College on the commitment to offer market driven programs.
- ◆ Showcase new and emerging technologies developed in Durham's Post Secondary Institution's such as UOIT's Automotive Centre of Excellence (ACE), and Durham College's School of Media, Art and Design (MAD).
- ◆ Continue to partner with ACE to assist in attracting clients as well as attracting new investments to the Region.

**Performance Targets**

- ◆ Partner with Post-Secondary Institutions in at least two external tradeshow/business missions.
- ◆ Coordinate a trade show exhibit featuring local companies; host one seminar to introduce new technologies to municipal/regional departments.
- ◆ Meet with at least five companies through ACE and partner in one external sector trade show.

**Strategic Goal 1.5 - Advance Durham as the energy capital of Ontario.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Continue to promote Durham Region as "Ontario's Energy Capital".
- ◆ Continue to implement the Nuclear Supply Chain strategy for investment attraction.
- ◆ Support and partner with the newly evolving "Energy Alliance" lead by UOIT through funding, member/board participation, and joint program development.

**Performance Targets**

- ◆ Host two Nuclear Supply Chain "think tank" sessions.
- ◆ Attract one alternative energy related investment to the Region.
- ◆ Participate in two relevant energy industry events.



**2016 Business Plan**

**Economic Development & Tourism**

**Strategic Goal 1.6 - Promote and market Durham, both inside and outside of the Region.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Continue to implement the Sports Tourism Strategy and Workplan.
- ◆ Maintain new marketing collateral for Economic Development and Tourism.
- ◆ Develop new Tourism branding and website.
- ◆ Continue to upgrade and enhance the Economic Development website.

**Performance Targets**

- ◆ Increase subscribers to Durham Tourism e-newsletter by 20 per cent.
- ◆ Increase non-print Discovery Guide distribution by 25 per cent.
- ◆ Increase Economic Development and Tourism website visits/leads by 50 per cent.
- ◆ Increase subscribers of Economic Development newsletter by 50 per cent.

**Strategic Goal 3.3 - Encourage the development of more cultural and arts opportunities, while fostering the preservation of our natural, built and cultural heritage.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Continue to support local arts, culture and heritage initiatives in the Region.
- ◆ Promote and participate in 7th annual National Culture Days initiative.
- ◆ Foster opportunities to further develop, build and promote the film industry in Durham Region as an economic growth indicator.

**Performance Targets**

- ◆ Attract 2,000 visitors to Durham Region during National Culture Days.

**Strategic Goals**

**Responsibility - Support**

| <b>Goal</b> | <b>Description</b>   |
|-------------|--|
| 2.1         | Strengthen efforts to protect our rural resources.   |
| 2.2         | Develop a strategy to enhance food security.   |
| 2.6         | Develop a community-based action plan to mitigate and adapt to climate change, implementing strategies to use energy efficiently and reduce air and light pollution. |
| 3.2         | Promote and support the revitalization of downtowns.   |
| 3.4         | Support the coordination of growth with the provision of both hard and soft infrastructure and services.   |
| 3.6         | Reinforce the distinct character of our rural and urban areas.   |
| 3.7         | Protect employment lands, which include our agricultural lands.  |
| 4.5         | Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.            |
| 5.1         | Increase and strengthen intergovernmental co-operation and partnerships, including sharing resources.  |
| 5.2         | Improve communication between the Region, residents and other levels of government and agencies, increasing awareness of Regional services.                          |
| 5.3         | Preserve Durham's strong fiscal position and administrative excellence.  |
| 5.4         | Provide an environment that sustains an effective, motivated, healthy workforce.   |

## PROGRAM SUMMARY

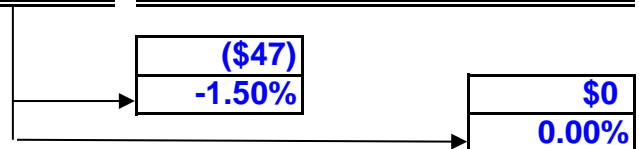


### 2016 Business Plan

### Economic Development & Tourism

| By Program                                     | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                     | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                        | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                              |                      |                    |                |                   |                    |
| 1 Administration                               | 573                  | 572                | 588            | 8                 | 596                |
| 2 Business Development                         | 541                  | 582                | 585            | (10)              | 575                |
| 3 Tourism                                      | 809                  | 753                | 703            | 25                | 728                |
| 4(a) Business Advisory Centre<br>Durham (BACD) | 140                  | 140                | 140            | -                 | 140                |
| 4(b) Facilities - Garden Street<br>(BACD)      | 70                   | 71                 | 72             | -                 | 72                 |
| Subtotal BACD                                  | 210                  | 211                | 212            | -                 | 212                |
| 5 Rural and Agriculture                        | 405                  | 469                | 473            | -                 | 473                |
| 6 Community Promotion<br>Resource              | 19                   | 25                 | 25             | -                 | 25                 |
| 7 Strategic Initiatives                        | 464                  | 525                | 498            | 2                 | 500                |
| 8 Headquarters Shared Cost                     | 103                  | 103                | 105            | 1                 | 106                |
| <b>Operating Subtotal</b>                      | 3,124                | 3,240              | 3,189          | 26                | 3,215              |
| <b>Tangible Capital Assets:</b>                |                      |                    |                |                   |                    |
| 9 Replacement                                  | 1                    | 1                  | 5              | -                 | 5                  |
| <b>Tangible Capital Assets<br/>Subtotal</b>    | 1                    | 1                  | 5              | -                 | 5                  |
| <b>Total Program Expenses</b>                  | <b>3,125</b>         | <b>3,241</b>       | <b>3,194</b>   | <b>26</b>         | <b>3,220</b>       |
| <b>Revenue Programs</b>                        |                      |                    |                |                   |                    |
| 2 Business Development                         | (30)                 | (30)               | (30)           | -                 | (30)               |
| 3 Tourism                                      | (97)                 | (72)               | (72)           | 21                | (51)               |
| <b>Total Revenue Programs</b>                  | <b>(127)</b>         | <b>(102)</b>       | <b>(102)</b>   | <b>21</b>         | <b>(81)</b>        |
| <b>Net Program Expenses</b>                    | <b>2,998</b>         | <b>3,139</b>       | <b>3,092</b>   | <b>47</b>         | <b>3,139</b>       |

Summary of Increase (Decrease)



**PROGRAM SUMMARY**



**2016 Business Plan**

**Economic Development & Tourism**

**Summary of Base Budget Changes**

|                                       | \$          | Comments   |
|---------------------------------------|-------------|--|
| Salaries & Benefits                   | 19          | Economic increases   |
| Salaries & Benefits                   | 33          | Annualization - 1 position   |
| Operating Expenses                    | (105)       | One-time expenses for Professional Services, Advertising and Promotional Items |
| Operating Expenses                    | 2           | Headquarters shared cost   |
| Tangible Capital Assets - Replacement | 4           | Increased requirement  |
|                                       | <u>(47)</u> |  |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Administration

- ◆ Increase in Advertising (\$5k), Community Relations (\$4k), and Promotional Items (\$2k) partially offset by a reduction in Office Materials and Supplies (-\$3k) based on 2015 results. 8

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#### Business Development

- ◆ Increase in Memberships and Dues (\$1k) offset by a decrease in Conferences (-\$2k). (1)
- ◆ Decrease in Printing and Reproduction (-\$5k), Missions and Delegations (-\$2k) and Promotional Items (-\$2k). (9)

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- (10)**

#### Tourism

- ◆ New position: 1 Program Coordinator in Sport Tourism, effective July 1, 2016, to continue to implement the Sport Tourism Strategy. In 2013, the position was created as a pilot for a three year period, ending 2015. This allows for a full time position to move the file forward. (Annualized cost is \$6k net) 43
- ◆ Conversion of contract Sport Tourism staff to offset new position. (40)
- ◆ Increase in Conferences (\$4k) and decrease in Memberships and Dues (-\$6k) based on 2015 results. (2)
- ◆ Decrease in Communication expenses, including Printing and Reproduction (-\$85k) and Advertising (-\$8k) which is partially offset by an increase in Community Relations (\$46k), Trade Shows (\$13k) and Promotional Items (\$8k) for new programming in 2016 focused on attracting the motor coach trade. (26)
- ◆ Decrease in Culinary Tourism Program: Communications (-\$18k), Purchased Services (-\$1k) and Professional Services (-\$15k) to reallocate funds to other priorities. (34)
- ◆ Adjustment to Art of Transition Program: Communications (-\$1k), Purchased Services (-\$2k) and Professional Services (-\$5k) (8)
- ◆ Adjustments to Sport Tourism Program: Purchased Services (\$16k), Conferences (\$5k), Memberships and Dues (-\$2k) and Communications (-\$8k) based on 2015 results. 11
- ◆ Increase in Professional, Technical and Consulting to support new 2016 programming that includes new 2016-2021 Tourism Strategy and rebranding. 81

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#### Rural and Agriculture

- ◆ Decrease in Conferences as per 2015 results. (1)
- ◆ Increase in Community Relations (\$2k), Trade Shows (\$3k) and Printing (\$2k) to better reflect 2016 requirements. 7
- ◆ Decrease in Miscellaneous Program Services (-\$3k) and Payments to Outside Agencies (-\$9k) to reallocate appropriate funds for new 2016 programming. (12)
- ◆ Increase in Professional, Technical and Consulting to support new 2016 programming to include a Small Business Analysis for Uxbridge/North Durham. 6

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## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Strategic Initiatives

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>◆ Decrease in Printing and Reproduction (-\$13k), Payments to Outside Agencies (-\$13k), and Trade Shows (-\$2k) and increase in Community Relations (\$5k) to partially reallocate funds to support new 2016 programming, which includes development and implementation of the film industry.</li> <li>◆ Increase in Professional, Technical and Consulting to support new programming for Soft Landing Program in partnership with Spark Centre.</li> </ul> | <p>(23)</p> <p>25</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">2</p> <hr style="border: 0.5px solid black;"/> |
|--|---|

#### Headquarters Shared Cost

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>◆ Economic Development &amp; Tourism's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul> | <p>1</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">1</p> <hr style="border: 0.5px solid black;"/> |
|--|--|

#### Revenue Programs

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>◆ Decrease in Art of Transition revenue.</li> </ul> | <p>21</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">21</p> <hr style="border: 0.5px solid black;"/> |
| <b>Total Program Changes</b>   | <hr style="border: 0.5px solid black;"/> <p style="text-align: right;"><b>47</b></p> <hr style="border: 0.5px solid black;"/>    |





## 2016 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To establish and implement the overall direction for the delivery of Economic Development & Tourism services including: Investment Attraction, Strategic Initiatives, Rural & Agricultural Affairs, and Tourism.
- ◆ To provide assistance to professional and management staff in delivering their responsibilities.

### Description of Program Activities:

#### Director

- ◆ Provide overall guidance and coordination of divisional services.
- ◆ Ensure the delivery of Economic Development and Tourism services in an effective and efficient manner.
- ◆ Represent Economic Development and Tourism interests of the Region by liaising with area municipalities, other Regions, and economic development stakeholders, to further Regional interests.
- ◆ Provide budget development and financial accountability.
- ◆ Advocate to senior levels of government and co-ordinate the efforts of municipalities, agencies and stakeholders, to advance the Region's Economic Development and Tourism interests.

#### Administrative Services

- ◆ Provide customer care and clerical support services for the division.
- ◆ Assist in the preparation of the annual divisional Business Plans and Budgets.
- ◆ Provide minutes and reports for conferences, seminars, workshops and meetings.
- ◆ Monitor the financial position of the division, ensuring expenditures and receipts are recorded in an accurate and timely manner.
- ◆ Coordinate and administer consulting agreements and other formal agreements required by the division.
- ◆ Maintain central file system for divisional use.
- ◆ Order, receive and monitor supplies and materials for staff use.

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 4
- 2015 Full Time Staff = 4

**PROGRAM 1  
ADMINISTRATION**



**2016 Program Detail**

**Economic Development &  
Tourism**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 317                          | 374                        | 415                    | -                         | 415                        |
| Personnel Related                    | 36                           | 27                         | 27                     | -                         | 27                         |
| Communications                       | 119                          | 95                         | 95                     | 11                        | 106                        |
| Supplies                             | 5                            | 8                          | 8                      | (3)                       | 5                          |
| Materials & Services                 | -                            | 1                          | 1                      | -                         | 1                          |
| Equipment Maintenance &<br>Repairs   | 4                            | 4                          | 4                      | -                         | 4                          |
| Professional Services                | 90                           | 60                         | 35                     | -                         | 35                         |
| Minor Assets & Equipment             | 2                            | 3                          | 3                      | -                         | 3                          |
| <b>Gross Operating Expenses</b>      | <b>573</b>                   | <b>572</b>                 | <b>588</b>             | <b>8</b>                  | <b>596</b>                 |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Replacement                          | 1                            | 1                          | 5                      | -                         | 5                          |
| <b>Total Tangible Capital Assets</b> | <b>1</b>                     | <b>1</b>                   | <b>5</b>               | <b>-</b>                  | <b>5</b>                   |
| <b>Net Program Expenses</b>          | <b>574</b>                   | <b>573</b>                 | <b>593</b>             | <b>8</b>                  | <b>601</b>                 |



## 2016 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To attract new investment and jobs to Durham Region, by promoting Durham Region in international markets through participation in investment missions, and through outreach to key investment intermediaries in the site selection/real estate fields.
- ◆ To seek out opportunities to promote Durham Region as the place to invest for non-residential investment.
- ◆ Develop marketing materials and tools to support promotional activities to attract investment and jobs to Durham Region.
- ◆ Work in partnership with NEWCO (formerly the Greater Toronto Marketing Alliance) and Durham Economic Development Partnership (DEDP) and other partners to attract investment to the Region.

### Description of Program Activities:

- ◆ Continue to implement the Foreign Direct Investment (FDI) strategy to attract new investment and jobs from priority markets in the United States, Germany, China and Brazil. Priority sectors include: Energy & Clean Technology, Advanced Manufacturing, Agri-Business and Digital Technologies.
- ◆ In partnership with other investment attraction organizations (DEDP, and Ontario Automotive Communities Alliance), participate in investment attraction missions to target markets focusing on target sectors.
- ◆ Continue to utilize the Chinese Development Officer, stationed in China, to generate leads for Durham Region.
- ◆ Develop and implement familiarization (FAM) tours and other promotional opportunities for Site Selector and Real Estate industries to create awareness of Durham Region as a place to invest.
- ◆ Ensure all investment inquiries are responded to in a timely manner with appropriate follow-up as warranted.
- ◆ Work with the DEDP to conduct corporate calls with existing foreign owned subsidiaries in Durham Region, to understand the key factors that encouraged their investment decision in the Region, as well as red flagging potential issues/barriers that could result in a company leaving the Region.
- ◆ 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:

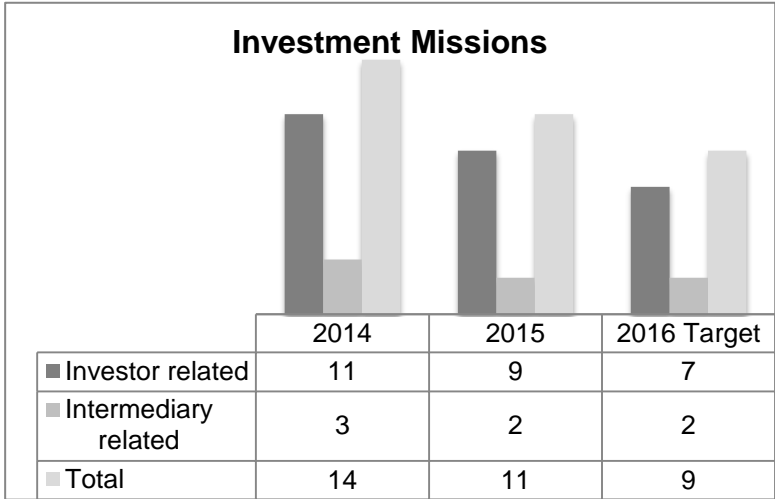
- ◆ 2016 Full Time Staff = 2
- 2015 Full Time Staff = 2



**2016 Program Detail**

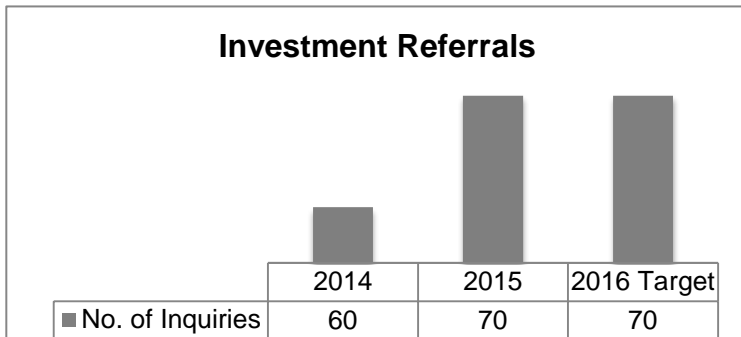
**Economic Development & Tourism**

**Performance Measurements:**

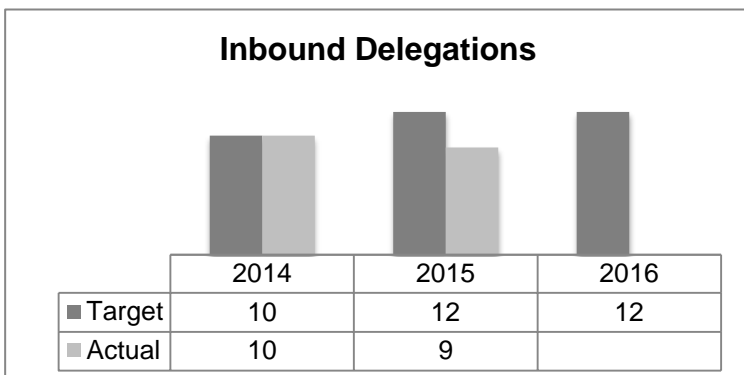


**Promoting Durham Region Internationally to attract Investment**

Number of investment missions participated in.



**Investment Inquiries from direct to Division, NEWCO, Province, Department of Foreign Affairs, Trade and Development Canada and other sources**



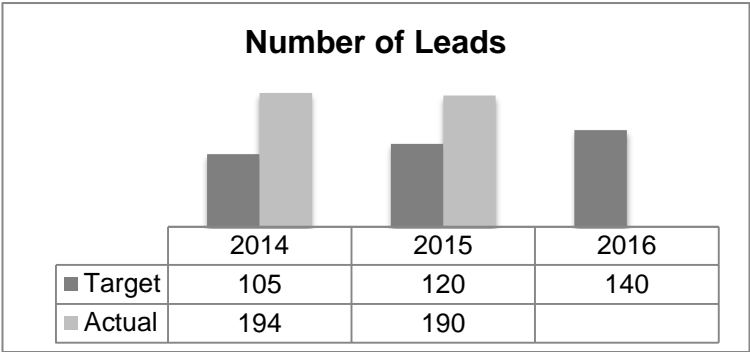
**Investment and Government Delegations who visited Durham Region**



**2016 Program Detail**

**Economic Development & Tourism**

**Performance Measurements Continued:**



*Investment Inquiries which demonstrated an interest in Durham Region and are provided ongoing follow-up*

**PROGRAM 2  
BUSINESS DEVELOPMENT**



**2016 Program Detail**

**Economic Development &  
Tourism**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses          | 226                  | 286                | 289            | -                 | 289                |
| Personnel Related           | 22                   | 24                 | 24             | (1)               | 23                 |
| Communications              | 167                  | 142                | 142            | (9)               | 133                |
| Professional Services       | 126                  | 130                | 130            | -                 | 130                |
| <b>Total Expenses</b>       | <b>541</b>           | <b>582</b>         | <b>585</b>     | <b>(10)</b>       | <b>575</b>         |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Revenue from Municipalities | (30)                 | (30)               | (30)           | -                 | (30)               |
| <b>Total Revenues</b>       | <b>(30)</b>          | <b>(30)</b>        | <b>(30)</b>    | <b>-</b>          | <b>(30)</b>        |
| <b>Net Program Expenses</b> | <b>511</b>           | <b>552</b>         | <b>555</b>     | <b>(10)</b>       | <b>545</b>         |



## 2016 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To attract and promote Durham Region as a destination for Tourists, sporting events and festival goers.
- ◆ Strengthen the Region's role in the following areas: product development; engaging market-ready and actively engaged tourism partners; longer term strategic planning in balance with shorter term opportunities; coordinate and facilitate promotions and linkages to align with strategies of Central Counties Tourism (RTO6) and the Ontario Tourism Marketing Partnership Corporation (OTMPC).
- ◆ Promote and market Durham Region through a strong Marketing, Communications and Public Relations Plan.

### Description of Program Activities:

#### **Develop a new Tourism Strategy and programming to attract tourists to Durham Region**

- ◆ Develop a 2016-2021 Durham Tourism Strategic Plan to align with the timing of existing strategies of Central Counties and the DEDP.
- ◆ Develop a tourism attraction program around the motor coach industry to attract new visitors and increase overnight stays.
- ◆ Collaborate with Central Counties Tourism to develop and promote tourism experiences.

#### **Enhance and expand the agri/culinary experiences**

- ◆ Implement culinary agri-tourism workplan outlined in the 2015 Culinary strategy, in partnership with industry stakeholders.
- ◆ Continue to work with local chefs, educational institutions, farmers and other stakeholders to build a strong culinary agri-tourism network.
- ◆ Work with the Ontario Culinary Tourism Alliance (OCTA) on the marketing and development of the "Feast ON" program in Durham Region.

#### **Enhance and expand the arts and culture experiences**

- ◆ Continue to engage and promote festival producers and the arts community to showcase culture in Durham Region.
- ◆ Promote and participate in 7th annual national Culture Days initiative.
- ◆ Host the Durham Art of Transition Creative Awards.

#### **Enhance and expand Sport Tourism**

- ◆ Continue to develop and promote the sport facility inventory to showcase facilities in the Region.
- ◆ Produce and market a Sport Durham video.
- ◆ Host 3rd annual workshop to build community capacity and advance sport tourism in Durham Region.
- ◆ Attend trade shows and conferences to glean best practices, build contact lists and foster relationships. (Canadian Sport Tourism Association (CSTA) congress, Cycling Summit, Toronto International Bike Show)
- ◆ Continue to submit bids for sporting events aimed at increasing visitor attraction to the Region.
- ◆ Develop and promote tourism products to enhance mountain biking tourism in Durham Region.

#### **Coordinate and distribute Tourism publications**

- ◆ Produce the 2016 Discovery Guide, Fishing Brochure, and Durham Craft Beer Trail Brochure and update the Durham Trails Map and Durham Cycle Tours Map.



**2016 Program Detail**

**Economic Development & Tourism**

**Description of Program Activities Continued:**

**Support and foster tourism networks throughout the Region**

- ◆ Provide ongoing educational opportunities to assist the tourism sector.
- ◆ Complete a full and comprehensive inventory analysis of operator's assets including their needs and wants of the tourism market.

**Develop Marketing and Communications Strategy to promote tourism initiatives**

- ◆ Develop and implement an annual marketing and communication plan in partnership with Corporate Communications and Central Counties Tourism.
- ◆ Launch new Durham Tourism branding.
- ◆ Publish monthly tourism e-newsletter and promote on-line events calendar.
- ◆ Publish monthly Industry Insights e-newsletter to local tourism stakeholders.
- ◆ Refresh tourism website with detailed information on tourism stakeholders and four season content to align with new branding development.
- ◆ Host quarterly networking meetings to assist with building and developing stakeholder relations.
- ◆ Develop on-line marketing strategy for search engine optimization (SEO) including digital advertising, and enhance the tourism website mobile experience.

**Partnership development**

- ◆ Develop partnership with Central Counties Tourism, Economic Developers Council of Ontario / Canada (EDCO/ EDAC), Creative Community Networks, Tourism Industry Association Ontario (TIAO), Festival and Events Ontario (FEO), Destination Marketing Association International (DMAI), OCTA, and CSTA.

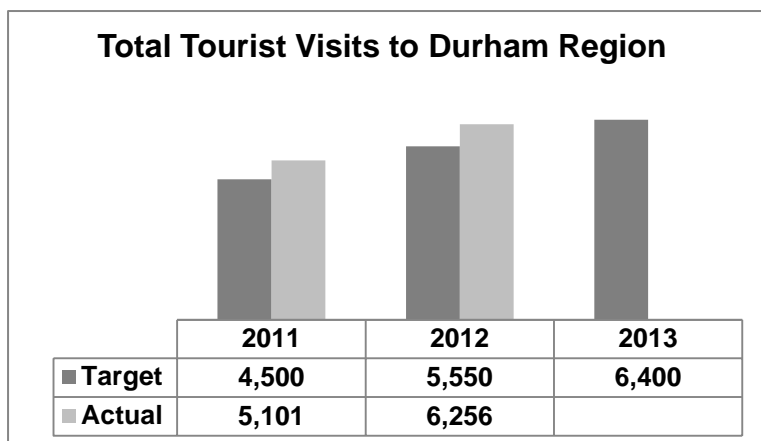
**Inform, educate and engage municipal politicians and their staff on the benefits and impact of tourism in Durham Region**

- ◆ Facilitate the collection and distribution of consolidated Regional tourism updates and reports.
- ◆ Ensure representation at significant meetings impacting tourism in Durham Region.
- ◆ Educating municipalities on the benefits of working together in tourism promotion.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 3      New position: 1 Program Coordinator (Sport Tourism)
- 2015 Full Time Staff = 2

**Performance Measurements:**



*Note: Tourism visits trending at 23% increase year over year between 2011 and 2012*

*2012 tourism metrics were published by Ontario Ministry of Tourism, Culture and Sport.*

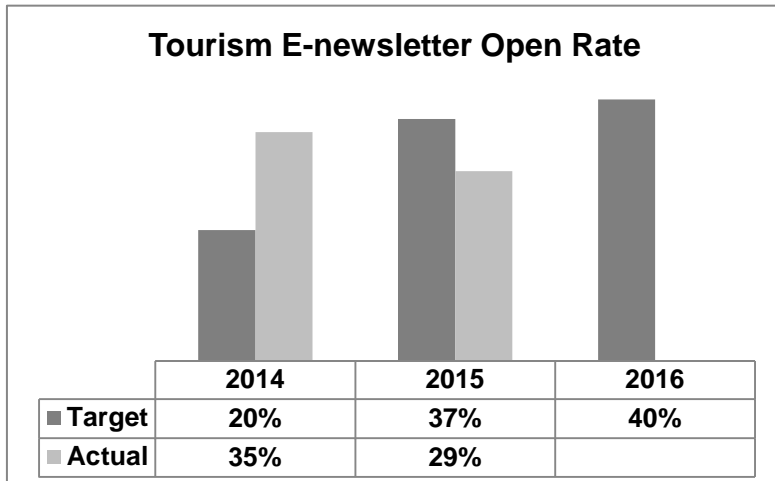




**2016 Program Detail**

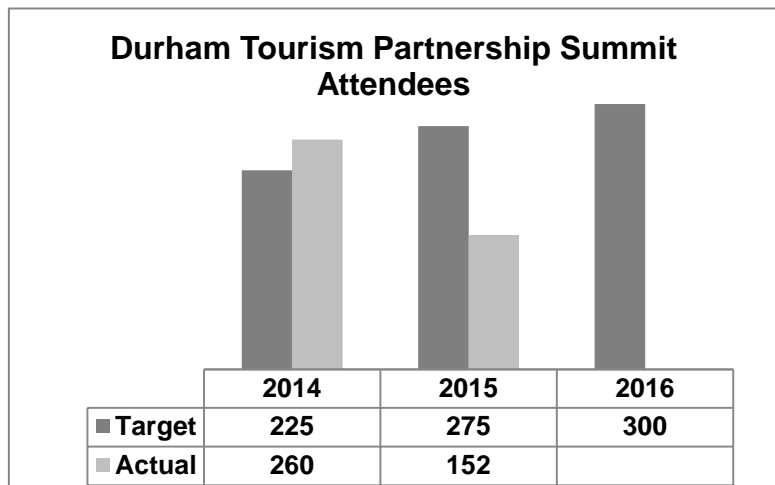
**Economic Development & Tourism**

**Performance Measurements Continued:**



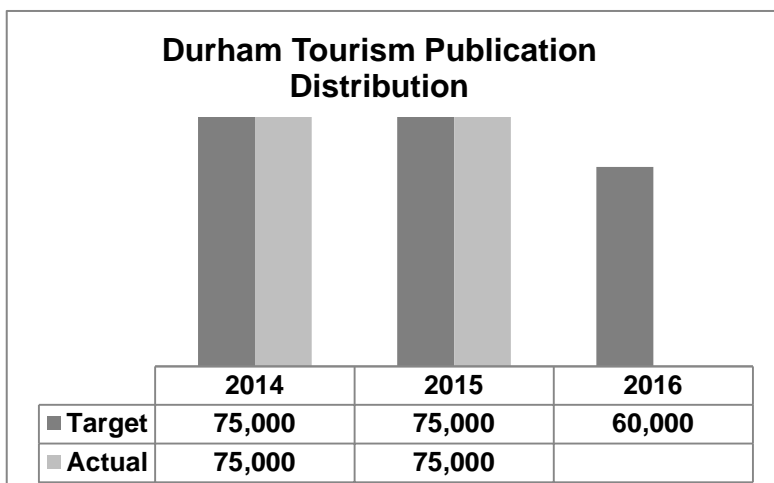
*Note: Industry average open rate for travel e-newsletters is 20% and the tourism e-newsletter is trending significantly higher*

*Open rate is a measure of how many people on an e-mail list open a particular e-mail campaign.*



*Note: Durham Tourism hosts an annual tourism summit in partnership with Central Counties Tourism*

*Hosted the 2nd annual Partnership Summit in 2014.*



*Note: The Durham Cycle Tours Map was launched in April 2013. The long-term plan is to move to on-line content to reduce publications*

*Durham tourism publishes an annual Discovery Guide, Durham Cycle Tours Map and Trails Map.*



**2016 Program Detail**

**Economic Development &  
Tourism**

| <b>Detailed Cost of Program:</b><br>(\$,000's) | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
|  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                      |                              |                            |                        |                           |                            |
| Personnel Expenses                             | 299                          | 296                        | 297                    | 3                         | 300                        |
| Personnel Related                              | 25                           | 24                         | 24                     | (2)                       | 22                         |
| Communications                                 | 273                          | 332                        | 282                    | (45)                      | 237                        |
| Materials & Services                           | 36                           | 27                         | 27                     | 8                         | 35                         |
| Professional Services                          | 176                          | 74                         | 73                     | 61                        | 134                        |
| <b>Total Expenses</b>                          | <b>809</b>                   | <b>753</b>                 | <b>703</b>             | <b>25</b>                 | <b>728</b>                 |
| <b>Revenues</b>                                |                              |                            |                        |                           |                            |
| Fees & Service Charges                         | (54)                         | (50)                       | (50)                   | -                         | (50)                       |
| Sundry Revenue                                 | (43)                         | (22)                       | (22)                   | 21                        | (1)                        |
| <b>Total Revenues</b>                          | <b>(97)</b>                  | <b>(72)</b>                | <b>(72)</b>            | <b>21</b>                 | <b>(51)</b>                |
| <b>Net Program Expenses</b>                    | <b>712</b>                   | <b>681</b>                 | <b>631</b>             | <b>46</b>                 | <b>677</b>                 |



**2016 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:**

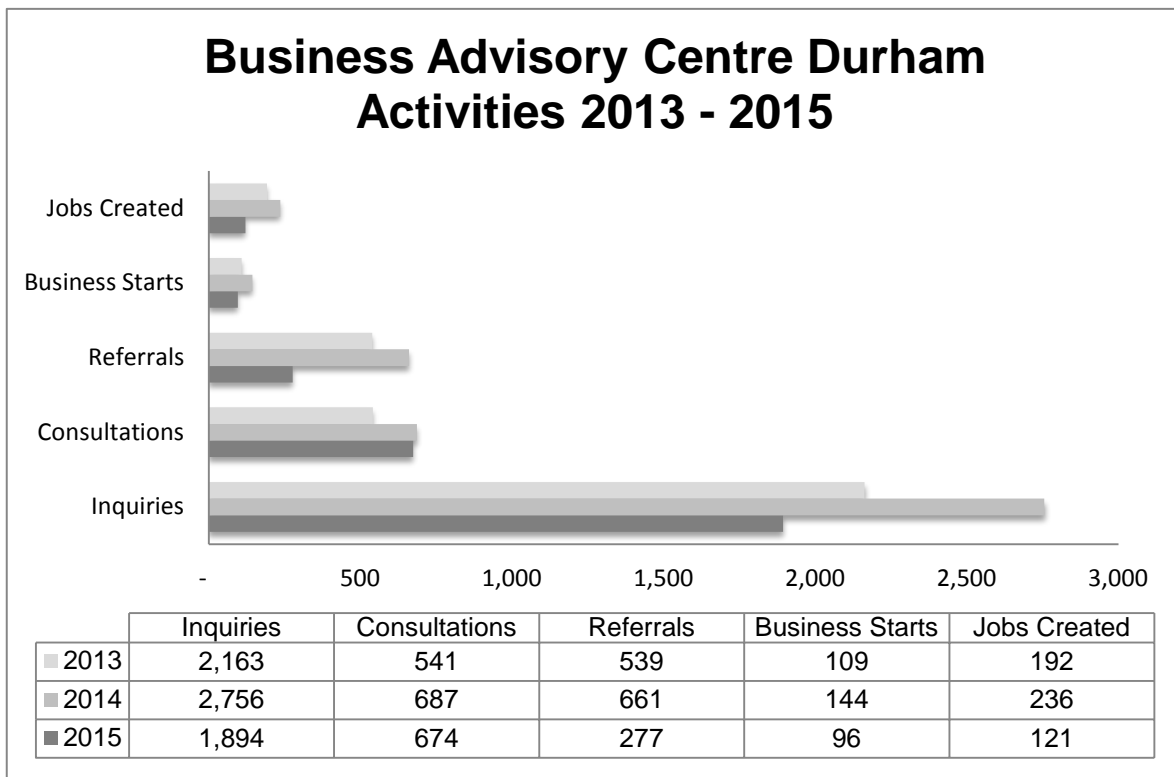
- ♦ Assist, advise, mentor and monitor start-up and existing businesses and business associations that seek guidance from the BACD on growing their business.
- ♦ Outreach to the Community with programs and participate in targeted business activities and functions.
- ♦ Monitor Centre operations, maintenance 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 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**



**2016 Program Detail**

**Economic Development &  
Tourism**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Outside Agency Expenses     | 140                  | 140                | 140            | -                 | 140                |
| <b>Net Program Expenses</b> | <b>140</b>           | <b>140</b>         | <b>140</b>     | <b>-</b>          | <b>140</b>         |



**2016 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**



**2016 Program Detail**

**Economic Development &  
Tourism**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Buildings & Grounds Operations   | 2                            | 3                          | 3                      | -                         | 3                          |
| Contracted Services              | 6                            | 6                          | 6                      | -                         | 6                          |
| Leased Facilities Expenses       | 61                           | 61                         | 62                     | -                         | 62                         |
| Insurance                        | 1                            | 1                          | 1                      | -                         | 1                          |
| <b>Net Program Expenses</b>      | <b>70</b>                    | <b>71</b>                  | <b>72</b>              | <b>-</b>                  | <b>72</b>                  |



**2016 Program Detail**

**Economic Development &  
Tourism**

**Purpose:**

**Rural**

- ◆ To provide support and services for the attraction, retention and expansion of new and existing businesses within rural Durham.
- ◆ To promote and support the revitalization of the rural area downtowns and encourage the development of cultural and business opportunities, while inspiring and supporting entrepreneurship and fostering the preservation of their distinct natural, built and cultural heritage.
- ◆ To strengthen accessibility to services that build a stronger rural and small town identity.

**Agriculture**

- ◆ To strengthen and provide support and services for the attraction, retention and expansion of new and existing businesses within the agriculture industry.
- ◆ To work with the Investment Attraction Team to attract new investment in the Agri-food sector.
- ◆ To assist the agriculture sector in developing the necessary infrastructure and services to support the growth of the industry in Durham Region.
- ◆ To assist the agricultural sector in promoting outreach and education to the public and agricultural labour force.

**Description of Program Activities:**

**Implement the Region's Agricultural Strategy 2013-2018**

- ◆ 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).
- ◆ Work with agriculture, agri-food sector and government partners, to access funding opportunities for improvements in the application of technology and best practices.
- ◆ Liaise with the local food service sector, the public and local food producers, to build a strong network and infrastructure to support local food procurement.
- ◆ Support ongoing partner initiatives including: Federal Abattoir; Cold Storage Facility and Leading Livestock Genetics Export.

**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 industry tours.
- ◆ Encourage and support research and application of new products and technology by local businesses, in partnership with Durham College, UOIT and Trent University, as well as identify training needs for the agriculture and agri-food industry.



**2016 Program Detail**

**Economic Development &  
Tourism**

**Description of Program Activities Continued:**

**Assist in implementation of the Vibrant North Durham Economic Development**

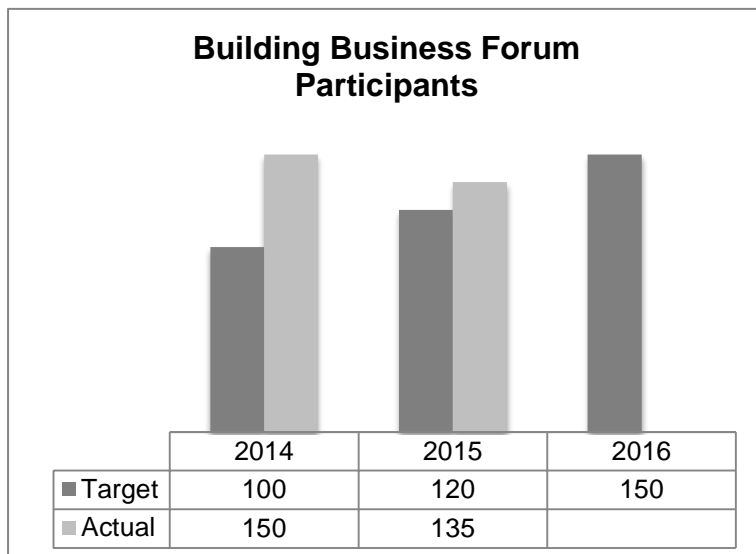
**Plan 2013-2018**

- ◆ Building Business Forum annual event.
- ◆ Communicate with the business community through website, e-newsletter and print 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.
- ◆ 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 by 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:**

- ◆ 2016 Full Time Staff = 3
- 2015 Full Time Staff = 3

**Performance Measurements:**



*Annual event held in rural Durham Region that brings together business leaders to share success stories and inspire rural entrepreneurs*

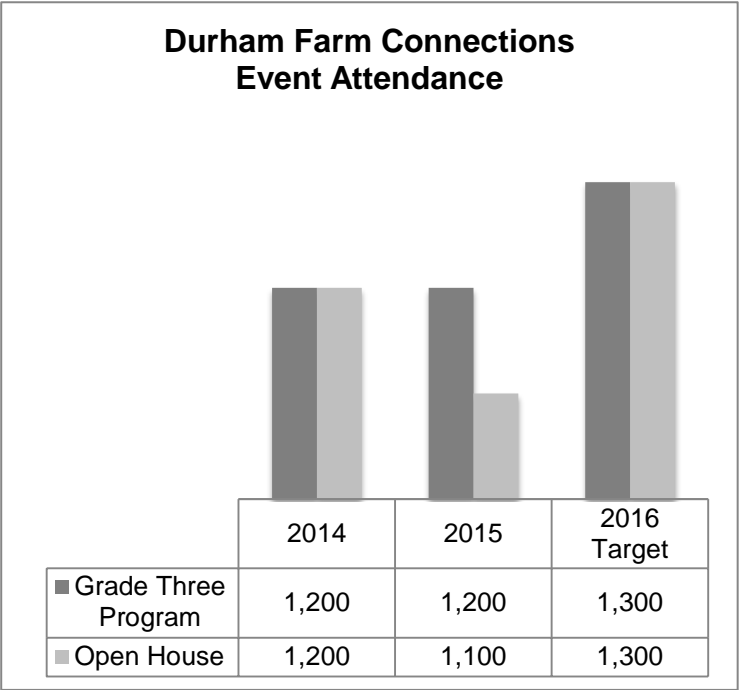




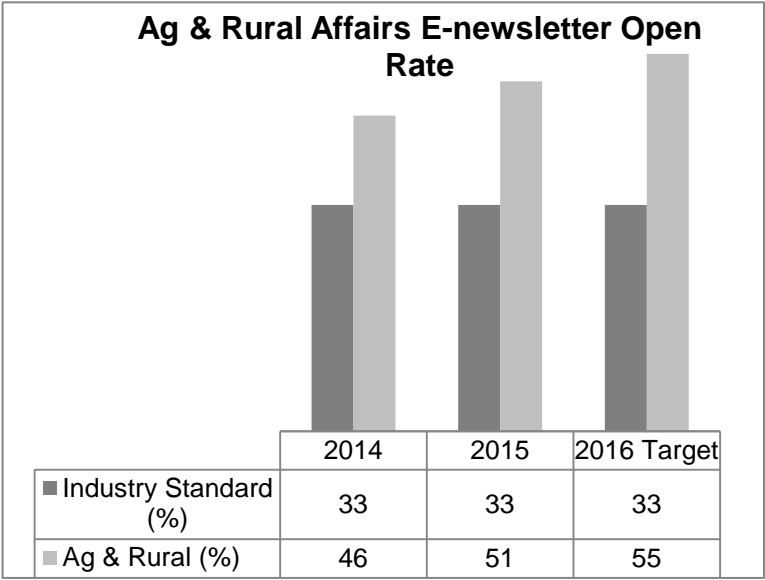
**2016 Program Detail**

**Economic Development & Tourism**

**Performance Measurements Continued:**



*Provides agricultural education opportunities for the farm and non-farm communities in Durham Region to ensure the viability of the agriculture sector.*



*Open rate is a measure of how many people on an e-mail list open a particular e-mail campaign.*

**PROGRAM 5  
RURAL AND AGRICULTURE**



**2016 Program Detail**

**Economic Development &  
Tourism**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses          | 284                  | 299                | 303            | -                 | 303                |
| Personnel Related           | 18                   | 21                 | 21             | (1)               | 20                 |
| Communications              | 23                   | 43                 | 43             | 7                 | 50                 |
| Materials & Services        | 2                    | 5                  | 5              | (3)               | 2                  |
| Outside Agency Expenses     | 44                   | 49                 | 49             | (9)               | 40                 |
| Professional Services       | 34                   | 52                 | 52             | 6                 | 58                 |
| <b>Net Program Expenses</b> | <b>405</b>           | <b>469</b>         | <b>473</b>     | <b>-</b>          | <b>473</b>         |

# PROGRAM 6 COMMUNITY PROMOTION RESOURCE



## 2016 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 General Motors 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 GM Centre and profile Durham as a location for a wide range of activities and events.
- ♦ Local services 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 GM SUITE - 2015</u> |               |            |
|-------------------------------------|---------------|------------|
|                                     | <u>Events</u> | <u>%</u>   |
| Local Volunteer Organizations       | 56            | 90         |
| Region Economic Development         | 6             | 10         |
|                                     | <u>62</u>     | <u>100</u> |

**PROGRAM 6  
COMMUNITY PROMOTION RESOURCE**



**2016 Program Detail**

**Economic Development &  
Tourism**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Rentals - GM Centre Box     | 19                   | 25                 | 25             | -                 | 25                 |
| <b>Net Program Expenses</b> | <b>19</b>            | <b>25</b>          | <b>25</b>      | <b>-</b>          | <b>25</b>          |



**2016 Program Detail**

**Economic Development &  
Tourism**

**Purpose:**

- ◆ To actively participate and represent the Region on special projects, initiatives and events with industry leaders, post-secondary institutions and various business stakeholders that complement or benefit economic development for the Region of Durham.
- ◆ To promote Durham Region as a great place to do business; foster relationships between the business community, academia, industry and various levels of government, and advocate for the needs of industry.
- ◆ To support Investment Attraction, Agriculture and Rural Affairs, and Tourism sector activities, by maintaining and providing data and statistical information, marketing collateral and supporting materials.

**Description of Program Activities:**

**Sector Development**

- **Digital Technology** - Continue supporting the sector by collaborating with the Spark Centre to maintain and update the technology portal, as well as develop new programming to attract and grow new companies.
- **Energy** - Collaborate with UOIT, Durham College and local companies on initiatives promoting Durham Region as 'Ontario's Energy Capital'. Continue with the Nuclear Supply Chain Roundtable initiative to determine skill needs and opportunities for the nuclear sector, including the development of an online portal that will act as a central hub for the industry.
- **Film** - Foster opportunities to further develop, build and promote the film industry in Durham Region as an economic growth contributor. Develop programming to promote the film industry in Durham on the international market. Host the second annual film festival to celebrate and spotlight the sector in Durham.
- **Small Business and Innovation** - Support Spark Centre and BACD's activities which promote, develop and encourage a culture of innovation and entrepreneurship among local industry.

**Community Relations and Partnership Development**

- Act as a facilitator between industry, academia and various business support groups, to strengthen and diversify Durham's economic base.
- Promote economic development activities through community outreach, networking and building relationships with other stakeholders.
- Actively represent the Region of Durham on boards and committees including: Durham Strategic Energy Alliance; Durham Workforce Authority; Local Diversity and Immigration Partnership Council; Ajax-Pickering Board of Trade Government Relations Committee; Health and Safety Committee; Durham Immigration Portal; and Economic Developers Council of Ontario.
- Work with UOIT, Durham College and Trent University to facilitate program development that supports the needs of local industry.

**Marketing, Advertising and Promotional Collateral**

- Continue to oversee the maintenance and updating of the marketing collateral for all business units, including: Sector Brochures; Community Profile; Economic Indicators; Lure Brochure; Feature Sheets; and the Economic Development website.
- Continue to support advertising opportunities for Economic Development.
- Continue to maintain the data and content on the Economic Development website.



**2016 Program Detail**

**Economic Development & Tourism**

**Description of Program Activities Continued:**

**Data Collection and Statistics**

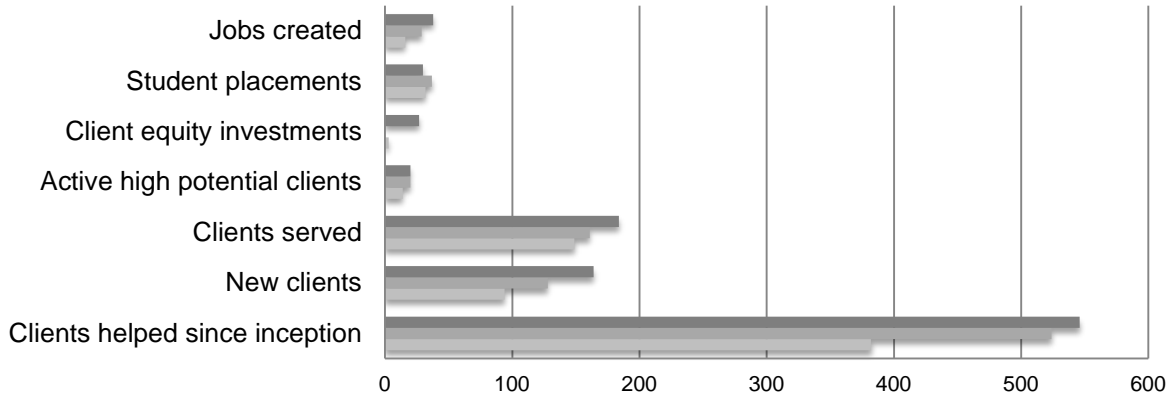
- Continue to work with the Data, Mapping and Graphics (DMG) Section, to maintain all datasets for Economic Development.
- Collect, compile and provide statistical and demographic data for purposes of promotional collateral and inquiry responses.
- Administer the Contact Management System for divisional tracking of leads, inquiries and contacts, as well as the Economic Development Tools Site Selector database.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 2
- 2015 Full Time Staff = 2

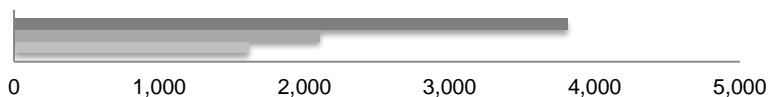
**Performance Measurement:**

**The Spark Centre Start up and Innovation Activity**



|        | Clients helped since inception | New clients | Clients served | Active high potential clients | Client equity investments | Student placements | Jobs created |
|--------|--------------------------------|-------------|----------------|-------------------------------|---------------------------|--------------------|--------------|
| ■ 2015 | 546                            | 164         | 184            | 20                            | 27                        | 30                 | 38           |
| ■ 2014 | 524                            | 128         | 161            | 20                            | 0                         | 37                 | 29           |
| ■ 2013 | 382                            | 94          | 149            | 14                            | 3                         | 32                 | 16           |

**Advisory hours**



|        | Advisory hours |
|--------|----------------|
| ■ 2015 | 3,810          |
| ■ 2014 | 2,103          |
| ■ 2013 | 1,612          |

**PROGRAM 7  
STRATEGIC INITIATIVES**



**2016 Program Detail**

**Economic Development &  
Tourism**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses          | 205                  | 213                | 217            | -                 | 217                |
| Personnel Related           | 10                   | 18                 | 18             | -                 | 18                 |
| Communications              | 75                   | 86                 | 85             | (10)              | 75                 |
| Outside Agency Expenses     | 132                  | 173                | 173            | (13)              | 160                |
| Professional Services       | 42                   | 35                 | 5              | 25                | 30                 |
| <b>Net Program Expenses</b> | <b>464</b>           | <b>525</b>         | <b>498</b>     | <b>2</b>          | <b>500</b>         |

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Economic Development &  
Tourism**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |



**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Economic Development &  
Tourism**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>103</b>           | <b>103</b>         | <b>105</b>     | <b>1</b>          | <b>106</b>         |

**PROGRAM 9  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Economic Development &  
Tourism**

| Description | Qty | Unit Cost | Total |
|-------------|-----|-----------|-------|
|-------------|-----|-----------|-------|

**Administration - Program 1**

| Description        | Qty | Unit Cost | Total        |
|--------------------|-----|-----------|--------------|
| 1 Laptop Computer  | 1   | \$ 2,100  | \$ 2,100     |
| 2 Revolve Computer | 1   | 2,500     | 2,500        |
|                    |     |           | <b>4,600</b> |

|   |
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## PROGRAM SUMMARY



### 2016 Business Plan

### Regional Council

| By Program                              | 2015         |              | 2016         |           |              |
|---|--------------|--------------|--------------|-----------|--------------|
| (\$,000's)                              | Estimated    | Approved     | Base         | Program   | Proposed     |
|   | Actuals      | Budget       | Budget       | Change    | Budget       |
| <u>Expense Programs</u>                 | \$           | \$           | \$           | \$        | \$           |
| <b>Operating:</b>                       |              |              |              |           |              |
| 1 Regional Council                      | 2,135        | 2,213        | 2,232        | -         | 2,232        |
| 2 Headquarters Shared Cost              | 180          | 180          | 183          | 2         | 185          |
| <b>Operating Subtotal</b>               | <b>2,315</b> | <b>2,393</b> | <b>2,415</b> | <b>2</b>  | <b>2,417</b> |
| <b>Tangible Capital Assets:</b>         |              |              |              |           |              |
| 3 New                                   | -            | -            | -            | 73        | 73           |
| <b>Tangible Capital Assets Subtotal</b> | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>73</b> | <b>73</b>    |
| <b>Net Program Expenses</b>             | <b>2,315</b> | <b>2,393</b> | <b>2,415</b> | <b>75</b> | <b>2,490</b> |

Summary of Increase (Decrease)

|       |
|-------|
| \$22  |
| 0.92% |
| \$97  |
| 4.05% |

### Summary of Base Budget Changes

|                     | \$        | Comments                 |
|---------------------|-----------|--------------------------|
| Salaries & Benefits | 19        | Economic increases       |
| Operating Expenses  | 3         | Headquarters shared cost |
|                     | <b>22</b> |                          |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Regional Council

(\$,000's)

#### Headquarters Shared Cost

- ◆ Regional Council's share of costs related to the operation and maintenance of Regional Headquarters. 2

#### Tangible Capital Assets

##### New

- ◆ Hardware costs for the implementation of an Electronic Agenda Management System (Report #2015-A-31). 73

**Total Program Changes** 75



**2016 Program Detail**

**Regional Council**

**Purpose:**

- ◆ According to the Municipal Act 2001, (Pt. 1, s.2) the purpose of the municipal government (Regional Council) is “to be responsible and accountable” for matters within their jurisdiction and carry out the powers and duties assigned to them by the Municipal Act including:
  - a) providing the service and other things the municipality considers necessary or desirable for the municipality;
  - b) managing and preserving the public assets of the municipality;
  - c) fostering the current and future economic, social and environmental well-being of the municipality; and
  - d) delivering and participating in Provincial programs and initiatives.

**Description of Program Activities:**

- ◆ Meets regularly in accordance with the Municipal Act, other applicable legislation and Council Rules and Regulations to conduct the business of the Region. Regular meetings are conducted every third Wednesday.
- ◆ Constitutes such Standing Committees and Ad Hoc committees as necessary to provide an appropriate level of detailed study, consultation and leadership on various business areas in order to provide recommendations to Council.
- ◆ Currently, the Standing Committees of Council are as follows:
  - ◆ Finance and Administration Committee
  - ◆ Health and Social Services Committee
  - ◆ Planning and Economic Development Committee
  - ◆ Works Committee
- ◆ Listens to and represents concerns and perspectives of constituents and stakeholders.
- ◆ Elects members to various bodies and organizations to represent the Region’s position and perspective in the activities of those bodies e.g. Conservation Authorities, Police Services Board, Transit Commission.

**Description of Program Resources:**

- ◆ 28 members elected from the 8 local municipalities within the Region of Durham as follows:

|                              |           |
|------------------------------|-----------|
| ◆ Town of Ajax               | 3 members |
| ◆ Township of Brock          | 2 members |
| ◆ Municipality of Clarington | 3 members |
| ◆ City of Oshawa             | 8 members |
| ◆ City of Pickering          | 4 members |
| ◆ Township of Scugog         | 2 members |
| ◆ Township of Uxbridge       | 2 members |
| ◆ Town of Whitby             | 4 members |

**PROGRAM 1  
REGIONAL COUNCIL**



**2016 Program Detail**

**Regional Council**

| <b>Detailed Cost of Program:</b>   | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                         | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>          |                              |                            |                        |                           |                            |
| Personnel Expenses                 | 1,900                        | 1,928                      | 1,947                  | -                         | 1,947                      |
| Personnel Related                  | 211                          | 254                        | 254                    | -                         | 254                        |
| Communications                     | 12                           | 17                         | 17                     | -                         | 17                         |
| Supplies                           | 6                            | 9                          | 9                      | -                         | 9                          |
| Materials & Services               | -                            | 1                          | 1                      | -                         | 1                          |
| Equipment Maintenance &<br>Repairs | 1                            | 4                          | 4                      | -                         | 4                          |
| Professional Services              | 5                            | -                          | -                      | -                         | -                          |
| <b>Gross Operating Expenses</b>    | <b>2,135</b>                 | <b>2,213</b>               | <b>2,232</b>           | <b>-</b>                  | <b>2,232</b>               |

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Regional Council**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |



**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Regional Council**

| <b>Detailed Cost of Program:</b>                      | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>                                       |                              |                            |                        |                           |                            |
| Rents   | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Total Revenues</b>                                 | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Net Program Expenses</b>                           | <b>11,441</b>                | <b>11,774</b>              | <b>11,964</b>          | <b>134</b>                | <b>12,098</b>              |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>180</b>                   | <b>180</b>                 | <b>183</b>             | <b>2</b>                  | <b>185</b>                 |

**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - NEW**



**2016 Program Detail**

**Regional Council**

| Description   | Qty | Unit Cost | Total                |
|---|-----|-----------|----------------------|
|   |     | \$        | \$                   |
| 1 Electronic Agenda Management System Hardware<br>(Hardware Requirements for Regional Council for Electronic Agenda.) | 29  | 2,500     | 72,500               |
|   |     |           | <u><u>72,500</u></u> |

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## PROGRAM SUMMARY



### 2016 Business Plan

### Regional Chair's Office

| By Program                                  | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                     | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                           |                      |                    |                |                   |                    |
| 1 Regional Chair's Office                   | 760                  | 821                | 871            | -                 | 871                |
| 2 Headquarters Shared Cost                  | 63                   | 63                 | 63             | 1                 | 64                 |
| <b>Operating Subtotal</b>                   | <b>823</b>           | <b>884</b>         | <b>934</b>     | <b>1</b>          | <b>935</b>         |
| <b>Tangible Capital Assets:</b>             |                      |                    |                |                   |                    |
| New   | 9                    | 9                  | -              | -                 | -                  |
| 3 Replacement                               | 71                   | 71                 | 6              | -                 | 6                  |
| Reserve Fund Contribution                   | (65)                 | (65)               | -              | -                 | -                  |
| <b>Tangible Capital Assets<br/>Subtotal</b> | <b>15</b>            | <b>15</b>          | <b>6</b>       | <b>-</b>          | <b>6</b>           |
| <b>Net Program Expenses</b>                 | <b>838</b>           | <b>899</b>         | <b>940</b>     | <b>1</b>          | <b>941</b>         |

Summary of Increase (Decrease)

|  |      |       |
|--|------|-------|
|  | \$41 |       |
|  | →    | 4.56% |
|  |      |       |
|  |      | \$42  |
|  |      | →     |
|  |      | 4.67% |

### Summary of Base Budget Changes

|                                       | \$        | Comments                   |
|---------------------------------------|-----------|----------------------------|
| Salaries & Benefits                   | 7         | Economic increases         |
| Salaries & Benefits                   | 43        | Annualization - 1 position |
| Tangible Capital Assets - New         | (9)       | Reduced requirement        |
| Tangible Capital Assets - Replacement | (65)      | Reduced requirement        |
| Reserve Financing                     | 65        | Reduced requirement        |
|                                       | <b>41</b> |                            |

## EXPLANATION OF PROGRAM CHANGES



### 2016 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. 1

**Total Program Changes** 1



**2016 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.
- ◆ Participates in all Regional Standing Committees.
- ◆ 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:**

- ◆ 2016 Full Time Staff = 5  
2015 Full Time Staff = 5

**PROGRAM 1  
REGIONAL CHAIR'S OFFICE**



**2016 Program Detail**

**Regional Chair's Office**

| <b>Detailed Cost of Program:</b>           | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                                 | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                  |                              |                            |                        |                           |                            |
| Personnel Expenses                         | 662                          | 707                        | 757                    | -                         | 757                        |
| Personnel Related                          | 41                           | 50                         | 50                     | -                         | 50                         |
| Communications                             | 18                           | 19                         | 19                     | -                         | 19                         |
| Supplies                                   | 1                            | 1                          | 1                      | -                         | 1                          |
| Materials & Services                       | 1                            | 2                          | 2                      | -                         | 2                          |
| Vehicle Operations                         | 6                            | 6                          | 6                      | -                         | 6                          |
| Rentals - GM Centre Box                    | 15                           | 20                         | 20                     | -                         | 20                         |
| Financial Expenses                         | 1                            | 1                          | 1                      | -                         | 1                          |
| Contribution to Reserve &<br>Reserve Funds | 15                           | 15                         | 15                     | -                         | 15                         |
| <b>Gross Operating Expenses</b>            | <b>760</b>                   | <b>821</b>                 | <b>871</b>             | <b>-</b>                  | <b>871</b>                 |

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Regional Chair's Office**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |



**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Regional Chair's Office**

| <b>Detailed Cost of Program:</b>                      | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>                                       |                              |                            |                        |                           |                            |
| Rents   | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Total Revenues</b>                                 | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Net Program Expenses</b>                           | <b>11,441</b>                | <b>11,774</b>              | <b>11,964</b>          | <b>134</b>                | <b>12,098</b>              |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>63</b>                    | <b>63</b>                  | <b>63</b>              | <b>1</b>                  | <b>64</b>                  |

**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Regional Chair's  
Office**

| Description                    | Qty | Unit Cost | Total        |
|--------------------------------|-----|-----------|--------------|
|                                |     | \$        | \$           |
| 1 Furniture & Fixtures (misc.) |     |           | <u>5,800</u> |

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**2016 Business Plan**

**Chief Administrative  
Officer**

**Major Services & Activities**

**Chief  
Administrative  
Officer**

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

**Corporate Policy  
& Strategic  
Initiatives**

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

**Corporate  
Communications**

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



**2016 Business Plan**

**Chief Administrative Officer**

**The role of the CAO’s Office is to support implementation for all of the goals of the Strategic Plan. The following information highlights the goals where the Department has the lead responsibility.**

|   |
|---|
| <b>Strategic Goal 2.2 - Develop a strategy to enhance food security.</b>  |
| <b>Responsibility - Lead</b>  |
| <b>Key Deliverables</b>   |
| <ul style="list-style-type: none"> <li>◆ Build on the principles outlined in the Durham Region Food charter.</li> <li>◆ Enhance partnerships with Durham Food Policy Council.</li> <li>◆ Develop policies to support access to local food.</li> </ul> |
| <b>Performance Targets</b>  |
| <ul style="list-style-type: none"> <li>◆ No reduction in hectares of agricultural land.</li> </ul>  |

|   |
|---|
| <b>Strategic Goal 2.6 - Develop a community-based action plan to mitigate and adapt to climate change, implementing strategies to use energy efficiently and reduce air and light pollution.</b>  |
| <b>Responsibility - Lead</b>  |
| <b>Key Deliverables</b>   |
| <ul style="list-style-type: none"> <li>◆ Support the activities of the Durham Region Roundtable on Climate Change.</li> <li>◆ Initiate a climate adaptation strategy among lower-tier municipalities.</li> <li>◆ Identify and pursue green economic development opportunities for Durham Region.</li> <li>◆ Undertake public education activities as available and appropriate to further educate residents about the environment and our community.</li> <li>◆ Participate in peer groups in the Greater Toronto Area.</li> <li>◆ Bring forward individual programs identified in the Local Action Plan for detailed analysis and presentation to Regional Council.</li> </ul> |
| <b>Performance Targets</b>  |
| <ul style="list-style-type: none"> <li>◆ Progress towards 2020 green house gas reduction target of 20 per cent (against 2007 baseline).</li> <li>◆ Recognition by the Federation of Canadian Municipalities of Durham’s achievement of Milestones 2 and 3 in the Partners for Climate Protection Program.</li> <li>◆ Complete the Community Climate Change Adaptation Plan.</li> <li>◆ Continue the implementation of Community Local Action Plan programs.</li> </ul>  |



**2016 Business Plan**

**Chief Administrative  
Officer**

**Strategic Goal 4.5** - Strengthen the accessibility to appropriate services which respond to the needs of our diverse community, including children, youth, and the aging population.

**Responsibility - Lead**

**Key Deliverables**

- ◆ Review emerging legislation, providing advice and potential implementation strategies to ensure compliance.
- ◆ Review emerging legislation, providing advice and potential implementation strategies to ensure compliance under the Accessibility for Ontarians with Disabilities Act.
- ◆ Prepare annual accessibility reports and plans.
- ◆ Assess audits of Regional facilities to determine barriers to accessibility.
- ◆ Liaise with area municipal staff, other municipalities and organizations to share information, best practices and reduce duplication.
- ◆ Increase use of alternate methods of communications (such as social media) to reach a younger generation to educate them about our programs and services.

**Performance Targets**

- ◆ Adoption of Accessibility Report by Regional Council.
- ◆ Compliance with accessibility legislation.
- ◆ Appropriate staff trained.

**Strategic Goal 5.1** - Increase and strengthen intergovernmental co-operation and partnerships, including the sharing of resources

**Responsibility - Lead**

**Key Deliverables**

- ◆ Meet with outside contacts such as other Regional Chief Administrative Officers, Policy and Communications staff from other regions and municipalities, various community and business organizations and provincial staff to maintain information sharing and joint policy/program planning.
- ◆ Participate in Ontario Municipal Benchmarking Initiative to promote and share best practices.
- ◆ Collaborate and partner with area municipalities in accessibility and climate change activities.

**Performance Targets**

- ◆ Increased number of joint initiatives.
- ◆ Increased effectiveness and efficiency of programs.



**2016 Business Plan**

**Chief Administrative Officer**

**Strategic Goal 5.2 - Improve communication between the Region, residents and other levels of government and agencies, increasing awareness of Regional services.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ 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 web content strategies and materials (e.g. new sections, e-newsletters, etc.).
- ◆ Development of social media strategies and content to promote Regional programs and services.
- ◆ Management of social media sites and analysis of activities for all corporate and departmental accounts; this includes monitoring, engaging in two-way communications and customer service interactions, records retention, analytics monitoring and account security.
- ◆ Provide training/guidance to staff in the areas of writing and creation of marketing materials.
- ◆ Development and publishing of all Regional media materials.
- ◆ Coordination of media inquiries/interviews, media conferences, media training and media monitoring.
- ◆ Crisis/issues communications strategy development and advice, and emergency information activities (e.g. water supply issues, road closures, etc.).
- ◆ Leadership of all Emergency Information (EI) functions, including media inquiry, public inquiry, media conference centre, media monitoring; all information publishing functions (media releases, web postings and social media postings) during declared and non-declared emergencies and during annual exercises.
- ◆ Leadership of corporate identity programs/activities, including the Visual Identity Program (VIP) manual; Corporate Services Video; employee uniforms; corporate displays; and promotional/give-away items.
- ◆ Participate on corporate and cross-departmental committees to provide communications advice and support for committee goals.
- ◆ Collaborate and partner with area municipalities and community organizations to leverage communications opportunities and enhance strategic relationships.

**Performance Targets**

- ◆ Increase internal knowledge of programs and services.
- ◆ Increase public knowledge of programs and services.
- ◆ Increase media awareness of programs and services.
- ◆ Expand presence on additional social media platforms to reach a wider audience.
- ◆ Protect and enhance the image of The Regional Municipality of Durham.
- ◆ Utilize alternate communications methods to reach additional audiences.

**Strategic Goal 5.3 - Preserve Durham's strong fiscal position and administrative excellence.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Provide guidance and advice to staff ensuring that services are provided as directed by legislation and Regional Council.
- ◆ Conduct regular meetings with Commissioners to plan, review and monitor Regional business.
- ◆ Ensure that service delivery responds to citizens' needs.

**Performance Targets**

- ◆ Triple A credit rating maintained.
- ◆ Compliance with legislation and internal policies.

## PROGRAM SUMMARY



### 2016 Business Plan

### Chief Administrative Officer

| By Program                              | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                              | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                 | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                       |                      |                    |                |                   |                    |
| 1 Chief Administrative Officer          | 864                  | 883                | 892            | 16                | 908                |
| 2 Corporate Communications              | 1,072                | 1,170              | 1,168          | 48                | 1,216              |
| 3 Accessibility Implementation          | 169                  | 177                | 138            | 40                | 178                |
| 4 Roundtable on Climate Change          | 305                  | 326                | 330            | -                 | 330                |
| 5 Headquarters Shared Cost              | 87                   | 87                 | 89             | 1                 | 90                 |
| <b>Operating Subtotal</b>               | <b>2,497</b>         | <b>2,643</b>       | <b>2,617</b>   | <b>105</b>        | <b>2,722</b>       |
| <b>Tangible Capital Assets:</b>         |                      |                    |                |                   |                    |
| 6 New                                   | -                    | -                  | -              | 9                 | 9                  |
| 7 Replacement                           | 29                   | 29                 | 17             | -                 | 17                 |
| <b>Tangible Capital Assets Subtotal</b> | <b>29</b>            | <b>29</b>          | <b>17</b>      | <b>9</b>          | <b>26</b>          |
| <b>Net Program Expenses</b>             | <b>2,526</b>         | <b>2,672</b>       | <b>2,634</b>   | <b>114</b>        | <b>2,748</b>       |

#### Summary of Increase (Decrease)

|        |
|--------|
| (\$38) |
| -1.42% |
| \$76   |
| 2.84%  |

#### Summary of Base Budget Changes

|   | \$          | Comments   |
|---|-------------|--|
| Salaries & Benefits                       | 33          | Economic increases                                       |
| Operating Expenses                        | (60)        | One time, mainly professional fees and computer software |
| Operating Expenses                        | 2           | Headquarters shared cost                                 |
| Tangible Capital Assets - Replacement     | (12)        | Reduced requirements                                     |
| Increase in Inter-departmental Recoveries | (1)         | Water/Sewer/Waste as a result of economic increases      |
|   | <b>(38)</b> |  |



## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Chief Administrative Officer

(\$,000's)

#### Chief Administrative Officer

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>◆ Increase in Car Allowance (\$6k), Memberships and Dues (\$6k) and Equipment Rentals (\$3k) to align with estimated actuals.</li> <li>◆ Regional contribution to Age-Friendly Community Planning Grant Program. Various 2016 expenses (\$44k) less Provincial Subsidy (\$43k), refer to Report #2015-J-45 for further details.</li> </ul> | <p>15</p> <p>1</p> <hr style="border: 0.5px solid black;"/> <p>16</p> |
|---|---|

#### Corporate Communications

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>◆ New position: Communications Coordinator to support the Region's social media strategy, effective July 1, 2016. This position is an extension of the one year temporary position approved in 2015 that expires June 30, 2016.</li> <li>◆ Increase in Education and Training due to increase in staff and need for social media training.</li> <li>◆ Adjustments to various account to reflect 2015 actuals and projected requirements for 2016.</li> </ul> | <p>44</p> <p>3</p> <p>1</p> <hr style="border: 0.5px solid black;"/> <p>48</p> |
|---|--|

#### Accessibility Implementation

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>◆ Increase in Temporary Part-time Salary and Benefits to provide resources required for corporate-wide accessibility training.</li> </ul> | <p>40</p> <hr style="border: 0.5px solid black;"/> <p>40</p> |
|--|--|

#### Headquarters Shared Cost

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>◆ Chief Administrative Officer's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul> | <p>1</p> <hr style="border: 0.5px solid black;"/> <p>1</p> |
|--|--|

#### Tangible Capital Assets

**New:**

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>◆ Refer to TCA New Schedule for further details.</li> </ul> | <p>9</p> <hr style="border: 0.5px solid black;"/> <p>9</p> |
|--|--|

|                              |            |
|------------------------------|------------|
| <b>Total Program Changes</b> | <b>114</b> |
|------------------------------|------------|



**2016 Program Detail**

**Chief Administrative  
Officer**

**Purpose:**

- ◆ To provide leadership and work co-operatively with staff to ensure an effective and progressive management, providing quality advice and information to Regional Council, and ensuring Council directions are implemented effectively, efficiently and with high quality service delivery.

**Description of Program Activities:**

- ◆ Co-ordinate the implementation of Council programs and execution of Council directions in a timely, effective and efficient manner.
- ◆ Ensure Regional operations and management practices are efficient and promote co-operation, encourage a continuous quality improvement approach to the management and customer service role within Durham Region.
- ◆ Implement the new Strategic Plan to reflect the priorities of the Regional Council.
- ◆ Support the further development of in-service education programs designed to enhance the training and abilities of the current staff.
- ◆ Actively support the activities associated with sustainability, directing staff to meet Council's instruction that the Region become a municipal leader in such efforts, and participate as a full working member of the Durham Region Roundtable on Climate Change.
- ◆ Provide recommendations on senior staff resources for the Region of Durham.
- ◆ Provide positive Regional representation in public settings.
- ◆ Conduct regular meetings with Commissioners to plan, review and monitor Regional business.
- ◆ Meet with outside contacts such as other Regional Chief Administrative Officers, various community and business organizations and Provincial staff to maintain information sharing and joint policy/program planning.
- ◆ Participate in various Performance Management Programs (e.g. Ontario Municipal Benchmarking Initiative).

**Description of Program Resources:**

- ◆ 2016 Full-Time Staff = 5  
2015 Full-Time Staff = 5

**PROGRAM 1  
CHIEF ADMINISTRATIVE OFFICER**



**2016 Program Detail**

**Chief Administrative  
Officer**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 785                          | 804                        | 813                    | -                         | 813                        |
| Personnel Related                    | 62                           | 61                         | 61                     | 36                        | 97                         |
| Communications                       | 6                            | 9                          | 9                      | 11                        | 20                         |
| Supplies                             | 7                            | 7                          | 7                      | 2                         | 9                          |
| Equipment Maintenance &<br>Repairs   | 4                            | 2                          | 2                      | 3                         | 5                          |
| Professional Services                | -                            | -                          | -                      | 7                         | 7                          |
| <b>Gross Operating Expenses</b>      | <b>864</b>                   | <b>883</b>                 | <b>892</b>             | <b>59</b>                 | <b>951</b>                 |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Replacement                          | 7                            | 7                          | 6                      | -                         | 6                          |
| <b>Total Tangible Capital Assets</b> | <b>7</b>                     | <b>7</b>                   | <b>6</b>               | <b>-</b>                  | <b>6</b>                   |
| <b>Total Expenses</b>                | <b>871</b>                   | <b>890</b>                 | <b>898</b>             | <b>59</b>                 | <b>957</b>                 |
| <b>Revenues</b>                      |                              |                            |                        |                           |                            |
| Provincial Subsidy                   | -                            | -                          | -                      | (43)                      | (43)                       |
| <b>Total Revenues</b>                | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>(43)</b>               | <b>(43)</b>                |
| <b>Net Program Expenses</b>          | <b>871</b>                   | <b>890</b>                 | <b>898</b>             | <b>16</b>                 | <b>914</b>                 |

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



**2016 Program Detail**

**Chief Administrative  
Officer**

**Purpose:**

- ◆ To provide leadership, advice and professional services to the Corporation in the areas of: Strategic Communications (including marketing and education); Crisis Communications (including issues management and emergency information); Media Relations and Social Media, to keep the public, businesses, other levels of government, partner organizations, and Regional employees appropriately informed; and Corporate Identity initiatives (including Regional logo use and corporate brand visibility).

**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, factsheets, brochures, backgrounders, protocols, guides); development of web content 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, public inquiry, 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 Visual Identity Program (VIP) manual and guidance to staff and external partners on the use of the Region's official logo; coordination 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:**

- ◆ 2016 Full-Time Staff = 12      New Position: Communications Coordinator  
2015 Full-Time Staff = 11

**PROGRAM 2  
CORPORATE COMMUNICATIONS**



**2016 Program Detail**

**Chief Administrative  
Officer**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 1,145                        | 1,180                      | 1,200                  | 44                        | 1,244                      |
| Personnel Related   | 40                           | 50                         | 50                     | 3                         | 53                         |
| Communications  | 215                          | 231                        | 231                    | 1                         | 232                        |
| Supplies  | 19                           | 32                         | 32                     | 2                         | 34                         |
| Equipment Maintenance & Repairs                               | 1                            | 3                          | 2                      | -                         | 2                          |
| Minor Assets & Equipment                                      | 5                            | 27                         | 7                      | (2)                       | 5                          |
| <b>Operating Expenses Subtotal</b>                            | <b>1,425</b>                 | <b>1,523</b>               | <b>1,522</b>           | <b>48</b>                 | <b>1,570</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Recoveries from Water/Sewer/Waste                             | (353)                        | (353)                      | (354)                  | -                         | (354)                      |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(353)</b>                 | <b>(353)</b>               | <b>(354)</b>           | <b>-</b>                  | <b>(354)</b>               |
| <b>Gross Operating Expenses</b>                               | <b>1,072</b>                 | <b>1,170</b>               | <b>1,168</b>           | <b>48</b>                 | <b>1,216</b>               |
| <b>Tangible Capital Assets</b>                                |                              |                            |                        |                           |                            |
| New   | -                            | -                          | -                      | 9                         | 9                          |
| Replacement   | 19                           | 19                         | 11                     | -                         | 11                         |
| <b>Total Tangible Capital Assets</b>                          | <b>19</b>                    | <b>19</b>                  | <b>11</b>              | <b>9</b>                  | <b>20</b>                  |
| <b>Net Program Expenses</b>                                   | <b>1,091</b>                 | <b>1,189</b>               | <b>1,179</b>           | <b>57</b>                 | <b>1,236</b>               |

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

## PROGRAM 3 ACCESSIBILITY IMPLEMENTATION



### 2016 Program Detail

Chief Administrative  
Officer

#### Purpose:

- ◆ To provide advice to Regional Council on accessibility issues as prescribed in the *Ontarians with Disabilities Act, 2001* and *Accessibility for Ontarians with Disabilities Act 2005*.
- ◆ To ensure organizational compliance with the *Accessibility for Ontarians with Disabilities Act 2005*.

#### Description of Program Activities:

- ◆ Prepare annual accessibility plans and reports.
- ◆ Provide advice to departments regarding implementation of stated initiatives.
- ◆ Review new regulations as they are introduced and develop a framework for staging implementation of new initiatives.
- ◆ Develop appropriate training for staff regarding accessibility issues.
- ◆ Liaise with, and provide support to, Durham's Accessibility Advisory Committee in carrying out its mandated functions.
- ◆ Liaise with area municipal staff and other municipalities to share information, best practices and reduce duplication.
- ◆ Assess audits of Regional facilities to determine barriers to accessibility.

#### Description of Program Resources:

- ◆ 2016 Full Time Staff = 1  
2015 Full Time Staff = 1

#### Performance Measurements:

- ◆ Accessibility Report and Plan updated by December 31, 2016.
- ◆ Removal of barriers as identified in the Accessibility Plan.
- ◆ Training implemented as per Accessibility Standards.

**PROGRAM 3  
ACCESSIBILITY IMPLEMENTATION**



**2016 Program Detail**

**Chief Administrative  
Officer**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 105                          | 106                        | 107                    | 40                        | 147                        |
| Personnel Related                    | 9                            | 8                          | 8                      | -                         | 8                          |
| Communications                       | 8                            | 17                         | 17                     | -                         | 17                         |
| Supplies                             | 1                            | 1                          | 1                      | -                         | 1                          |
| Materials & Services                 | 1                            | 3                          | 3                      | -                         | 3                          |
| Professional Services                | 42                           | 42                         | 2                      | -                         | 2                          |
| Major Repairs & Renovations          | 3                            | -                          | -                      | -                         | -                          |
| <b>Gross Operating Expenses</b>      | <b>169</b>                   | <b>177</b>                 | <b>138</b>             | <b>40</b>                 | <b>178</b>                 |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Replacement                          | 1                            | 1                          | -                      | -                         | -                          |
| <b>Total Tangible Capital Assets</b> | <b>1</b>                     | <b>1</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Net Program Expenses</b>          | <b>170</b>                   | <b>178</b>                 | <b>138</b>             | <b>40</b>                 | <b>178</b>                 |

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

# PROGRAM 4 ROUNDTABLE ON CLIMATE CHANGE



## 2016 Program Detail

Chief Administrative  
Officer

### Purpose:

- ◆ To support the activities of an ad hoc committee of Regional Council that will champion the Region's response to climate change in the form of a Community Climate Change Local Action Plan (LAP).

### Description of Program Activities:

- ◆ The Durham Region Roundtable on Climate Change (DRRCC) will: develop knowledge of what municipalities and its citizens can do to contribute to the global efforts to deal with Climate Change; review and provide input to a Regional Staff Working Group on Regional activities.
- ◆ Staff from the Office of the CAO will support the activities of the DRRCC and continue to explore and implement initiatives/programs identified in the LAP. The Legislative Services Division of the Corporate Services Department will provide additional administrative support.
- ◆ Staff will liaise with the DRRCC and community partners to complete a community climate change adaptation plan.
- ◆ Staff will liaise with area municipal staff, other municipalities and organizations to share information, best practices and to integrate initiatives where appropriate.
- ◆ Staff will engage community stakeholders and encourage participation with initiatives identified in the LAP.
- ◆ Staff will hold education sessions with the community to provide information about potential initiatives to reduce greenhouse gas emissions.
- ◆ Attendance at conferences by members of the Roundtable and the Staff Working Group on Climate Change is anticipated to remain informed and expand understanding of relevant areas of climate change mitigation and adaptation.
- ◆ Staff will continue to monitor funding opportunities through the Federation of Canadian Municipalities (FCM) Green Municipal Fund and any other appropriate sources.

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 2
- ◆ 2015 Full Time Staff = 2

### Performance Measures:

- ◆ LAP program implementation continuing.
- ◆ Community adaptation plan finalized.



**PROGRAM 4  
ROUNDTABLE ON CLIMATE CHANGE**



**2016 Program Detail**

**Chief Administrative  
Officer**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 223                          | 227                        | 231                    | -                         | 231                        |
| Personnel Related                    | 32                           | 35                         | 35                     | -                         | 35                         |
| Communications                       | 9                            | 13                         | 13                     | -                         | 13                         |
| Supplies                             | 1                            | 1                          | 1                      | -                         | 1                          |
| Professional Services                | 40                           | 50                         | 50                     | -                         | 50                         |
| <b>Gross Operating Expenses</b>      | <b>305</b>                   | <b>326</b>                 | <b>330</b>             | <b>-</b>                  | <b>330</b>                 |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Replacement                          | 3                            | 3                          | -                      | -                         | -                          |
| <b>Total Tangible Capital Assets</b> | <b>3</b>                     | <b>3</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Net Program Expenses</b>          | <b>308</b>                   | <b>329</b>                 | <b>330</b>             | <b>-</b>                  | <b>330</b>                 |

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

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Chief Administrative  
Officer**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Chief Administrative  
Officer**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>87</b>            | <b>87</b>          | <b>89</b>      | <b>1</b>          | <b>90</b>          |

**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - NEW**



**2016 Program Detail**

**Chief Administrative  
Officer**

| Description | Qty | Unit Cost | Total |
|-------------|-----|-----------|-------|
|-------------|-----|-----------|-------|

**Corporate Communications - Corporate**

|                          |   | \$    | \$           |
|--------------------------|---|-------|--------------|
| 1 Power Desktop Computer | 1 | 3,700 | 3,700        |
| 2 Office Furniture       |   |       | 5,000        |
|                          |   |       | <b>8,700</b> |

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Chief Administrative  
Officer**

| Description  | Qty | Unit Cost | Total         |
|--|-----|-----------|---------------|
|  |     | \$        | \$            |
| <b><u>CAO - Administration</u></b>                       |     |           |               |
| 1 Furniture & Fixtures (misc.)                           | n/a | 5,800     | 5,800         |
| <b><u>Corporate Communications - Administration</u></b>  |     |           |               |
| 2 Television & Recording Device                          | 1   | 1,000     | 1,000         |
| 3 Office Chairs  | 4   | 625       | 2,500         |
| <b><u>Corporate Communications - Works</u></b>           |     |           |               |
| 4 Printer  | 1   | 4,000     | 4,000         |
| <b><u>Corporate Communications - Social Services</u></b> |     |           |               |
| 5 Power Desktop Computer                                 | 1   | 3,700     | 3,700         |
|  |     |           | <b>17,000</b> |

|   |
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**CORPORATE SERVICES – LEGAL SERVICES**

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**2016 Business Plan**

**Corporate Services -  
Legal Services**

**Major Services & Activities**

**Legal Services**

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

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

| <b>Strategic Goals</b>          |  |
|---------------------------------|--|
| <b>Responsibility - Support</b> |  |
| <b>Goal</b>                     | <b>Description</b>   |
| <b>2.6</b>                      | Develop a community-based action plan to mitigate and adapt to climate change, implementing strategies to use energy efficiently and reduce air and light pollution. |
| <b>4.5</b>                      | Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.            |
| <b>5.1</b>                      | Increase and strengthen intergovernmental co-operation and partnerships, including the sharing of resources.   |
| <b>5.2</b>                      | Improve communication between the Region, residents and other levels of government and agencies, increasing awareness of Regional Services.                          |
| <b>5.3</b>                      | Preserve Durham's strong fiscal position and administrative excellence.  |
| <b>5.4</b>                      | Provide an environment that sustains an effective, motivated, healthy workforce.   |

## PROGRAM SUMMARY



### 2016 Business Plan

### Corporate Services - Legal Services

| By Program                              | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                              | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                 | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                       |                      |                    |                |                   |                    |
| 1 Legal Administration                  | 2,240                | 2,279              | 2,318          | 7                 | 2,325              |
| 2 Headquarters Shared Cost              | 96                   | 96                 | 98             | 1                 | 99                 |
| <b>Operating Subtotal</b>               | <b>2,336</b>         | <b>2,375</b>       | <b>2,416</b>   | <b>8</b>          | <b>2,424</b>       |
| <b>Tangible Capital Assets:</b>         |                      |                    |                |                   |                    |
| New                                     | 15                   | 15                 | -              | -                 | -                  |
| 3 Replacement                           | 13                   | 13                 | 11             | -                 | 11                 |
| <b>Tangible Capital Assets Subtotal</b> | <b>28</b>            | <b>28</b>          | <b>11</b>      | <b>-</b>          | <b>11</b>          |
| <b>Total Program Expenses</b>           | <b>2,364</b>         | <b>2,403</b>       | <b>2,427</b>   | <b>8</b>          | <b>2,435</b>       |
| <b>Revenue Programs</b>                 |                      |                    |                |                   |                    |
| Land Registration                       | (15)                 | (21)               | (21)           | -                 | (21)               |
| Development Agreements                  | (86)                 | (90)               | (90)           | -                 | (90)               |
| Social Housing Services                 | (30)                 | (30)               | (30)           | -                 | (30)               |
| Insurance Pool Services                 | (4)                  | (30)               | (30)           | -                 | (30)               |
| Durham Non-Profit                       |                      |                    |                |                   |                    |
| Housing Services                        | (25)                 | (25)               | (25)           | -                 | (25)               |
| Durham Region Transit                   | (85)                 | (85)               | (85)           | -                 | (85)               |
| <b>Total Revenue Programs</b>           | <b>(245)</b>         | <b>(281)</b>       | <b>(281)</b>   | <b>-</b>          | <b>(281)</b>       |
| <b>Net Program Expenses</b>             | <b>2,119</b>         | <b>2,122</b>       | <b>2,146</b>   | <b>8</b>          | <b>2,154</b>       |

### Summary of Increase (Decrease)

|      |       |      |       |
|------|-------|------|-------|
| \$24 | 1.13% | \$32 | 1.51% |
|------|-------|------|-------|

### Summary of Base Budget Changes

|                                       | \$        | Comments                 |
|---------------------------------------|-----------|--------------------------|
| Salaries & Benefits                   | 39        | Economic increases       |
| Operating Expenses                    | 2         | Headquarters shared cost |
| Tangible Capital Assets - New         | (15)      | Reduced requirement      |
| Tangible Capital Assets - Replacement | (2)       | Reduced requirement      |
|                                       | <b>24</b> |                          |



## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Corporate Services - Legal Services

(\$,000's)

#### Administration

- ◆ Position reclassification: Regional Solicitor to Director, Legal Services, effective July 1, 2016. Due to the restructuring of the Legal Department to Corporate Services - Legal Services, the department head position of Regional Solicitor is no longer valid. The senior position of Director, Legal Services is required to oversee the operations of the Legal Services Division.

(9)
- ◆ Position reclassification: Administrative Assistant 2 to Administrative Assistant 1, effective July 1, 2016. Due to the removal of the department head position, it is necessary to convert the existing Administrative Assistant 2 position to an Administrative Assistant 1.

(4)
- ◆ Position reclassification: Solicitor to Senior Solicitor, effective July 1, 2016. The conversion of an existing Solicitor position to a Senior Solicitor position is necessary due to the extended level of labour relations responsibilities resulting from the growth and increase in the sophistication and number of bargaining units, and the increasing legislative requirements.

10
- ◆ Increase for Communications account for purchase of periodicals and research materials to align with actuals.

10

7

#### Headquarters Shared Cost

- ◆ Corporate Services - Legal Services' share of costs related to the operation and maintenance of Regional Headquarters.

1

1

**Total Program Changes** 8



## **2016 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 Insurance Pool; and,
  8. Oversees the appointment and functioning of outside counsel and their work.
- ◆ The legal services delivered by the staff of the division are a cost effective means for the Region to ensure that its actions will:
  - (a) comply with all applicable laws;
  - (b) have the desired legal effect; and,
  - (c) be arranged so as to minimize exposure to legal liability.

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

- ◆ 2016 Full Time Staff = 14  
2015 Full Time Staff = 14

### **Performance Measurements:**

- ◆ Based upon the 2014 OMBI Performance Measurement Results, Durham's hourly rate for in-house legal costs is \$151 per hour. 34% of Durham's total Legal costs are external costs.
- ◆ These measures provide evidence that Durham is obtaining excellent value through the use of in-house resources from Legal Services.

**PROGRAM 1  
LEGAL ADMINISTRATION**



**2016 Program Detail**

**Corporate Services -  
Legal Services**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 2,153                | 2,137              | 2,176          | (3)               | 2,173              |
| Personnel Related                       | 51                   | 87                 | 87             | -                 | 87                 |
| Communications                          | 41                   | 28                 | 28             | 10                | 38                 |
| Supplies                                | 7                    | 12                 | 12             | -                 | 12                 |
| Materials & Services                    | 21                   | 21                 | 21             | -                 | 21                 |
| Equipment Maintenance &<br>Repairs      | 2                    | 6                  | 6              | -                 | 6                  |
| Professional Services                   | 2                    | 11                 | 11             | -                 | 11                 |
| <b>Gross Operating Expenses</b>         | <b>2,277</b>         | <b>2,302</b>       | <b>2,341</b>   | <b>7</b>          | <b>2,348</b>       |
| <b>Tangible Capital Assets</b>          |                      |                    |                |                   |                    |
| New                                     | 15                   | 15                 | -              | -                 | -                  |
| Replacement                             | 13                   | 13                 | 11             | -                 | 11                 |
| <b>Total Tangible Capital Assets</b>    | <b>28</b>            | <b>28</b>          | <b>11</b>      | <b>-</b>          | <b>11</b>          |
| <b>Total Expenses</b>                   | <b>2,305</b>         | <b>2,330</b>       | <b>2,352</b>   | <b>7</b>          | <b>2,359</b>       |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Sundry Revenue                          | (37)                 | (23)               | (23)           | -                 | (23)               |
| <b>Total Revenues</b>                   | <b>(37)</b>          | <b>(23)</b>        | <b>(23)</b>    | <b>-</b>          | <b>(23)</b>        |
| <b>Net Program Expenses</b>             | <b>2,268</b>         | <b>2,307</b>       | <b>2,329</b>   | <b>7</b>          | <b>2,336</b>       |

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

|  |       |
|--|-------|
| Gross Operating Expenses Per Above                 | 2,348 |
| Add: Revenue Per Above                             | (23)  |
| Net Operating Program Expenses Per Program Summary | 2,325 |
| Add: Tangible Capital Assets Per Above             | 11    |
| Net Program Expenses per Above                     | 2,336 |

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Corporate Services -  
Legal Services**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Corporate Services -  
Legal Services**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>96</b>            | <b>96</b>          | <b>98</b>      | <b>1</b>          | <b>99</b>          |

**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Corporate Services -  
Legal Services**

| Description |                     | Qty | Unit Cost | Total         |
|-------------|---------------------|-----|-----------|---------------|
|             |                     |     | \$        | \$            |
| 1           | Desktop Computers   | 2   | 700       | 1,400         |
| 2           | Laptops             | 3   | 2,100     | 6,300         |
| 3           | Printer             | 1   | 2,000     | 2,000         |
| 4           | Desktop Accessories | 5   | 250       | 1,250         |
|             |                     |     |           | <b>10,950</b> |

|   |
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**2016 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, 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 Provincial Offences Act (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.

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

| <b>Strategic Goals</b>          |  |
|---------------------------------|--|
| <b>Responsibility - Support</b> |  |
| <b>Goal</b>                     | <b>Description</b>   |
| <b>2.6</b>                      | Develop a community-based action plan to mitigate and adapt to climate change, implementing strategies to use energy efficiently and reduce air and light pollution. |
| <b>4.5</b>                      | Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.            |
| <b>5.1</b>                      | Increase and strengthen intergovernmental co-operation and partnerships, including the sharing of resources.   |
| <b>5.2</b>                      | Improve communication between the Region, residents and other levels of government and agencies, increasing awareness of Regional Services.                          |
| <b>5.3</b>                      | Preserve Durham's strong fiscal position and administrative excellence.  |
| <b>5.4</b>                      | Provide an environment that sustains an effective, motivated, healthy workforce.   |



## PROGRAM SUMMARY



### 2016 Business Plan

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

| By Program                                  | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                     | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                           |                      |                    |                |                   |                    |
| 1 Administration                            | 3,192                | 3,461              | 3,490          | 313               | 3,803              |
| 2 Prosecution                               | 1,113                | 1,113              | 1,126          | -                 | 1,126              |
| 3 Default Fines Collection                  | 941                  | 941                | 949            | -                 | 949                |
| 4 French Language Services                  | -                    | -                  | -              | -                 | -                  |
| 5 Headquarters Shared Cost                  | 881                  | 881                | 895            | 10                | 905                |
| <b>Operating Subtotal</b>                   | <b>6,127</b>         | <b>6,396</b>       | <b>6,460</b>   | <b>323</b>        | <b>6,783</b>       |
| <b>Tangible Capital Assets:</b>             |                      |                    |                |                   |                    |
| 6 New                                       | -                    | -                  | -              | 34                | 34                 |
| Replacement                                 | 37                   | 37                 | -              | -                 | -                  |
| <b>Tangible Capital Assets<br/>Subtotal</b> | <b>37</b>            | <b>37</b>          | <b>-</b>       | <b>34</b>         | <b>34</b>          |
| <b>Total Program Expenses</b>               | <b>6,164</b>         | <b>6,433</b>       | <b>6,460</b>   | <b>357</b>        | <b>6,817</b>       |
| <b>Revenue Programs</b>                     |                      |                    |                |                   |                    |
| Revenues from POA Fines                     | (7,777)              | (7,500)            | (7,500)        | (320)             | (7,820)            |
| <b>Total Revenue Programs</b>               | <b>(7,777)</b>       | <b>(7,500)</b>     | <b>(7,500)</b> | <b>(320)</b>      | <b>(7,820)</b>     |
| <b>Net Program Expenses</b>                 | <b>(1,613)</b>       | <b>(1,067)</b>     | <b>(1,040)</b> | <b>37</b>         | <b>(1,003)</b>     |
| Municipal Share (60%)                       | (968)                | (640)              | (624)          | 22                | (602)              |
| Regional Share (40%)                        | (645)                | (427)              | (416)          | 15                | (401)              |

|                                       |               |               |
|---------------------------------------|---------------|---------------|
| <b>Summary of Increase (Decrease)</b> | <b>\$27</b>   |               |
|                                       | <b>-2.53%</b> |               |
|                                       |               | <b>\$64</b>   |
|                                       |               | <b>-6.00%</b> |

### Summary of Base Budget Changes

|                                       | \$        | Comments                 |
|---------------------------------------|-----------|--------------------------|
| Salaries & Benefits                   | 49        | Economic increases       |
| Operating Expenses                    | 1         | Inflationary increases   |
| Operating Expenses                    | 14        | Headquarters shared cost |
| Tangible Capital Assets - Replacement | (37)      | Reduced requirement      |
|                                       | <b>27</b> |                          |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

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

(\$,000's)

#### Administration

|  |     |
|--|-----|
| ♦ Increase in Judicial costs as per the Ministry of the Attorney General, effective January 1, 2016.                   | 300 |
| ♦ Increase in Monitoring and Enforcement costs as per the Ministry of the Attorney General, effective January 1, 2016. | 13  |
|  | 313 |

#### Headquarters Shared Cost

|  |    |
|--|----|
| ♦ Legal Services - Provincial Offences Act's share of costs related to the operation and maintenance of Regional Headquarters. | 10 |
|  | 10 |

#### Tangible Capital Assets

|  |    |
|--|----|
| ♦ Purchase of new automatic locking mechanisms for five courtroom doors. | 18 |
| ♦ Purchase of new projectors for four trial courtrooms.                  | 16 |
|  | 34 |

#### Revenue/Recovery Program

|                                       |       |
|---------------------------------------|-------|
| ♦ Projected increase in Fine Revenue. | (320) |
|                                       | (320) |

|  |           |
|--|-----------|
|  | <b>37</b> |
|--|-----------|

**Total Program Changes**



## **2016 Program Detail**

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

### **Purpose:**

- ◆ To provide a quality local justice service for the Region of Durham to the public in cooperation with multiple justice stakeholders, enforcement agencies and the judiciary.

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

- ◆ Provide customer service for administrative court service functions, related to the Provincial Offences charges issued within the Region of Durham.
- ◆ Receive, process offences and register payments to the offender's case.
- ◆ Maintain the records, original documents and electronic data in accordance with Memorandum of Understanding and established Provincial standards.
- ◆ Provide judicial support for all courtroom activities and prepare transcripts of court hearings as required.
- ◆ Develop, maintain and enhance a trial scheduling system to effectively utilize court time as provided by the Regional Senior Justice of the Peace for Central East Region.

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

- ◆ 2016 Full Time Staff = 24  
2015 Full Time Staff = 24

**PROGRAM 1  
ADMINISTRATION**



**2016 Program Detail**

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

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 2,049                | 2,217              | 2,245          | -                 | 2,245              |
| Personnel Related                       | 9                    | 12                 | 12             | -                 | 12                 |
| Communications                          | 51                   | 77                 | 78             | -                 | 78                 |
| Supplies                                | 34                   | 40                 | 40             | -                 | 40                 |
| Computer Maintenance &<br>Operations    | 199                  | 250                | 250            | -                 | 250                |
| Materials & Services                    | 121                  | 141                | 141            | -                 | 141                |
| Equipment Maintenance &<br>Repairs      | 15                   | 25                 | 25             | -                 | 25                 |
| Professional Services                   | 649                  | 680                | 680            | 313               | 993                |
| Financial Expenses                      | 108                  | 94                 | 94             | -                 | 94                 |
| <b>Gross Operating Expenses</b>         | <b>3,235</b>         | <b>3,536</b>       | <b>3,565</b>   | <b>313</b>        | <b>3,878</b>       |
| <b>Tangible Capital Assets</b>          |                      |                    |                |                   |                    |
| New                                     | -                    | -                  | -              | 34                | 34                 |
| Replacement                             | 25                   | 25                 | -              | -                 | -                  |
| <b>Total Tangible Capital Assets</b>    | <b>25</b>            | <b>25</b>          | <b>-</b>       | <b>34</b>         | <b>34</b>          |
| <b>Total Expenses</b>                   | <b>3,260</b>         | <b>3,561</b>       | <b>3,565</b>   | <b>347</b>        | <b>3,912</b>       |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Fees & Service Charges                  | (43)                 | (75)               | (75)           | -                 | (75)               |
| <b>Total Revenues</b>                   | <b>(43)</b>          | <b>(75)</b>        | <b>(75)</b>    | <b>-</b>          | <b>(75)</b>        |
| <b>Net Program Expenses</b>             | <b>3,217</b>         | <b>3,486</b>       | <b>3,490</b>   | <b>347</b>        | <b>3,837</b>       |

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

|  |                     |
|--|---------------------|
| Gross Operating Expenses Per Above                 | 3,878               |
| Add: Revenue Per Above                             | (75)                |
| Net Operating Program Expenses Per Program Summary | <u>3,803</u>        |
| Add: Tangible Capital Assets Per Above             | 34                  |
| Net Program Expenses per Above                     | <u><u>3,837</u></u> |



## **2016 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 working 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:**

- ◆ 2016 Full Time Staff = 9  
2015 Full Time Staff = 9

**PROGRAM 2  
PROSECUTION**



**2016 Program Detail**

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

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 1,084                | 1,087              | 1,100          | -                 | 1,100              |
| Personnel Related                       | 15                   | 13                 | 13             | -                 | 13                 |
| Communications                          | 7                    | 4                  | 4              | -                 | 4                  |
| Supplies                                | 4                    | 5                  | 5              | -                 | 5                  |
| Materials & Services                    | 1                    | -                  | -              | -                 | -                  |
| Equipment Maintenance &<br>Repairs      | 2                    | 4                  | 4              | -                 | 4                  |
| <b>Gross Operating Expenses</b>         | <b>1,113</b>         | <b>1,113</b>       | <b>1,126</b>   | <b>-</b>          | <b>1,126</b>       |
| <b>Tangible Capital Assets</b>          |                      |                    |                |                   |                    |
| Replacement                             | 13                   | 13                 | -              | -                 | -                  |
| <b>Total Tangible Capital Assets</b>    | <b>13</b>            | <b>13</b>          | <b>-</b>       | <b>-</b>          | <b>-</b>           |
| <b>Net Program Expenses</b>             | <b>1,126</b>         | <b>1,126</b>       | <b>1,126</b>   | <b>-</b>          | <b>1,126</b>       |

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

**PROGRAM 3  
DEFAULT FINES COLLECTION**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Finance Department POA  |                              |                            |                        |                           |                            |
| Default Fines Collection                                      | 941                          | 941                        | 949                    | -                         | 949                        |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>941</b>                   | <b>941</b>                 | <b>949</b>             | <b>-</b>                  | <b>949</b>                 |
| <b>Net Program Expenses</b>                                   | <b>941</b>                   | <b>941</b>                 | <b>949</b>             | <b>-</b>                  | <b>949</b>                 |

## PROGRAM 4 FRENCH LANGUAGE SERVICES



### 2016 Program Detail

Corporate Services - Legal  
Services - Provincial Offences Act

#### Purpose:

- ◆ To provide justice service in both Official Languages to the public for the Region of Durham in compliance with Federal Regulations.

#### Description of Program Activities:

- ◆ Comply with Federal Regulation requiring designated POA sites to provide Bilingual service to the public.
- ◆ Provide all administrative court service functions in both official languages as required by public demand.
- ◆ Provide trained French language proficient bilingual staff to work in legal, bilingual court hearings.
- ◆ Ensure French language competency to work in legal, court environment.
- ◆ Provide bilingual staff in bilingual court proceedings.

#### Description of Program Resources:

- ◆ 2016 Full Time Staff = 2
- 2015 Full Time Staff = 2



**PROGRAM 4  
FRENCH LANGUAGE SERVICES**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 183                          | 184                        | 187                    | -                         | 187                        |
| Personnel Related   | -                            | 1                          | 1                      | -                         | 1                          |
| Materials & Services  | -                            | 5                          | 5                      | -                         | 5                          |
| <b>Operating Expenses Subtotal</b>                            | <b>183</b>                   | <b>190</b>                 | <b>193</b>             | <b>-</b>                  | <b>193</b>                 |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Charges                                    | 28                           | 28                         | 28                     | -                         | 28                         |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>28</b>                    | <b>28</b>                  | <b>28</b>              | <b>-</b>                  | <b>28</b>                  |
| <b>Total Expenses</b>   | <b>211</b>                   | <b>218</b>                 | <b>221</b>             | <b>-</b>                  | <b>221</b>                 |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Provincial Subsidy  | (211)                        | (218)                      | (221)                  | -                         | (221)                      |
| <b>Total Revenues</b>   | <b>(211)</b>                 | <b>(218)</b>               | <b>(221)</b>           | <b>-</b>                  | <b>(221)</b>               |
| <b>Net Program Expenses</b>                                   | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

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

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>881</b>           | <b>881</b>         | <b>895</b>     | <b>10</b>         | <b>905</b>         |

**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - NEW**



**2016 Program Detail**

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

| Description | Qty | Unit Cost | Total |
|-------------|-----|-----------|-------|
|-------------|-----|-----------|-------|

| <u>Administration</u> |   | \$    | \$     |
|-----------------------|---|-------|--------|
| 1 Automatic Locks     | 5 | 3,600 | 18,000 |
| 2 Projectors          | 4 | 4,000 | 16,000 |
|                       |   |       | 34,000 |

|   |
|---|
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**2016 Business Plan**

**Corporate Services-  
Human Resources**

**Major Services & Activities**

**Administration**

- ◆ Oversee all programs and services provided by all divisions within the Corporate Services Department: Human Resources, Information Technology, Legislative Services, and Legal Services.
- ◆ Provide excellence in service and deliver effective initiatives and programs for all divisions within Corporate Services, whereby contributing to the achievement of goals established by the corporation.
- ◆ Promote sharing and integration of streamlined services across the Region.
- ◆ Oversee the negotiation of collective agreements with eight bargaining units.
- ◆ Address issues and promote positive relations between Management and all eight Unions.
- ◆ Provide labour relations and Human Resources related legal advice and services.

**Departmental Services**

- ◆ Provide ongoing support to management relating to labour relations matters, such as conducting investigations into workplace matters including complaints pursuant to the Region's Workplace Harassment and Discrimination Prevention Policy.
- ◆ Oversee matters based on arbitral jurisprudence grievance process for all eight bargaining units; and support management in counselling and discipline.
- ◆ Interpret employment legislation and the Region's eight collective agreements.
- ◆ Provide attendance support advice and develop employee performance improvement plans.
- ◆ Conduct recruitment activities for up to 500 vacancies per year; and provide training.

**Organization and Employee Services**

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



**2016 Business Plan**

**Corporate Services-  
Human Resources**

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

**Strategic Goal 5.4 - Provide an environment that sustains an effective, motivated, healthy workforce.**

**Responsibility - Lead**

**Key Deliverables**

- ◆ Enhance performance management and succession planning.
- ◆ Using a Healthy Workplace Model, strengthen Health, Safety and Wellness program including Occupational Health and Safety Act compliance, illness and injury prevention, best practice disability management and mental health strategy to better address workplace issues.
- ◆ Enhance labour relations and expedite the grievance process.
- ◆ Improve electronic communication with employees and enhance e-learning.
- ◆ Improve recruitment and selection process and talent management integration with learning and organization development.
- ◆ Ensure Pay Equity compliance and competitive and effective compensation and benefits.
- ◆ Improve attendance support program.
- ◆ Enhance data collection/analysis and metrics reporting.

**Performance Targets**

- ◆ Number of departments with performance and succession management programs in place and quality of implementation.
- ◆ Improved attendance and reduced sick leave and disability-related benefit costs (goal = 1 per cent reduction).
- ◆ Review and update of all Pay Equity plans.
- ◆ Reduced WSIB claims/safety incidents and Ministry of Labour orders.
- ◆ Successful collective agreement negotiations with several existing bargaining units, positive relations with unions and a reduction in number of grievances plus improved grievance timelines.
- ◆ Mitigated benefit cost increases and successful implementation of best benefits management practices without a negative impact on other costs such as sick leave, absenteeism, etc.
- ◆ Number of different media available and success of outreach.
- ◆ Timely and successful filling of job vacancies.
- ◆ Competitive and comparable employment practices and increased/enhanced reporting to decision makers.
- ◆ Positive Healthy Workplace indicators/measures through surveys, exit interviews, etc.
- ◆ Competitive and sustainable compensation and benefits.

**Strategic Goals**

**Responsibility - Support**

**Goal Description**

| <b>Goal</b> | <b>Description</b>   |
|-------------|--|
| <b>2.6</b>  | Develop a community-based action plan to mitigate and adapt to climate change, implementing strategies to use energy efficiently and reduce air and light pollution. |
| <b>4.5</b>  | Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.            |
| <b>5.1</b>  | Increase and strengthen intergovernmental co-operation and partnerships, including the sharing of resources.   |
| <b>5.2</b>  | Improve communication between the Region, residents and other levels of government and agencies, increasing awareness of Regional Services.                          |
| <b>5.3</b>  | Preserve Durham's strong fiscal position and administrative excellence.  |
| <b>5.4</b>  | Provide an environment that sustains an effective, motivated, healthy workforce.   |

## PROGRAM SUMMARY



### 2016 Business Plan

### Corporate Services - Human Resources

| By Program                                  | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                     | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                           |                      |                    |                |                   |                    |
| 1 Administration                            | 475                  | 514                | 519            | -                 | 519                |
| 2 Departmental Services                     | 1,313                | 1,238              | 1,318          | 195               | 1,513              |
| 3 Organization and Employee<br>Services     | 2,629                | 2,564              | 2,720          | (133)             | 2,587              |
| 4 Headquarters Shared Cost                  | 199                  | 199                | 202            | 2                 | 204                |
| <b>Operating Subtotal</b>                   | <b>4,616</b>         | <b>4,515</b>       | <b>4,759</b>   | <b>64</b>         | <b>4,823</b>       |
| <b>Tangible Capital Assets:</b>             |                      |                    |                |                   |                    |
| New   | 24                   | 24                 | -              | -                 | -                  |
| 5 Replacement                               | 35                   | 35                 | 41             | -                 | 41                 |
| <b>Tangible Capital Assets<br/>Subtotal</b> | <b>59</b>            | <b>59</b>          | <b>41</b>      | <b>-</b>          | <b>41</b>          |
| <b>Net Program Expenses</b>                 | <b>4,675</b>         | <b>4,574</b>       | <b>4,800</b>   | <b>64</b>         | <b>4,864</b>       |

Summary of Increase (Decrease)

|              |              |              |
|--------------|--------------|--------------|
| <b>\$226</b> | <b>4.94%</b> | <b>\$290</b> |
| <b>6.34%</b> |              |              |

### Summary of Base Budget Changes

|                                       | \$         | Comments                    |
|---------------------------------------|------------|-----------------------------|
| Salaries & Benefits                   | 103        | Economic increases          |
| Salaries & Benefits                   | 150        | Annualization - 3 positions |
| Inter-departmental Recoveries         | (12)       | Economic increases          |
| Operating Expenses                    | 3          | Headquarters shared cost    |
| Tangible Capital Assets - New         | (24)       | Reduced requirement         |
| Tangible Capital Assets - Replacement | 6          | Increased requirement       |
|                                       | <b>226</b> |                             |



## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Corporate Services - Human Resources

(\$,000's)

#### Departmental Services

|   |     |
|---|-----|
| <ul style="list-style-type: none"> <li>◆ New Position: 1 Human Resources Administrative Assistant, effective July 1, 2016, to support the recruitment and job competition process for the Region's Social Services Department. (Annualized cost is \$84k)</li> </ul>  | 42  |
| <ul style="list-style-type: none"> <li>◆ Position transfer: Manager, Talent Acquisition &amp; Development from Organization and Employee Services to Departmental Services in order to realign the division's overall structure thereby enhancing service to the corporation (see Organization and Employee Services below).</li> </ul> | 143 |
| <ul style="list-style-type: none"> <li>◆ Increase in Communications to purchase recruitment brochures and new hire packages.</li> </ul>   | 10  |
|   | 195 |

#### Organization and Employee Services

|  |       |
|--|-------|
| <ul style="list-style-type: none"> <li>◆ Transfer of position to Departmental Services.</li> </ul>                         | (143) |
| <ul style="list-style-type: none"> <li>◆ Temporary Staffing costs to provide flexibility for staffing coverage.</li> </ul> | 10    |
|  | (133) |

#### Headquarters Shared Cost

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>◆ Human Resources' share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul> | 2 |
|  | 2 |

**Total Program Changes** 64



## 2016 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 communications 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 our 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 newsletters, communiques and staff orientation 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:

- ◆ 2016 Full Time Staff = 3  
2015 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 the Ontario Municipal Benchmarking Initiative (OMBI) and HR Benchmarking Network.
- ◆ Continuously survey municipal comparators regarding comparable, competitive HR and employment policies and practices.

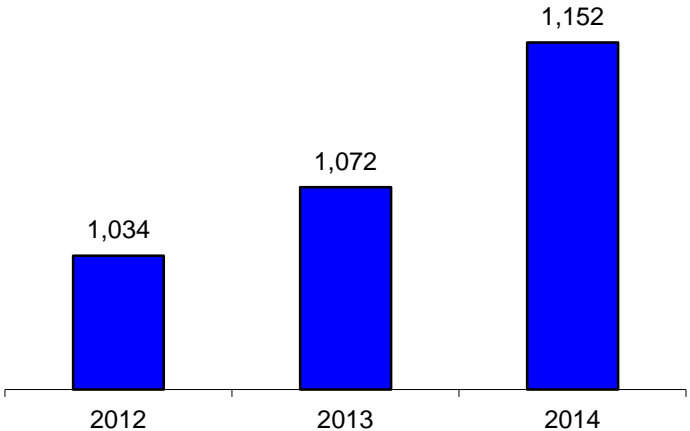


2016 Program Detail

Corporate Services -  
Human Resources

Performance Measurements Continued:

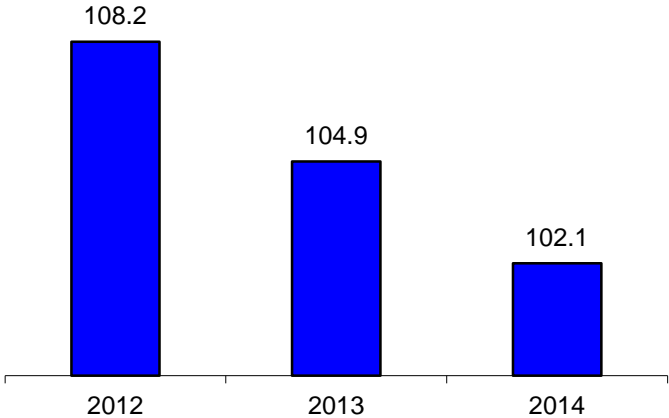
EFFECTIVENESS



*Cost of Human Resources Services per T4 supported.*

*OMBI Median = \$1,052 (2014)*

EFFICIENCY



*Number of T4's supported by each HR staff member.*

*Industry Standard Target 100 / HR staff member.*

**PROGRAM 1  
ADMINISTRATION**



**2016 Program Detail**

**Corporate Services -  
Human Resources**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 429                  | 428                | 433            | -                 | 433                |
| Personnel Related                       | 17                   | 32                 | 32             | -                 | 32                 |
| Communications                          | 18                   | 22                 | 22             | -                 | 22                 |
| Supplies                                | 35                   | 51                 | 51             | -                 | 51                 |
| Equipment Maintenance &<br>Repairs      | 4                    | 7                  | 7              | -                 | 7                  |
| Professional Services                   | 3                    | 4                  | 4              | -                 | 4                  |
| Minor Assets & Equipment                | 9                    | 10                 | 10             | -                 | 10                 |
| <b>Gross Operating Expenses</b>         | <b>515</b>           | <b>554</b>         | <b>559</b>     | <b>-</b>          | <b>559</b>         |
| <b>Tangible Capital Assets</b>          |                      |                    |                |                   |                    |
| Replacement                             | 4                    | 4                  | 4              | -                 | 4                  |
| <b>Total Tangible Capital Assets</b>    | <b>4</b>             | <b>4</b>           | <b>4</b>       | <b>-</b>          | <b>4</b>           |
| <b>Total Expenses</b>                   | <b>519</b>           | <b>558</b>         | <b>563</b>     | <b>-</b>          | <b>563</b>         |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Recovery from Transit                   | (40)                 | (40)               | (40)           | -                 | (40)               |
| <b>Total Revenues</b>                   | <b>(40)</b>          | <b>(40)</b>        | <b>(40)</b>    | <b>-</b>          | <b>(40)</b>        |
| <b>Net Program Expenses</b>             | <b>479</b>           | <b>518</b>         | <b>523</b>     | <b>-</b>          | <b>523</b>         |

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

|  |      |
|--|------|
| Gross Operating Expenses Per Above                 | 559  |
| Add: Revenue Per Above                             | (40) |
| Net Operating Program Expenses Per Program Summary | 519  |
| Add: Tangible Capital Assets Per Above             | 4    |
| Net Program Expenses per Above                     | 523  |



## 2016 Program Detail

## Corporate Services- Human Resources

### Purpose:

- ◆ Provide Human Resources Departmental Services and Labour Relations expertise to the Region's client groups.

### Description of Program Activities:

- ◆ Facilitate the 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.
- ◆ Support Management with current advice and representation on disciplinary matters, job performance and employment legislation including keeping abreast of arbitral decisions and various employment-law changes.
- ◆ Provide timely interpretation of collective agreements and other employment-related legislation.
- ◆ Develop and communicate HR policies and procedures that support Regional initiatives, current employment legislation and the Region's collective agreements.
- ◆ Develop and provide client specific training on various issues such as Resume Writing, Behavioural Event Interviewing, Gossip Training, Respect in the Workplace and Harassment.
- ◆ Provide ongoing support regarding employee attendance including support for the Region's Attendance Support Program.
- ◆ Facilitate the grievance process for eight collective agreements which amounts to approximately 172 grievances per year, including drafting responses on behalf of management and drafting Minutes of Settlement.
- ◆ Facilitate positive labour relations with the Regions' eight bargaining units by overseeing labour management meetings and providing, timely accurate responses and working collaboratively with the unions.
- ◆ Provide ongoing support to the Region's Permanent and Temporary Accommodation policies by providing job placement advice and support for disabled employees seeking alternative placement including assessing skill sets, participating in interview and job competitions and providing advise to management pursuant to the Region's policies and Ontario Human Rights Code.
- ◆ Monitor and provide timely, accurate data on all union related issues including grievances in order to assist the Region's Employment and Labour Solicitor with contract negotiations.
- ◆ Conduct and support management with workplace investigations which may include in-depth analysis relating to alleged misconduct to gross misconduct resulting in discipline and or termination. The investigations become part of the Region's case which may be subject to scrutiny in the event of arbitration, police investigations, or other employment related legal action.
- ◆ Provide accurate and current advise in relation to terminations of employment which includes recommendations on the Region's position, e.g. cause or no cause, costings based on the current case law and facilitate the termination process so as to protect the Region from legal action.
- ◆ Liaise with Legal Services as required on a number of employment related matters.
- ◆ Facilitate the Region's recruitment 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.



## 2016 Program Detail

## Corporate Services- Human Resources

### Description of Program Activities Continued:

- ◆ Administer contractual (collective agreements) activities required of Human Resources such as invoicing for union time off/union paid, and calculating pro-rated seniority dates, pro-rated vacation entitlements and assessing inclusions in address listings provided to the union.
- ◆ Provide ongoing administrative and Human Resources and Labour Relations Support to the Region's Employment and Labour Solicitor to ensure all statutory obligations are met by the Region in the event of arbitration or other employment related challenges.

### Description of Program Resources:

◆ 2016 Full Time Staff = 22

New Position: 1 Human Resources Administrative Assistant

Position Transfer: 1 Manager, Talent Acquisition and Development from Organization and Staff Development

2015 Full Time Staff = 20

**PROGRAM 2  
DEPARTMENTAL SERVICES**



**2016 Program Detail**

**Corporate Services -  
Human Resources**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 2,161                        | 2,126                      | 2,218                  | 185                       | 2,403                      |
| Personnel Related   | 73                           | 37                         | 37                     | -                         | 37                         |
| Communications  | 8                            | 5                          | 5                      | 10                        | 15                         |
| Minor Assets & Equipment                                      | 1                            | -                          | -                      | -                         | -                          |
| <b>Operating Expenses Subtotal</b>                            | <b>2,243</b>                 | <b>2,168</b>               | <b>2,260</b>           | <b>195</b>                | <b>2,455</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Recoveries                                 | (620)                        | (620)                      | (628)                  | -                         | (628)                      |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(620)</b>                 | <b>(620)</b>               | <b>(628)</b>           | <b>-</b>                  | <b>(628)</b>               |
| <b>Gross Operating Expenses</b>                               | <b>1,623</b>                 | <b>1,548</b>               | <b>1,632</b>           | <b>195</b>                | <b>1,827</b>               |
| <b>Tangible Capital Assets</b>                                |                              |                            |                        |                           |                            |
| New   | 12                           | 12                         | -                      | -                         | -                          |
| Replacement   | 14                           | 14                         | 18                     | -                         | 18                         |
| <b>Total Tangible Capital Assets</b>                          | <b>26</b>                    | <b>26</b>                  | <b>18</b>              | <b>-</b>                  | <b>18</b>                  |
| <b>Total Expenses</b>   | <b>1,649</b>                 | <b>1,574</b>               | <b>1,650</b>           | <b>195</b>                | <b>1,845</b>               |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Recovery from Transit   | (310)                        | (310)                      | (314)                  | -                         | (314)                      |
| <b>Total Revenues</b>   | <b>(310)</b>                 | <b>(310)</b>               | <b>(314)</b>           | <b>-</b>                  | <b>(314)</b>               |
| <b>Net Program Expenses</b>                                   | <b>1,339</b>                 | <b>1,264</b>               | <b>1,336</b>           | <b>195</b>                | <b>1,531</b>               |

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

|  |       |
|--|-------|
| Gross Operating Expenses Per Above                 | 1,827 |
| Add: Revenue Per Above                             | (314) |
| Net Operating Program Expenses Per Program Summary | 1,513 |
| Add: Tangible Capital Assets Per Above             | 18    |
| Net Program Expenses per Above                     | 1,531 |



**2016 Program Detail**

**Corporate Services-  
Human Resources**

**Purpose:**

**A) Health, Safety and Wellness (including Workplace Safety Insurance and Disability Management)**

- ◆ Develop, implement, manage and continually improve Corporate Health, Safety and Wellness policies, services and programs with the goal of proactively integrating safe and healthy workplace practices into all aspects of work.
- ◆ Support Regional departments to meet or exceed all Occupational Health and Safety Act requirements as well as other relevant, applicable legislation including assisting departments with health and safety education, prevention, audits and compliance.
- ◆ Promote the understanding among all employees of their personal responsibility to work in a healthy and safe manner and encourage them to proactively integrate safe and healthy personal practices into all aspects of their lives.
- ◆ Promote the understanding of the Internal Responsibility System and the important role of management and Joint Health & Safety Committees in creating a healthy and safe workplace.
- ◆ Develop and administer policies, programs and procedures related to the administration of corporate long term disability and sick leave benefits and disability case management.
- ◆ Provide advice, counsel and training to management, union and staff on disability issues and related Ontario Human Rights Code requirements including accommodation, return to work, and occupational/non-occupational disability benefit programs.
- ◆ Manage the Workplace Safety Insurance Board (WSIB) claims management and return to work programs, including preparing and presenting appeals and representing Durham Region at WSIB Tribunals.

**B) Compensation and Benefits**

- ◆ Manage the establishment and provision of fair and equitable compensation to Regional employees, including evaluating jobs and classifications to determine appropriate wage levels and to provide a consistent framework of internal comparisons.
- ◆ Benchmark and compare Durham Region's salary levels to determine and maintain level of competitiveness.
- ◆ Develop and maintain compensation policies, processes and practices that include Pay Equity compliance.
- ◆ Develop and manage corporate benefit policies, programs and procedures and identify changes and improvements to ensure organizational benefit program, cost and service goals are met.
- ◆ Provide OMERS Administration services, information and expertise to ensure the corporation meets OMERS process and documentation requirements and provide OMERS and retirement-related information and support to individual employees.

**C) Human Resources Information Systems (HRIS)**

- ◆ Develop, configure, maintain and support PeopleSoft HRIS and other HR information systems (e.g. Parklane) to address HR related policy, process, information, records and functionality needs.
- ◆ Provide HRIS information, data analysis and support to the CS-HR Division, including coordinating HR Benchmarking information gathering and analysis, and developing HR queries and data reports.
- ◆ Liaise with Finance and Durham Regional Police Service on HRIS related matters including development and troubleshooting.

**D) Learning and Organization Development**

- ◆ 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.



# PROGRAM 3 ORGANIZATION AND EMPLOYEE SERVICES



## 2016 Program Detail

## Corporate Services- Human Resources

### Description of Program Activities:

#### **A) Health, Safety and Wellness (including Workplace Safety Insurance and Disability Management)**

- ◆ Develop, implement and maintain corporate health and safety, wellness and disability management policies, programs and procedures that reflect and meet current legislative requirements and Healthy Workplace goals.
- ◆ Develop, deliver and evaluate a comprehensive wellness program including providing programs and information to the corporation that support healthy employee lifestyle choices 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 legislative requirements and best practices.
- ◆ Educate supervisory staff and Joint Health and Safety Committees on their health and safety roles and responsibilities and the Internal Responsibility System.
- ◆ Enhance data management to identify trends with a greater emphasis on prevention of injuries.
- ◆ Provide employees with proactive health services including ergonomic assessments, respirator fit test medicals and audiometric testing.
- ◆ Provide medical accommodation advice and support related to the Attendance Support Program.
- ◆ Fund and manage the provision of Employee Assistance Program (EAP) services to Regional employees in conjunction with the EAP provider.
- ◆ Administer and adjudicate employee medical leaves and the Region's sick leave, Short Term Income Protection Program (STIPP) and Long Term Disability (LTD) programs.
- ◆ Manage the Region's WSIB function, including accident/incident reporting to WSIB, coordinating return-to-work programs, appealing claims where necessary, and representing the Region at appeal and Tribunal hearings.
- ◆ Advise, counsel and assist managers and staff with accommodated return-to-work programs and related Ontario Human Rights Code requirements.
- ◆ Manage, provide, promote and continuously improve Regional accommodation, return-to-work and occupational/non-occupational disability management programs.

#### **B) Compensation and Benefits**

- ◆ Manage and continuously improve the Management and Exempt Compensation and Job Evaluation Programs and the Job Evaluation Programs for CUPE Locals 1764 and 132; Chair the Management/Exempt Job Evaluation Committee and Co-chair the CUPE 1764 Joint Job Evaluation Committee, ensuring all new and changed jobs are evaluated and corresponding salaries/pay rates are determined on a timely, fair and consistent basis.
- ◆ Lead any new joint job evaluation studies and reviews with unions.
- ◆ Manage job documentation and maintain a database of up-to-date job information for use by staff.
- ◆ Conduct regular and ad hoc salary surveys and gather external data to provide a basis for market comparisons and to determine the Region's level of competitiveness.
- ◆ Provide expertise and advice to senior management on job and organization design and Pay Equity compliance.
- ◆ Provide assistance to staff in understanding compensation processes as well as how to complete job information documentation.

# PROGRAM 3 ORGANIZATION AND EMPLOYEE SERVICES



## 2016 Program Detail

## Corporate Services- Human Resources

### Description of Program Activities Continued:

- ◆ Provide employee benefits and pension services, including assisting employees in complex pension and benefits issues.
- ◆ Provide financial analysis of claims experience and benefits premiums while negotiating rates and reserves with insurers and ensuring appropriate, effective funding and financial arrangements are in place.
- ◆ Administer Region's pension plan, calculate service credits, maintain employee records and work closely with Finance and OMERS to maintain detailed records of remittances and credits including various T4 slip calculations and reconciliations.
- ◆ Continuously research and initiate ideas to modernize the Region's group benefits structure for the purpose of employee attraction and retention and cost efficiency and benefit program effectiveness.
- ◆ Maintain all employee records for benefit coverage as well as payroll and accounts payable information for insurance premium and Administrative Services Only (ASO) payments.

#### **C) Human Resources Information Systems (HRIS)**

- ◆ Provide Human Resources functional and technical support and analysis for the implementation and maintenance of HRIS systems 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 OMBI 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.

#### **D) Learning and Organization Development**

- ◆ 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 program 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.
- ◆ Coordinate annual "Take Your Kid to Work Day".

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 24
- 2015 Full Time Staff = 25

Position Transfer: 1 Manager, Talent Acquisition and Development to Departmental Services.

**PROGRAM 3  
ORGANIZATION AND EMPLOYEE SERVICES**



**2016 Program Detail**

**Corporate Services -  
Human Resources**

| Detailed Cost of Program:                                     | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                                     |                      |                    |                |                   |                    |
| Personnel Expenses  | 2,739                | 2,666              | 2,822          | (133)             | 2,689              |
| Personnel Related   | 80                   | 68                 | 68             | -                 | 68                 |
| Communications  | 13                   | 12                 | 12             | -                 | 12                 |
| Supplies  | 9                    | 5                  | 5              | -                 | 5                  |
| Materials & Services  | 6                    | 7                  | 7              | -                 | 7                  |
| Professional Services   | 43                   | 67                 | 67             | -                 | 67                 |
| <b>Operating Expenses Subtotal</b>                            | <b>2,890</b>         | <b>2,825</b>       | <b>2,981</b>   | <b>(133)</b>      | <b>2,848</b>       |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                      |                    |                |                   |                    |
| Inter-Departmental Recoveries                                 | (261)                | (261)              | (261)          | -                 | (261)              |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(261)</b>         | <b>(261)</b>       | <b>(261)</b>   | <b>-</b>          | <b>(261)</b>       |
| <b>Gross Operating Expenses</b>                               | <b>2,629</b>         | <b>2,564</b>       | <b>2,720</b>   | <b>(133)</b>      | <b>2,587</b>       |
| <b>Tangible Capital Assets</b>                                |                      |                    |                |                   |                    |
| New   | 12                   | 12                 | -              | -                 | -                  |
| Replacement   | 17                   | 17                 | 19             | -                 | 19                 |
| <b>Total Tangible Capital Assets</b>                          | <b>29</b>            | <b>29</b>          | <b>19</b>      | <b>-</b>          | <b>19</b>          |
| <b>Net Program Expenses</b>                                   | <b>2,658</b>         | <b>2,593</b>       | <b>2,739</b>   | <b>(133)</b>      | <b>2,606</b>       |

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

**PROGRAM 4  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Corporate Services -  
Human Resources**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 4  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Corporate Services -  
Human Resources**

| <b>Detailed Cost of Program:</b>                      | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>                                       |                              |                            |                        |                           |                            |
| Rents   | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Total Revenues</b>                                 | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Net Program Expenses</b>                           | <b>11,441</b>                | <b>11,774</b>              | <b>11,964</b>          | <b>134</b>                | <b>12,098</b>              |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>199</b>                   | <b>199</b>                 | <b>202</b>             | <b>2</b>                  | <b>204</b>                 |

**PROGRAM 5  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Corporate Services -  
Human Resources**

| Description  | Qty | Unit Cost | Total         |
|--|-----|-----------|---------------|
|  |     | \$        | \$            |
| <b><u>Administration - Program 1</u></b>                     |     |           |               |
| 1 Power Laptop   | 1   | 3,000     | 3,000         |
| 2 Chair  | 1   | 1,000     | 1,000         |
|  |     |           | 4,000         |
| <b><u>Departmental Services - Program 2</u></b>              |     |           |               |
| 3 Power Laptop   | 1   | 3,000     | 3,000         |
| 4 Laptop   | 5   | 2,100     | 10,500        |
| 5 Printer  | 1   | 1,500     | 1,500         |
| 6 Chairs   | 3   | 1,000     | 3,000         |
|  |     |           | 18,000        |
| <b><u>Organization and Employee Services - Program 3</u></b> |     |           |               |
| 7 Power Laptop   | 1   | 3,000     | 3,000         |
| 8 Laptop   | 6   | 2,100     | 12,600        |
| 9 Chairs   | 3   | 1,000     | 3,000         |
|  |     |           | 18,600        |
|  |     |           | <b>40,600</b> |

|   |
|---|
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**CORPORATE SERVICES - INFORMATION TECHNOLOGY**

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**2016 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.





**2016 Business Plan**

**Corporate Services-  
Information Technology**

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

**Strategic Goal 2.6 - Develop a community-based action plan to mitigate and adapt to climate change, implementing strategies to use energy efficiently, and reduce air and light pollution.**

**Responsibility - Support**

**Key Deliverables**

- ◆ Continue to implement virtual server technology to reduce the energy draw and cooling requirements for the Corporate Data.
- ◆ Investigate cloud applications to reduce Headquarters energy draw, including cloud backup for offsite redundancy.

**Performance Targets**

- ◆ Move from 60 per cent virtualized hardware to a 80 per cent virtualization of computer server infrastructure.

**Strategic Goal 3.4 - Support the co-ordination of growth with the provision of both hard and soft infrastructure and services.**

**Responsibility - Support**

**Key Deliverables**

- ◆ Continued implementation of Security Awareness program for Regional staff as it pertains to email and data/information.
- ◆ Replace current archiving mail system for integrated application.

**Performance Targets**

- ◆ Finalize implementation of improved data communications for Regional departments.
- ◆ Implement improved wireless technology for Health, Works and Social Services Departments.

## PROGRAM SUMMARY



### 2016 Business Plan

### Corporate Services - Information Technology

| By Program                                  | 2015           |               | 2016          |               |               |
|---|----------------|---------------|---------------|---------------|---------------|
| (\$,000's)                                  | Estimated      | Approved      | Base          | Program       | Proposed      |
| <u>Expense Programs</u>                     | <u>Actuals</u> | <u>Budget</u> | <u>Budget</u> | <u>Change</u> | <u>Budget</u> |
|   | \$             | \$            | \$            | \$            | \$            |
| <b>Operating:</b>                           |                |               |               |               |               |
| 1 Administration                            | 630            | 845           | 856           | (166)         | 690           |
| 2 Application Services                      | 1,575          | 2,011         | 2,029         | 243           | 2,272         |
| 3 Geographic Information<br>Services        | 910            | 1,035         | 1,060         | 144           | 1,204         |
| 4 Technical Services                        | 1,063          | 1,201         | 1,217         | -             | 1,217         |
| 5 Service Delivery                          | 781            | 807           | 821           | 173           | 994           |
| 6 Security                                  | 667            | 609           | 689           | -             | 689           |
| 7 Wide Area Network (WAN)                   | 1,298          | 1,269         | 1,269         | 65            | 1,334         |
| 8 Data and Infrastructure<br>Protection     | 531            | 461           | 461           | -             | 461           |
| 9 Corporate IT Support                      | 1,785          | 1,852         | 1,494         | 761           | 2,255         |
| 10 Headquarters Shared Cost                 | 323            | 323           | 328           | 4             | 332           |
| <b>Operating Subtotal</b>                   | <b>9,563</b>   | <b>10,413</b> | <b>10,224</b> | <b>1,224</b>  | <b>11,448</b> |
| <b>Tangible Capital Assets:</b>             |                |               |               |               |               |
| 11 New                                      | -              | -             | -             | 70            | 70            |
| 12 Replacement                              | 1,875          | 1,875         | 925           | 480           | 1,405         |
| <b>Tangible Capital Assets<br/>Subtotal</b> | <b>1,875</b>   | <b>1,875</b>  | <b>925</b>    | <b>550</b>    | <b>1,475</b>  |
| <b>Net Program Expenses</b>                 | <b>11,438</b>  | <b>12,288</b> | <b>11,149</b> | <b>1,774</b>  | <b>12,923</b> |

### Summary of Increase (Decrease)

|           |       |
|-----------|-------|
| (\$1,139) | 5.17% |
| -9.27%    | \$635 |

**PROGRAM SUMMARY**



**2016 Business Plan**

**Corporate Services -  
Information Technology**

**Summary of Base Budget Changes**

|                                       | <u>\$</u>      | <u>Comments</u>                                       |
|---------------------------------------|----------------|---|
| Salaries & Benefits                   | 115            | Economic increases                                    |
| Salaries & Benefits                   | 51             | Annualization - 1 position                            |
| Operating Expenses                    | 75             | Inflationary increases                                |
| Operating Expenses                    | (435)          | One-time including software and professional services |
| Operating Expenses                    | 5              | Headquarters shared cost                              |
| Tangible Capital Assets - Replacement | (950)          | Reduced requirement                                   |
|                                       | <u>(1,139)</u> |   |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Corporate Services - Information Technology

(\$,000's)

#### Administration

- ◆ Position transfer: Program Assistant from Administration to Application Services to handle overall project administration.
(80)
- ◆ Position transfer and reclassification of Secretary to System Support Specialist in Service Delivery.
(86)
- (166)

#### Application Services

- ◆ Position transfer: Program Assistant from Administration to Application Services to handle overall project administration.
80
- ◆ Position transfer and reclassification of Programmer Analyst to System Support Specialist in Service Delivery.
(87)
- ◆ Professional Services required as part of a multi phase project to update/replace and modernize the Region's website. (Phase 1 of 2)
250
- 243

#### Geographic Information Services

- ◆ One-time increase in Computer Maintenance for Orthophotography with Digital Terrain Model and virtual segments for use within the Corporate GIS Esri product.
144
- 144

#### Service Delivery

- ◆ Transfer and reclassification of Secretary from Administration (\$86k) and Programmer Analyst from Application Services (\$87k) to 2 System Support Specialists in Service Delivery to handle front line request help desk.
173
- 173

#### Wide Area Network (WAN)

- ◆ Increase in WAN maintenance costs to utilize available Fibre costs to implement Fibre at 10 regional sites.
65
- 65

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Corporate Services - Information Technology

(\$,000's)

#### Corporate IT Support

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>◆ Additional fees for licensed product installed on Regional Desktop Equipment utilized by the various departments (Adobe: \$17k); additional installation of Server Licenses and SQL database instances used in Corporate IT for support of Regional Applications (Microsoft: \$25k); addition of Product code to Enterprise Agreement to allow for implementation of Cloud based Microsoft Exchange to facilitate disaster readiness of email communications (\$130k); annual Maintenance fees for Networking equipment purchased in 2015 that requires ongoing maintenance fee (\$275k); Additional Arc Pad maintenance costs for 34 new licenses (All Works Department) (\$14k); Continuation of Disaster Recovery setup (\$175k).</li> <li>◆ Professional services for Technical Assistance for projects and activities during the year.</li> </ul> | <p>636</p> <hr style="width: 100%;"/> <p>125</p> <hr style="width: 100%;"/> <p>761</p> |
|---|--|

#### Headquarters Shared Cost

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>◆ Corporate Services - Information Technology's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul> | <p>4</p> <hr style="width: 100%;"/> <p>4</p> |
|---|--|

#### Tangible Capital Assets

**New:**

|  |           |
|--|-----------|
| <ul style="list-style-type: none"> <li>◆ Refer to TCA New Schedule for further details.</li> </ul> | <p>70</p> |
|--|-----------|

**Replacement:**

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>◆ Refer to TCA Replacement Schedule (Additional items).</li> </ul> | <p>480</p> <hr style="width: 100%;"/> <p>550</p> |
|---|--|

|                              |              |
|------------------------------|--------------|
| <b>Total Program Changes</b> | <b>1,774</b> |
|------------------------------|--------------|



**2016 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 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, national Public Sector Chief Information Officer Committee.
- ◆ Meet with Municipal IT area managers and facilitate the development of collective contracts for the benefit of all. In 2016 agreements for Microsoft will be negotiated and available to area municipalities and Durham Regional Police Service.
- ◆ 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:**

- ◆ 2016 Full Time Staff = 2

Position Transfers: Systems Support Specialist to Service Delivery and Program Assistant to Application Services

2015 Full Time Staff = 4

**PROGRAM 1  
ADMINISTRATION**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 431                  | 632                | 644            | (166)             | 478                |
| Personnel Related                       | 79                   | 74                 | 74             | -                 | 74                 |
| Communications                          | 34                   | 54                 | 54             | -                 | 54                 |
| Supplies                                | 26                   | 26                 | 26             | -                 | 26                 |
| Equipment Maintenance &<br>Repairs      | -                    | 1                  | 1              | -                 | 1                  |
| Professional Services                   | 57                   | 54                 | 54             | -                 | 54                 |
| Insurance                               | 3                    | 3                  | 3              | -                 | 3                  |
| <b>Gross Operating Expenses</b>         | <b>630</b>           | <b>844</b>         | <b>856</b>     | <b>(166)</b>      | <b>690</b>         |
| <b>Tangible Capital Assets</b>          |                      |                    |                |                   |                    |
| Replacement                             | 7                    | 7                  | 4              | 3                 | 7                  |
| <b>Total Tangible Capital Assets</b>    | <b>7</b>             | <b>7</b>           | <b>4</b>       | <b>3</b>          | <b>7</b>           |
| <b>Net Program Expenses</b>             | <b>637</b>           | <b>851</b>         | <b>860</b>     | <b>(163)</b>      | <b>697</b>         |

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



**2016 Program Detail**

**Corporate Services -  
Information Technology**

**Purpose:**

- ♦ The Application Services section plans, implements, develops and maintains a wide range of business applications and web sites that support the internal/external business needs of the Region of Durham. These services include the development and/or maintenance of over 100 software applications.
- ♦ Application Services also assists with the in-house development, and/or acquisition, and implementation of new applications through a project management framework so to enhance and improve the effective delivery of services to Regional department clients.

**Description of Program Activities:**

- ♦ Ongoing maintenance and support of over 100 business applications, including Customer Relationships Management (Legislative Services, Works, Transit), Bidding Opportunities (Finance), Job Evaluation Management Systems (Human Resources), TrapezePASS (Transit), Fleet Scheduler (Works), Land Division Office (Planning), Liberty (POA), CaseWorks (Social Services), Zylmage (Legislative Services) and Encounter (Health).
- ♦ Provide support to Regional legacy applications such as Maintenance Management, Water Billing and Fleet to ensure efficient operation and customer satisfaction.
- ♦ Provide Business 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.

**Action Plan:**

- ♦ Issue and award an RFP for the replacement of the Regional Website to a modern platform, hosted externally to the Regional data centre. Start consultation, design and implementation. Add content management so that departments can update information without having to involve technical staff to make changes.
- ♦ Ensure that all web sites created and maintained by Durham Region meet 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.
- ♦ Work towards common enterprise-wide shared applications to address inter-departmental dependencies.
- ♦ Standardize programming languages and continue to grow Application Services skill sets.
- ♦ Continue to follow and improve on industry best practices in application development and business analysis.
- ♦ Continue to improve the management of projects so that Application Services will have the ability to deliver on schedule and within budget.

**Description of Program Resources:**

♦ 2016 Full Time Staff = 18

Position Transfers: Systems Support Specialist to Service Delivery and Program Assistant from Administration

2015 Full Time Staff = 18





**2016 Program Detail**

**Corporate Services -  
Information Technology**

**Performance Measurements:**

- ♦ 1.6M connections to Regional Website - 91% external connections - 9% internal office connections
- ♦ 5.7M page views on Regional Website - 65% by external individuals

**PROGRAM 2  
APPLICATION SERVICES**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| Detailed Cost of Program:            | 2015                 |                    | 2016           |                   |                    |
|--------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                           | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>            |                      |                    |                |                   |                    |
| Personnel Expenses                   | 1,451                | 1,847              | 1,865          | (7)               | 1,858              |
| Personnel Related                    | 35                   | 72                 | 72             | -                 | 72                 |
| Communications                       | -                    | 1                  | 1              | -                 | 1                  |
| Supplies                             | 7                    | 8                  | 8              | -                 | 8                  |
| Computer Maintenance &<br>Operations | 67                   | 67                 | 67             | -                 | 67                 |
| Professional Services                | 15                   | 16                 | 16             | 250               | 266                |
| <b>Gross Operating Expenses</b>      | <b>1,575</b>         | <b>2,011</b>       | <b>2,029</b>   | <b>243</b>        | <b>2,272</b>       |
| <b>Tangible Capital Assets</b>       |                      |                    |                |                   |                    |
| New                                  | -                    | -                  | -              | 70                | 70                 |
| Replacement                          | 16                   | 16                 | 16             | -                 | 16                 |
| <b>Total Tangible Capital Assets</b> | <b>16</b>            | <b>16</b>          | <b>16</b>      | <b>70</b>         | <b>86</b>          |
| <b>Net Program Expenses</b>          | <b>1,591</b>         | <b>2,027</b>       | <b>2,045</b>   | <b>313</b>        | <b>2,358</b>       |

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



**2016 Program Detail**

**Corporate Services -  
Information Technology**

**Purpose:**

- ♦ To provide internal and external access to a corporate Geographic Information framework that enables the coordination and effective use of data, resources, analysis and technology.
- ♦ To foster the use of Geographic Information Services (GIS) across Regional partners so as 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.
- ♦ GIS Infrastructure:
  - ♦ Provide a fault tolerant enterprise GIS architecture that supports all GIS data and software application needs of the Region.
  - ♦ Purchase, develop or create Corporate GIS tools to increase the functionality of the system.
- ♦ Partnerships:
  - ♦ Develop new and ongoing partnerships with internal departments, government organizations and various external organizations.
  - ♦ Assist the Northern Municipalities with GIS requirements.
  - ♦ Manage and inventory the dissemination of digital GIS data including executing data sharing agreements, formatting, packaging and provision of data.
  - ♦ Provide expertise and resources to departments implementing GIS projects.
- ♦ Standards:
  - ♦ Continuous improvement and implementation of Corporate GIS best practices and policies across the Region.
  - ♦ Define and house a single "official" copy of GIS data to reduce duplication between departments.
- ♦ Application Development:
  - ♦ Develop and enhance webGIS functionality for both the Region and its citizens, including the provision of geographical analysis capabilities, cartographic capabilities, notification tools, etc.
  - ♦ 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 Working Group and the Region's GIS Technical Group.

## PROGRAM 3 GEOGRAPHIC INFORMATION SERVICES



### 2016 Program Detail

### Corporate Services - Information Technology

#### Program Highlights:

- ◆ Procurement of an Enterprise License Agreement for GIS software.
- ◆ Continued enhancement of corporate/public interactive web maps.
- ◆ Continued support of Transit System MapTransit 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.

#### Action Items:

- ◆ Refresh of the Corporate GIS Program including a new virtualized environment on Esri 10.2.2, efficient software management and better data governance.
- ◆ Increase in interactive maps specific to needs of Regional business units and their clients.

#### Description of Program Resources:

- ◆ 2016 Full Time Staff = 6  
2015 Full Time Staff = 6

**PROGRAM 3  
GEOGRAPHIC INFORMATION SERVICES**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 425                  | 634                | 660            | -                 | 660                |
| Personnel Related                       | 20                   | 26                 | 26             | -                 | 26                 |
| Supplies                                | 3                    | 3                  | 3              | -                 | 3                  |
| Computer Maintenance &<br>Operations    | 610                  | 544                | 544            | 144               | 688                |
| Professional Services                   | 11                   | 15                 | 15             | -                 | 15                 |
| <b>Gross Operating Expenses</b>         | <b>1,069</b>         | <b>1,222</b>       | <b>1,248</b>   | <b>144</b>        | <b>1,392</b>       |
| <b>Tangible Capital Assets</b>          |                      |                    |                |                   |                    |
| Replacement                             | 18                   | 18                 | 18             | -                 | 18                 |
| <b>Total Tangible Capital Assets</b>    | <b>18</b>            | <b>18</b>          | <b>18</b>      | <b>-</b>          | <b>18</b>          |
| <b>Total Expenses</b>                   | <b>1,087</b>         | <b>1,240</b>       | <b>1,266</b>   | <b>144</b>        | <b>1,410</b>       |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Sundry Revenue                          | (67)                 | (60)               | (60)           | -                 | (60)               |
| Revenue from Municipalities             | -                    | (35)               | (35)           | -                 | (35)               |
| Recovery from Transit                   | (92)                 | (92)               | (93)           | -                 | (93)               |
| <b>Total Revenues</b>                   | <b>(159)</b>         | <b>(187)</b>       | <b>(188)</b>   | <b>-</b>          | <b>(188)</b>       |
| <b>Net Program Expenses</b>             | <b>928</b>           | <b>1,053</b>       | <b>1,078</b>   | <b>144</b>        | <b>1,222</b>       |

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

|  |       |
|--|-------|
| Gross Operating Expenses Per Above                 | 1,392 |
| Add: Revenue Per Above                             | (188) |
| Net Operating Program Expenses Per Program Summary | 1,204 |
| Add: Tangible Capital Assets Per Above             | 18    |
| Net Program Expenses per Above                     | 1,222 |



**2016 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 Technical Services Program is also responsible for providing leadership and guidance by evaluating new technologies that would benefit the Region.
- ♦ 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 our 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 approximately 270 server instances in production, development and staging environments. The primary purpose of these servers are 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 2003/2008, with all user accounts, workstations and printers residing in Active Directory.
- ♦ As its primary enterprise backup solution Corporate Services - Information Technology (CS-IT) operates a technology that is a combination of both hardware and software. The hardware consists of a Linear Tape-Open (LTO) Library, LTO tape drives and LTO tapes along, Storage Area Network (SAN), and De-Duplication technology. Netbackup Enterprise 7.5 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/Outlook 2010 and CS-IT currently uses Blackberry Enterprise Server (BES 5.0 and BES 10) as a mobile device management platform to manage over 600 Blackberry smartphones.

**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 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 Active Directory.
- ♦ 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, 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.



## 2016 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:

- ♦ Implementation of HP 3PAR SAN to replace existing older HP EVA SAN. The new SAN allows for greater capacity and more efficient use of storage, to meet the growing demands.
- ♦ Upgraded the functionality of the Blackberry Enterprise 10 Server to include other devices such as Apple iOS. CS-IT has also introduced High Availability for the Blackberry Enterprise Service to ensure uptime for clients.
- ♦ Capacity assessment to continue to virtualize servers as part of server replacement plan and for the support of new initiatives. Virtualized over 40 per cent of corporate infrastructure in 2015.
- ♦ Netbackup Enterprise software was upgraded from version 7.1 to 7.5. The upgrade in backup software prepares CS-IT to support the latest technology upgrades such as Microsoft SQL 2012 and support packs for SharePoint 2010 and Microsoft Exchange 2010. In turn these upgrades add greater functionality and features to their product line.
- ♦ Began project for conversion of email archive to Microsoft Exchange/Outlook so that all email can be consolidated onto one platform.
- ♦ Began upgrading the server O/S to Windows 2012 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.
- ♦ Implementation of a new CS-IT development environment within the data center, to replace older equipment.

### 2016 Action Plans

- ♦ Continue testing the conversion of the current archive system to Microsoft Exchange/Outlook native archive. The change will allow for tighter integration between production and archive environments.
- ♦ Begin movement of Microsoft Exchange/Outlook from in-house application to Office 365 cloud based in Canadian based Microsoft Data Centres.
- ♦ Continue with the server replacement plan with emphasis on virtualizing where possible for the rapid deployment of new departmental initiatives. Virtualize another 25 per cent of the corporate infrastructure.
- ♦ Continue upgrading the server O/S to Windows 2012 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.
- ♦ Research, test and deploy new management and monitoring software to better assist CS-IT in the overall management of the Region's IT infrastructure.



**2016 Program Detail**

**Corporate Services -  
Information Technology**

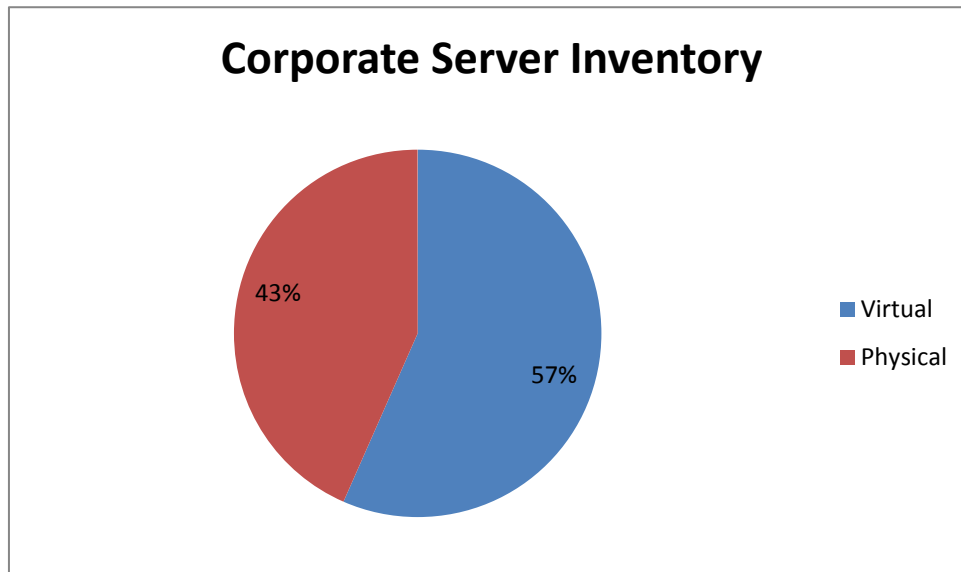
**2016 Action Plans Continued:**

- ◆ Implement BES 12 for management of Blackberries. Implement MaaS360 for management of other mobile devices.
- ◆ Continue migrating existing development server and storage to the new CS-IT Development environment, to enhance the performance and capacity for current and future initiatives.
- ◆ Continue to expand the Region's storage infrastructure.
- ◆ Research, test and deploy Identity Management software to provide self service password resets and position the Region for future automation of IT processes.
- ◆ Continue to reorganize the file directory structure for the Corporate network.
- ◆ Upgrade and enhance the internal SharePoint server technologies to provide greater fault tolerance and functionality to support departmental intranet sites and network file stores.
- ◆ Upgrade the existing corporate backup hardware and enterprise software.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 11  
2015 Full Time Staff = 11

**Performance Measurements:**



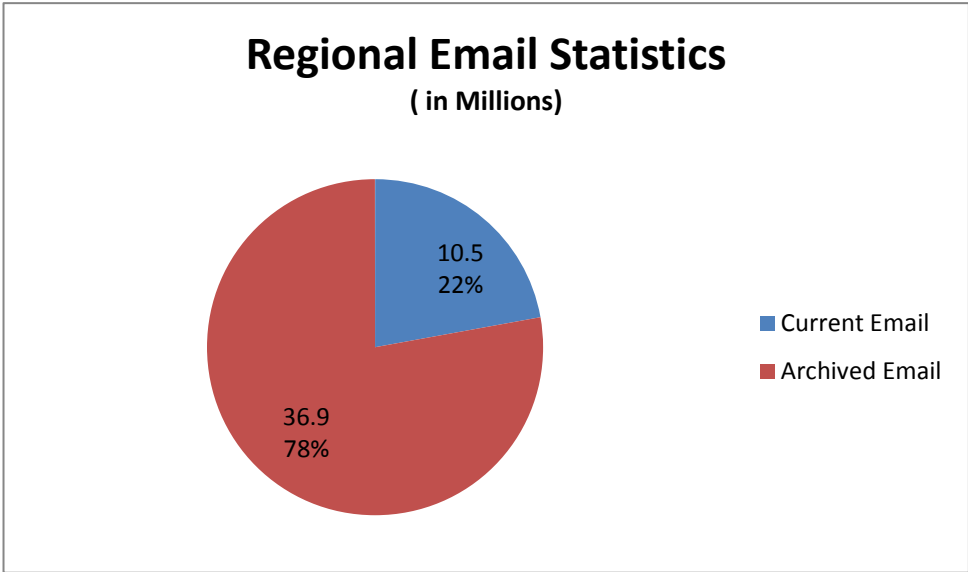




**2016 Program Detail**

**Corporate Services -  
Information Technology**

**Performance Measurements Continued:**



**PROGRAM 4  
TECHNICAL SERVICES**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 1,109                        | 1,156                      | 1,172                  | -                         | 1,172                      |
| Personnel Related   | 16                           | 57                         | 57                     | -                         | 57                         |
| Supplies  | 3                            | 4                          | 4                      | -                         | 4                          |
| Computer Maintenance &<br>Operations                              | 13                           | 60                         | 60                     | -                         | 60                         |
| Equipment Maintenance &<br>Repairs                                | -                            | 2                          | 2                      | -                         | 2                          |
| <b>Operating Expenses Subtotal</b>                                | <b>1,141</b>                 | <b>1,279</b>               | <b>1,295</b>           | <b>-</b>                  | <b>1,295</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Recoveries                                     | (78)                         | (78)                       | (78)                   | -                         | (78)                       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(78)</b>                  | <b>(78)</b>                | <b>(78)</b>            | <b>-</b>                  | <b>(78)</b>                |
| <b>Gross Operating Expenses</b>                                   | <b>1,063</b>                 | <b>1,201</b>               | <b>1,217</b>           | <b>-</b>                  | <b>1,217</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 26                           | 26                         | 7                      | 19                        | 26                         |
| <b>Total Tangible Capital Assets</b>                              | <b>26</b>                    | <b>26</b>                  | <b>7</b>               | <b>19</b>                 | <b>26</b>                  |
| <b>Net Program Expenses</b>                                       | <b>1,089</b>                 | <b>1,227</b>               | <b>1,224</b>           | <b>19</b>                 | <b>1,243</b>               |

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



**2016 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 both hardware, software and audio visual. Service Delivery staff is comprised of staff dedicated to Desktop Support, Help Desk, 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 (Magic), that allows them to track user requests with a unique ticket number which have 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 manages the scheduled required functions of the Region's Water Billing, Fleet and Maintenance 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.



## **2016 Program Detail**

## **Corporate Services - Information Technology**

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

- ♦ Managing the cost associated with providing the organization with the resources needed to meet requirements.
- ♦ Provide computer deployment to users in the Region. The computers deployed to Regional staff are imaged with standard corporate applications like Microsoft Office, GroupWise 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 Magic.
- ♦ 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:**

- ♦ Began implementation of new Help Desk software to provide self service to clients, as well as improving performance of help desk.
- ♦ 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).
- ♦ Creation of a centralized inventory of PC's and laptops in the Region using SCCM to track and monitor.
- ♦ Continued the Window 7 deployments and application testing. Completed 80 per cent of Windows 7 rollout.
- ♦ Deployed Office 2010 to all Regional equipment.

### **2016 Action Plan**

- ♦ Finalize the implementation of Windows 7 on Regional IT desktop equipment that can support the environment based on departmental order for desktop/laptop replacement. Approximately 300 remaining.
- ♦ Begin piloting Windows 10 OS on Regional equipment, and plan movement to Office 2013/2016 for Regional desktops.
- ♦ Continue the implementation of a managed desktop environment to reduce the number of incidents of desktops becoming unstable.
- ♦ Assist in the deployment of Exchange-Outlook 2013, and the move to centralized Microsoft Archiving.
- ♦ Upgrade images and software deployment packages to support new equipment platform.
- ♦ Advise departments of replacement machines, and move to a centralized deployment.
- ♦ Research end user technology for assisting departments in mobile processing.
- ♦ Enhance Help Desk services with rollout of streamlined process, revised first level support, and better communication between client and support area.



## 2016 Program Detail

## Corporate Services - Information Technology

### Description of Program Resources:

♦ 2016 Full Time Staff = 15

Position Transfers: 2 Systems Support Specialists, 1 from Administration and 1 from Application Services

2015 Full Time Staff = 13

### Performance Measurements:

- ♦ Records keyed by data entry staff for legacy applications - 778,204 - 18% increase over 2014
- ♦ Total number of Desktop/Laptop/Tablet Computers supported - 3,011
- ♦ Total number of Blackberry devices supported - 954
- ♦ Total number of Networked printers supported - 490+
- ♦ Water Billing cards, slips, bills, cheques, notices, printed and bursted - 1.4 million+
- ♦ Number of IT Help Desk calls closed during 2015 - 23,709 or average of 107 per working day
- ♦ Average number of calls per Service Desk employee - 1,694 per year
- ♦ Calls remaining open from 2015 still to be resolved - 155

**PROGRAM 5  
SERVICE DELIVERY**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 1,168                        | 1,162                      | 1,177                  | 173                       | 1,350                      |
| Personnel Related   | 9                            | 38                         | 38                     | -                         | 38                         |
| Supplies  | 5                            | 4                          | 4                      | -                         | 4                          |
| Computer Maintenance &<br>Operations                              | 9                            | 12                         | 12                     | -                         | 12                         |
| <b>Operating Expenses Subtotal</b>                                | <b>1,191</b>                 | <b>1,216</b>               | <b>1,231</b>           | <b>173</b>                | <b>1,404</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Recoveries                                     | (410)                        | (410)                      | (410)                  | -                         | (410)                      |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(410)</b>                 | <b>(410)</b>               | <b>(410)</b>           | <b>-</b>                  | <b>(410)</b>               |
| <b>Gross Operating Expenses</b>                                   | <b>781</b>                   | <b>806</b>                 | <b>821</b>             | <b>173</b>                | <b>994</b>                 |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 42                           | 42                         | 12                     | 30                        | 42                         |
| <b>Total Tangible Capital Assets</b>                              | <b>42</b>                    | <b>42</b>                  | <b>12</b>              | <b>30</b>                 | <b>42</b>                  |
| <b>Net Program Expenses</b>                                       | <b>823</b>                   | <b>848</b>                 | <b>833</b>             | <b>203</b>                | <b>1,036</b>               |

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



## 2016 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 approximately 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 and periodic configuration reviews.
- ♦ Provide Corporate Services - IT representation on the Regional Enterprise Risk Management committee.
- ♦ Provide Corporate Services - IT management representation on the Regional Joint Health & Safety committee.
- ♦ Manage and maintain the Region's external Digital Certificates.
- ♦ Manage and maintain the Region's Internet Domain Names.
- ♦ Manage Corporate Services - IT physical access to the Corporate Services - IT office, Regional Headquarters data centre, and Regional Headquarters cabling closets.
- ♦ Manage the access to all data entrusted to Corporate Services - IT by the designated owner in accordance with the directions provided by the data owner.
- ♦ Maintain and manage the intrusion detection systems and respond to all threats or potential threats.
- ♦ 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 are not subjected to unwanted Internet content, are protected from infected web-sites, and to monitor for unexpected mail traffic from Regional assets.
- ♦ 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.
- ♦ Manage and maintain the Regional Internet email security system, ensuring that all emails are appropriately classified and managed i.e. SPAM is blocked or End User Quarantined (EUQ), viral email is blocked, and known MS Windows program files are administratively quarantined.



**2016 Program Detail**

**Corporate Services -  
Information Technology**

**Description of Program Activities Continued:**

- ♦ Manage and maintain the Region's strong encryption system managing both full-disk and removable electronic media.
- ♦ Plan, design, implement and maintain the Wide Area Network (WAN) and Local Area Network (LAN) for 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 Province of Ontario to facilitate network access to provincial applications used by Departments such as Health, Social Services, and POA.
- ♦ Coordinate copper and fibre cable installations to facilitate the expansion of Regional resources.
- ♦ 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:**

- ♦ Implementation of updated email gateway, reverse proxy server, and Demilitarized Zone switch.
- ♦ Wifi upgrades completed at Regional Headquarters, Paramedic Services HQ, Paramedic Services Stations - Oshawa North and Port Perry.
- ♦ VoIP projects for 200 John Street, Hillsdale Estates, and newly built Fairview.
- ♦ WAN Router / Edge Network implementation.
- ♦ Increased staff subject matter expertise by attending Information Security & Privacy conferences, seminars, and workshops held by the Information Security Forum (ISF), Information Privacy Commissioner/Ontario (IPC), and the International Association of Privacy Professionals (IAPP).
- ♦ Maintained staff subject matter expertise by attending Information Security, Networking, Project Management and Enterprise Architecture for the Public Sector education and training sessions.
- ♦ Vulnerability Patch Management - i.e. Bourne Again Shell (BASH), Heartbleed, Poodle.
- ♦ 80 per cent of network improvements implemented for existing sites.
- ♦ New site setups - Clara Hughes Child Care, Paramedic Services Station - Oshawa North.
- ♦ Designed a new network architecture for remote offices.
- ♦ Improved LAN security on select VoIP networks.
- ♦ Secure file transfer solution in use by all Regional departments.
- ♦ Started Cisco network management system upgrades.
- ♦ Started Cisco firewall management system installation.
- ♦ Increased awareness of Critical Infrastructure cybersecurity concerns.
- ♦ Improved project delivery by standardizing workgroup use of Project Management tools and methodology.





## 2016 Program Detail

## Corporate Services - Information Technology

### 2016 Action Plans:

- ♦ Review, revise and publish updated Information Security Policies to reflect changing business needs and to ensure Regional Information Security Policies are aligned with legislation.
- ♦ Conduct security awareness sessions with every Corporate Services - IT section.
- ♦ Offer security awareness sessions for Regional departments.
- ♦ Create standards for each policy to ensure that procedures and guidelines comply with Regional Information Security policies.
- ♦ Maintain Information Security technical controls, i.e. Email Security system, Malware Security system, and Web Security system while tuning these systems for optimal effectiveness.
- ♦ Evaluate current security controls for effectiveness, and possible replacement.
- ♦ Continue to promote continuous learning and Information Privacy & Security certification for staff.
- ♦ Finalize WAN upgrades at 3 Regional sites. Upgrade 10 Regional sites to Fibre.
- ♦ Maintain secure file transfer solution.
- ♦ Continue to scan Information Security horizon for changes and developments.
- ♦ Complete the Core Switch Replacement Project and data closets (campus network) at Regional Headquarters.
- ♦ Assess effectiveness, and evaluate alternate reverse proxy configurations.
- ♦ Complete Energy From Waste network implementation and required security.
- ♦ Determine security controls required to protect Critical Infrastructure networks.
- ♦ Migration of all external websites to threat mitigation control.
- ♦ Replace Vulnerability Assessment system.
- ♦ Upgrade Web Gateway.

### Description of Program Resources:

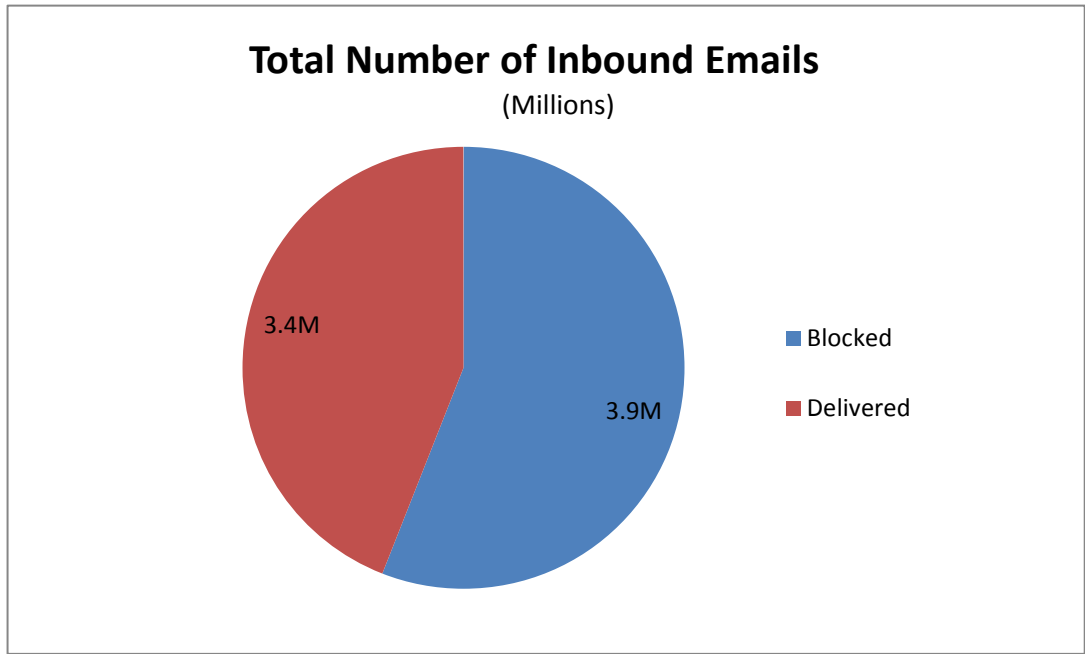
- ♦ 2016 Full Time Staff = 9
- 2015 Full Time Staff = 9



**2016 Program Detail**

**Corporate Services -  
Information Technology**

**Performance Measurements:**



- ♦ Monitored 394 GB of internet traffic daily (over 140TB on an annual basis)  
An increase of 51% in internet usage over 2014
- ♦ Total number of inbound emails: 7.3M
- ♦ Total number of outbound emails: 1.79M



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| Detailed Cost of Program:<br>(\$,000's)                           | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses  | 949                  | 895                | 974            | -                 | 974                |
| Personnel Related   | 23                   | 19                 | 19             | -                 | 19                 |
| Supplies  | 3                    | 4                  | 4              | -                 | 4                  |
| <b>Operating Expenses Subtotal</b>                                | <b>975</b>           | <b>918</b>         | <b>997</b>     | <b>-</b>          | <b>997</b>         |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                      |                    |                |                   |                    |
| Inter-Departmental Recoveries                                     | (308)                | (308)              | (308)          | -                 | (308)              |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(308)</b>         | <b>(308)</b>       | <b>(308)</b>   | <b>-</b>          | <b>(308)</b>       |
| <b>Gross Operating Expenses</b>                                   | <b>667</b>           | <b>610</b>         | <b>689</b>     | <b>-</b>          | <b>689</b>         |
| <b>Tangible Capital Assets</b>                                    |                      |                    |                |                   |                    |
| Replacement   | 16                   | 16                 | 6              | 10                | 16                 |
| <b>Total Tangible Capital Assets</b>                              | <b>16</b>            | <b>16</b>          | <b>6</b>       | <b>10</b>         | <b>16</b>          |
| <b>Net Program Expenses</b>                                       | <b>683</b>           | <b>626</b>         | <b>695</b>     | <b>10</b>         | <b>705</b>         |

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



**2016 Program Detail**

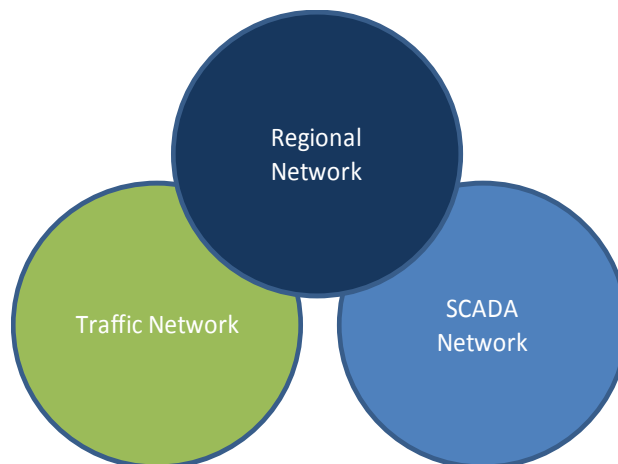
**Corporate Services -  
Information Technology**

**Purpose:**

- ◆ Operate and maintain the Regional Local and Wide Networks in 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 Distributed Sniffer Systems, CiscoWorks, Paessler Router Traffic Grapher, Internet Protocol Monitor and LAN/WAN equipment maintenance.
- ◆ Provisioning of wired and wireless networking equipment used to interconnect Regional Information Technology resources across 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 and the Regional Virtual Private Network (VPN).
- ◆ 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.
- ◆ 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.





**2016 Program Detail**

**Corporate Services -  
Information Technology**

**2016 Action Plans:**

- ◆ Work with our network provider on the upgrades/enhancements of the Regional WAN.
- ◆ Upgrade/implement wireless systems at Regional sites where network improvements are completed. This will allow Regional staff to work seamlessly in any location without having to directly connect to a network port.
- ◆ Review the Regional Internet access for opportunities to reduce complexity, and increase security.
- ◆ Replace and upgrade various network security access components to ensure the Region's vital communication network is secure.
- ◆ Implement additional internet sources for satellite offices for redundancy and access to cloud systems.
- ◆ Continue the upgrade of CiscoWorks system to Cisco Works Prime.

**Performance Measurements:**

- ◆ Manage over 40 Core, Distribution and Data Centre networking components
- ◆ Manage over 233 network switches to connect computers, printers, phones etc.
- ◆ Manage over 470 wireless access points throughout Regional locations capable of wireless
- ◆ Manage 9 wireless controllers covering 22 Regional sites

**PROGRAM 7  
WIDE AREA NETWORK (WAN)**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Supplies                             | 15                           | 15                         | 15                     | -                         | 15                         |
| Computer Maintenance &<br>Operations | 1,283                        | 1,254                      | 1,254                  | 65                        | 1,319                      |
| <b>Gross Operating Expenses</b>      | <b>1,298</b>                 | <b>1,269</b>               | <b>1,269</b>           | <b>65</b>                 | <b>1,334</b>               |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Replacement                          | 1,199                        | 1,199                      | 335                    | 418                       | 753                        |
| <b>Total Tangible Capital Assets</b> | <b>1,199</b>                 | <b>1,199</b>               | <b>335</b>             | <b>418</b>                | <b>753</b>                 |
| <b>Net Program Expenses</b>          | <b>2,497</b>                 | <b>2,468</b>               | <b>1,604</b>           | <b>483</b>                | <b>2,087</b>               |

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

# PROGRAM 8 DATA AND INFRASTRUCTURE PROTECTION



## 2016 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, Symantec, M+Archive, VMWare, etc.).

### Strategic Plan:

- ◆ Migration of key Regional infrastructure to virtual environment. This will reduce maintenance costs and complexity of the Region's environment.
- ◆ Expand server virtualization environment to include production servers.
- ◆ Continued and ongoing replacement of servers through a managed replacement program.
- ◆ Investigate alternatives for cloud backup and continue to reduce the overall volume of data being backed up through the administration of de-duplication technology.
- ◆ Ensure electronic data conforms to the Regional Records Management data retention policies for storage, disposal, and security.

**PROGRAM 8  
DATA AND INFRASTRUCTURE PROTECTION**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Supplies                             | 20                           | 20                         | 20                     | -                         | 20                         |
| Computer Maintenance &<br>Operations | 464                          | 390                        | 390                    | -                         | 390                        |
| Professional Services                | 47                           | 51                         | 51                     | -                         | 51                         |
| <b>Net Program Expenses</b>          | <b>531</b>                   | <b>461</b>                 | <b>461</b>             | <b>-</b>                  | <b>461</b>                 |





## 2016 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ◆ General maintenance program for the operations and support of Regional information technology systems.

### Description of Program Activities:

- ◆ Purchase of additional standard desktop licenses (Microsoft, Adobe, etc.) as required.
- ◆ Continue to look for ways to reduce the number of servers in the new data centre at Regional Headquarters. Consolidating these servers will improve efficiencies and service levels to the departments that depend on the applications.
- ◆ Microsoft Office Software Assurance (maintenance) for over 3,300 MS Office licenses across the Region. This protection allows the Region to upgrade and standardize all current licenses to any version available, and maintain the right to licenses of the current version at the expiry of the program. This would allow an upgrade at some future time. DRPS have signed onto the Corporate Enterprise Agreement and is looking to expand to 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 Super Scout, ZyLabs - Zylmage, Oracle Database and monitoring tools, Oracle Web Tools, Oracle GRID/RAC control, Esri-GIS, Microsoft Exchange, Microsoft SQL, PaloAlto Security Software, Adobe, Telus Data, Symantec, VMWare, Surf Control, Rogers Wireless - data sticks, Microsoft SharePoint, McAfee Total Endpoint Protection Security Software (encryption & anti-virus), McAfee Email Security Software, McAfee Gateway, Lagan - CRM, and CISCO.
- ◆ 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 9  
CORPORATE IT SUPPORT**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Computer Maintenance & Operations                             | 1,877                        | 1,901                      | 1,667                  | 636                       | 2,303                      |
| Professional Services   | 206                          | 250                        | 125                    | 125                       | 250                        |
| Major Repairs & Renovations                                   | 10                           | 10                         | 10                     | -                         | 10                         |
| <b>Operating Expenses Subtotal</b>                            | <b>2,093</b>                 | <b>2,161</b>               | <b>1,802</b>           | <b>761</b>                | <b>2,563</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Recoveries                                 | (308)                        | (308)                      | (308)                  | -                         | (308)                      |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(308)</b>                 | <b>(308)</b>               | <b>(308)</b>           | <b>-</b>                  | <b>(308)</b>               |
| <b>Gross Operating Expenses</b>                               | <b>1,785</b>                 | <b>1,853</b>               | <b>1,494</b>           | <b>761</b>                | <b>2,255</b>               |
| <b>Tangible Capital Assets</b>                                |                              |                            |                        |                           |                            |
| Replacement   | 551                          | 551                        | 527                    | -                         | 527                        |
| <b>Total Tangible Capital Assets</b>                          | <b>551</b>                   | <b>551</b>                 | <b>527</b>             | <b>-</b>                  | <b>527</b>                 |
| <b>Net Program Expenses</b>                                   | <b>2,336</b>                 | <b>2,404</b>               | <b>2,021</b>           | <b>761</b>                | <b>2,782</b>               |

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

**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| <b>Detailed Cost of Program:</b>                      | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>                                       |                              |                            |                        |                           |                            |
| Rents   | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Total Revenues</b>                                 | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Net Program Expenses</b>                           | <b>11,441</b>                | <b>11,774</b>              | <b>11,964</b>          | <b>134</b>                | <b>12,098</b>              |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>323</b>                   | <b>323</b>                 | <b>328</b>             | <b>4</b>                  | <b>332</b>                 |

**PROGRAM 11  
TANGIBLE CAPITAL ASSETS - NEW**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| Description | Qty | Unit Cost | Total |
|-------------|-----|-----------|-------|
|-------------|-----|-----------|-------|

| <u>Application Services - Program 2</u> |   | \$     | \$            |
|---|---|--------|---------------|
| 1 Content Management Software           | 1 | 70,000 | 70,000        |
|   |   |        | <b>70,000</b> |

**PROGRAM 12**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| Description   | Qty | Unit Cost       | Total          |
|---|-----|-----------------|----------------|
|   |     | \$              | \$             |
| <b><u>Administration - Program 1</u></b>                  |     |                 |                |
| 1 Laptop Computers  | 2   | 3,000           | 6,000          |
| 2 Desktop Computer  | 1   | 700             | 700            |
| 3 Furniture   | 1   | 500             | 500            |
| 4 Desktop Accessories                                     | 1   | 210             | 210            |
|   |     | <b>Subtotal</b> | <b>7,410</b>   |
| <b><u>Application Services - Program 2</u></b>            |     |                 |                |
| 5 Laptop Computers  | 5   | 3,000           | 15,000         |
| 6 Desktop Accessories                                     | 1   | 1,170           | 1,170          |
|   |     | <b>Subtotal</b> | <b>16,170</b>  |
| <b><u>Geographic Information Services - Program 3</u></b> |     |                 |                |
| 7 Laptop Computers  | 3   | 3,000           | 9,000          |
| 8 GIS Display Units/Graphic Dev                           | 2   | 4,500           | 9,000          |
| 9 Desktop Accessories                                     | 1   | 210             | 210            |
|   |     | <b>Subtotal</b> | <b>18,210</b>  |
| <b><u>Technical Services - Program 4</u></b>              |     |                 |                |
| 10 Laptop Computers                                       | 6   | 3,000           | 18,000         |
| 11 Desktop Computers                                      | 5   | 700             | 3,500          |
| 12 Desktop Accessories                                    | 1   | 4,420           | 4,420          |
|   |     | <b>Subtotal</b> | <b>25,920</b>  |
| <b><u>Service Delivery - Program 5</u></b>                |     |                 |                |
| 13 Laptop Computers                                       | 11  | 3,000           | 33,000         |
| 14 Desktop Computers                                      | 10  | 700             | 7,000          |
| 15 Desktop Accessories                                    | 1   | 1,980           | 1,980          |
|   |     | <b>Subtotal</b> | <b>41,980</b>  |
| <b><u>Security - Program 6</u></b>                        |     |                 |                |
| 16 Laptop Computers                                       | 4   | 3,000           | 12,000         |
| 17 Desktop Computers                                      | 3   | 700             | 2,100          |
| 18 Desktop Accessories                                    | 1   | 1,570           | 1,570          |
|   |     | <b>Subtotal</b> | <b>15,670</b>  |
| <b><u>Wide Area Network - Program 7</u></b>               |     |                 |                |
| 19 Switch Replacements/Upgrades                           | 1   | 225,000         | 225,000        |
| 20 Wireless Replacement/Upgrades                          | 1   | 110,000         | 110,000        |
| 21 Fibre Install - Regional Sites                         | 10  | 18,083          | 180,833        |
| 22 Data Centre Updates/Chgs/Rep                           | 1   | 237,000         | 237,000        |
|   |     | <b>Subtotal</b> | <b>752,833</b> |

**PROGRAM 12**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Corporate Services -  
Information Technology**

| Description                                    | Qty | Unit Cost       | Total                          |
|--|-----|-----------------|--------------------------------|
|  |     | \$              | \$                             |
| <b><u>Corporate IT Support - Program 9</u></b> |     |                 |                                |
| 23 Server Replacement                          | 6   | 10,350          | 62,100                         |
| 24 SAN/Disk Replacement                        | 2   | 21,250          | 42,500                         |
| 25 Remote Site Server Upgrades                 | 4   | 6,030           | 24,120                         |
| 26 Offsite/Lab Environment Refresh             | 1   | 211,124         | 211,124                        |
| 27 Audio Visual Replacement Headquarters       | 1   | 187,500         | 187,500                        |
|  |     | <b>Subtotal</b> | <u>527,344</u>                 |
|  |     |                 | <u><u><b>1,405,537</b></u></u> |

|   |
|---|
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## 2016 Business Plan

## Corporate Services- Legislative Services

### Major Services & Activities

#### Council Services

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

#### Records and Information Management

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



**2016 Business Plan**

**Corporate Services-  
Legislative Services**

**Major Services & Activities Continued**

**Public Counter**

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

**Corporate Call Centre**

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

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

| <b>Strategic Goals</b>          |   |
|---------------------------------|---|
| <b>Responsibility - Support</b> |   |
| <b>Goal</b>                     | <b>Description</b>  |
| <b>4.5</b>                      | Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population. |
| <b>5.1</b>                      | Increase and strengthen intergovernmental co-operation and partnerships, including the sharing of resources.  |
| <b>5.2</b>                      | Improve communication between the Region, residents and other levels of government and agencies, increasing awareness of Regional Services.               |
| <b>5.3</b>                      | Preserve Durham's strong fiscal position and administrative excellence.   |
| <b>5.4</b>                      | Provide an environment that sustains an effective, motivated, healthy workforce.  |

## PROGRAM SUMMARY



### 2016 Business Plan

### Corporate Services - Legislative Services

| By Program                                  | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                     | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>                           |                      |                    |                |                   |                    |
| 1 Council Services                          | 1,445                | 1,467              | 1,426          | 2                 | 1,428              |
| 2 Records and Information<br>Management     | 830                  | 851                | 860            | 26                | 886                |
| 3 Public Counter*                           | -                    | -                  | -              | -                 | -                  |
| 4 Corporate Call Centre*                    | -                    | -                  | -              | -                 | -                  |
| 5 Headquarters Shared Cost                  | 102                  | 102                | 104            | 1                 | 105                |
| <b>Operating Subtotal</b>                   | <b>2,377</b>         | <b>2,420</b>       | <b>2,390</b>   | <b>29</b>         | <b>2,419</b>       |
| <b>Tangible Capital Assets:</b>             |                      |                    |                |                   |                    |
| 6 New                                       | 6                    | 6                  | -              | 100               | 100                |
| 7 Replacement                               | 34                   | 34                 | 22             | -                 | 22                 |
| <b>Tangible Capital Assets<br/>Subtotal</b> | <b>40</b>            | <b>40</b>          | <b>22</b>      | <b>100</b>        | <b>122</b>         |
| <b>Net Program Expenses</b>                 | <b>2,417</b>         | <b>2,460</b>       | <b>2,412</b>   | <b>129</b>        | <b>2,541</b>       |

#### Summary of Increase (Decrease)

|  |        |       |
|--|--------|-------|
|  | (\$48) |       |
|  | -1.95% |       |
|  |        | \$81  |
|  |        | 3.29% |

\* Tangible Capital Assets Included in Program Detail Page

#### Summary of Base Budget Changes

|  | \$          | Comments                         |
|--|-------------|----------------------------------|
| Salaries & Benefits  | 40          | Economic increases               |
| Operating Expenses   | (60)        | One-time - Professional Services |
| Operating Expenses   | 2           | Headquarters shared cost         |
| Tangible Capital Assets - New                              | (6)         | Reduced requirement              |
| Tangible Capital Assets - Replacement                      | (12)        | Reduced requirement              |
| Increase in Recoveries For Public Counter &<br>Call Centre | (12)        | Economic increases               |
|  | <b>(48)</b> |                                  |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Corporate Services - Legislative Services

(\$,000's)

#### Council Services

|  |   |
|--|---|
| ♦ Increase for Telephones & Pagers to align with 2015 actuals. | 2 |
|  | 2 |

#### Records and Information Management

|  |    |
|--|----|
| ♦ Increase for Personnel Related Expenses due to increase in costs for courses and on-line Information Management standards. | 4  |
| ♦ Addition to Marketing/Promotion for promotion of Records and Information Management services.                              | 2  |
| ♦ Increase for Purchased Services to allow for transfer of permanent records to offsite location.                            | 20 |
|  | 26 |

#### Headquarters Shared Cost

|   |   |
|---|---|
| ♦ Legislative Services' share of costs related to the operation and maintenance of Regional Headquarters. | 1 |
|   | 1 |

#### Tangible Capital Assets

**New:**

|   |     |
|---|-----|
| ♦ Acquisition and installation of Electronic Agenda software. | 100 |
|   | 100 |

|                              |            |
|------------------------------|------------|
| <b>Total Program Changes</b> | <b>129</b> |
|------------------------------|------------|



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

**Purpose:**

- ◆ Provide secretariat support to Regional Council, four Standing and seven Advisory Committees, 9-1-1 Management Board and to Durham Region Transit Commission and its two Committees.
- ◆ Prepare Regional Council agenda.
- ◆ Distribute weekly agenda packages to members of Council, senior staff, area municipal staff, media and subscribers.
- ◆ Publish Council, Committee and Transit Commission agendas, minutes, reports and By-laws on the Region's website for viewing, searching, downloading and printing.
- ◆ Respond to enquiries related to the responsibilities of the Council Services section.
- ◆ Prepare and publish the Council Highlights newsletter for use by area municipalities, libraries, school boards and other Regions.
- ◆ 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.
- ◆ Receive tenders, RFP's and RFQ's, attend openings and record results.
- ◆ Receive complaints regarding the imposition of a development charge under the Region's Development Charges By-law, arrange hearings and prepare hearing reports.
- ◆ 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.
- ◆ Provide notification of Regional Official Plan and Regional Development Charges By-law amendments and prepare and submit appeal packages to the Ontario Municipal Board (OMB) pursuant to legislation.
- ◆ Prepare and publish office consolidations of various by-laws and the Regional Official Plan.
- ◆ Coordinate official corporate functions and special events.
- ◆ Co-ordinate Council appointments to committees.
- ◆ Conduct the election for the office of Regional Chair in accordance with the *Municipal Elections Act, 1996*.

**Description of Program Activities**

**2015 Accomplishments:**

- ◆ Provided secretariat support to Regional Council, four Standing and seven Advisory Committees, 9-1-1 Management Board and to Durham Region Transit Commission and its two Committees.
- ◆ Prepared Regional Council agenda.
- ◆ Distributed weekly agenda packages to members of Council, senior staff, area municipal staff, media and subscribers.
- ◆ Published agendas, minutes, reports and by-laws on the Region's website for viewing, searching and downloading.
- ◆ Responded to enquiries related to the responsibilities of the Council Services section.
- ◆ Prepared and published Council Highlights Newsletter for use by area municipalities, libraries, school boards and other Regional municipalities.
- ◆ Updated Council and Transit Policy Manuals.
- ◆ Received and processed the Region's Info mail, insurance claim letters and letters addressed to the Region, including delegation requests.
- ◆ Received tenders/RFPs/RFQs, attended openings and recorded the results.



2016 Program Detail

Corporate Services -  
Legislative Services

Description of Program Activities Continued:

**2015 Accomplishments Continued:**

- ◆ Received complaints regarding the imposition of a Development Charge pursuant to Regional Development Charges By-law No. 44-2008 and arranged, attended and recorded the proceedings of hearings to dispose of the complaints in accordance with the *Development Charges Act, 1997*.
- ◆ Executed legal documents on behalf of the Region together with the Regional Chair.
- ◆ Provided certified copies of Regional by-laws, resolutions and other documents.
- ◆ Accepted service of legal documents served on the Region.
- ◆ Coordinated official corporate functions and special events.
- ◆ Completed Regional Official Plan Amendment Notices of Adoption, and Regional Official Plan Amendment appeal packages for submission to the OMB.
- ◆ Completed and published Regional by-law consolidations, and the Regional Official Plan consolidation.
- ◆ Updated policy and procedures for Council Services.
- ◆ On-going research of e-agenda processes in conjunction with Corporate Services - Information Technology division.
- ◆ Prepared various reports to Council related to e-agenda, Council composition, Bill 8: *The Public Sector and MPP Accountability and Transparency Act, 2014*.
- ◆ Attended various internal and external training courses and workshops.
- ◆ Continued input on accessible agendas, minutes, reports and by-law templates for use corporate wide.
- ◆ Reviewed and updated departmental policies and procedures in response to Bill 8 legislation.

**2016 Activities:**

- ◆ Continue to provide secretariat support to Regional Council, four Standing and seven Advisory Committees, 9-1-1 Management Board and to Durham Region Transit Commission and its two Committees.
- ◆ Continue to prepare Council agendas.
- ◆ Continue to provide weekly agenda packages to members of Council, senior staff, area municipal staff, media and subscribers.
- ◆ Continue to publish agendas, minutes, reports and by-laws on the Region's website for viewing, searching and downloading.
- ◆ Continue to respond to enquiries related to the responsibilities of the Council Services' section.
- ◆ Continue to prepare and publish the Council Highlights Newsletter for use by area municipalities, libraries, school boards and other Regions.
- ◆ Continue to update the Council and Transit Policy Manuals.
- ◆ Continue to execute the Corporation's legal documents together with the Regional Chair.
- ◆ Continue to receive and open tenders/RFP's/RFQ's, attend openings and record results.
- ◆ Continue to coordinate official corporate functions and special events.
- ◆ Continue to receive and process the Regional website's Info mail, insurance claim letters and letters addressed to the Region, including delegation requests.
- ◆ Continue to take action on certain by-laws and Regional Official Plan amendments pursuant to legislation.
- ◆ Continue to provide certified copies of by-laws, resolutions and other documents.
- ◆ Continue to accept all legal documents being served on the Region.
- ◆ Continue to research and recommend e-agenda solution.
- ◆ Continue to attend various internal and external training sessions, workshops and conferences.
- ◆ Continue to produce accessible Council agendas and minutes.
- ◆ Continue to review and update Council policies and procedures in response to Bill 8 legislation.



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 13.1  
2015 Full Time Staff = 13.1

**Performance Measurements:**

◆ **2014**

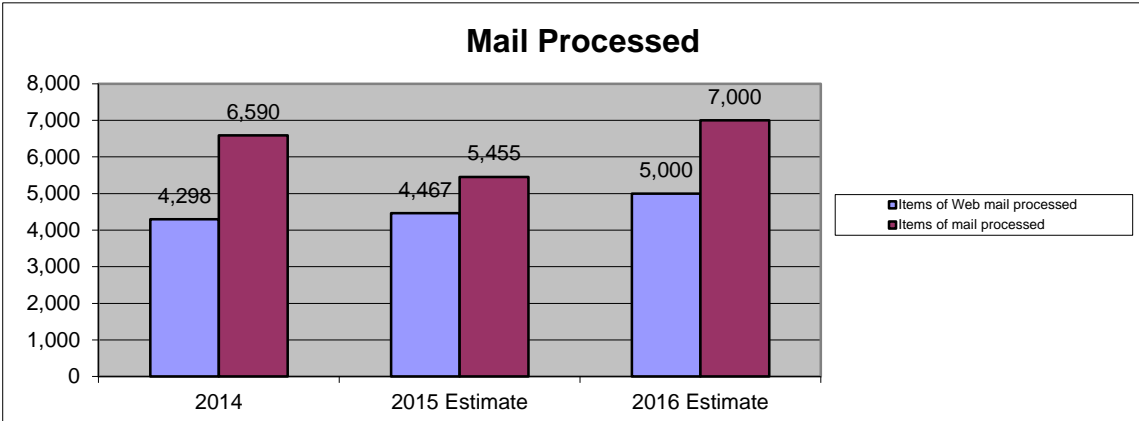
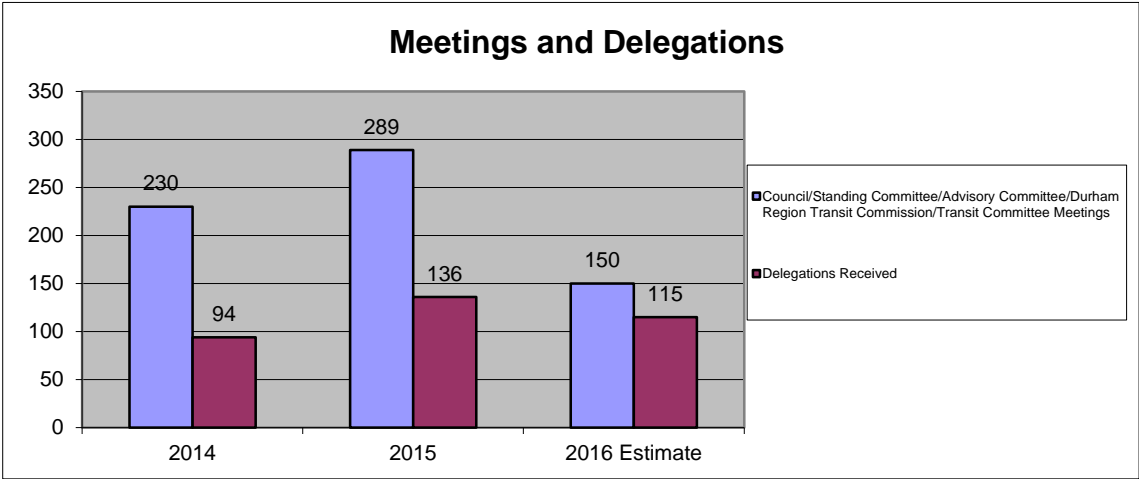
Supported 230 meetings  
94 Delegations to Council/  
Committee/Advisory Committees.  
Processed 4,298 Items of Web Mail  
Processed 6,590 Items of Mail

◆ **2015**

Supported 289 meetings  
136 Delegations to Council/  
Committee/Advisory Committees.  
Processed 4,467 Items of Web Mail  
Processed 5,455 Items of Mail

◆ **2016 Estimate**

Support 150 meetings  
115 Delegations to Council/  
Committee/Advisory Committees.  
5,000 Items of Web Mail  
7,000 Items of Mail



◆ **2014 Events**

Co-ordinated 21 Events

**2015 Events Estimate**

Co-ordinated 25 Events

◆ **2016 Events Estimate**

Co-ordinate 25 Events

**PROGRAM 1  
COUNCIL SERVICES**



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 1,413                | 1,290              | 1,309          | -                 | 1,309              |
| Personnel Related                       | 13                   | 39                 | 39             | -                 | 39                 |
| Communications                          | 25                   | 74                 | 74             | 2                 | 76                 |
| Supplies                                | 16                   | 16                 | 16             | -                 | 16                 |
| Computer Maintenance &<br>Operations    | -                    | 9                  | 9              | -                 | 9                  |
| Materials & Services                    | 4                    | 9                  | 9              | -                 | 9                  |
| Equipment Maintenance &<br>Repairs      | 5                    | 9                  | 9              | -                 | 9                  |
| Professional Services                   | 20                   | 69                 | 9              | -                 | 9                  |
| Minor Assets & Equipment                | -                    | 1                  | 1              | -                 | 1                  |
| <b>Gross Operating Expenses</b>         | <b>1,496</b>         | <b>1,516</b>       | <b>1,475</b>   | <b>2</b>          | <b>1,477</b>       |
| <b>Tangible Capital Assets</b>          |                      |                    |                |                   |                    |
| New                                     | 2                    | 2                  | -              | 100               | 100                |
| Replacement                             | 24                   | 24                 | 12             | -                 | 12                 |
| <b>Total Tangible Capital Assets</b>    | <b>26</b>            | <b>26</b>          | <b>12</b>      | <b>100</b>        | <b>112</b>         |
| <b>Total Expenses</b>                   | <b>1,522</b>         | <b>1,542</b>       | <b>1,487</b>   | <b>102</b>        | <b>1,589</b>       |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Sale of Publications                    | (8)                  | (6)                | (6)            | -                 | (6)                |
| Recovery from Transit                   | (43)                 | (43)               | (43)           | -                 | (43)               |
| <b>Total Revenues</b>                   | <b>(51)</b>          | <b>(49)</b>        | <b>(49)</b>    | <b>-</b>          | <b>(49)</b>        |
| <b>Net Program Expenses</b>             | <b>1,471</b>         | <b>1,493</b>       | <b>1,438</b>   | <b>102</b>        | <b>1,540</b>       |

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

|  |       |
|--|-------|
| Gross Operating Expenses Per Above                 | 1,477 |
| Add: Revenue Per Above                             | (49)  |
| Net Operating Program Expenses Per Program Summary | 1,428 |
| Add: Tangible Capital Assets Per Above             | 112   |
| Net Program Expenses per Above                     | 1,540 |



## PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



### 2016 Program Detail

### Corporate Services - Legislative Services

#### Purpose:

- ◆ Manage the Records and Information Management (RIM) Program of the Corporation, ensuring that official records are managed from creation to final disposition.
- ◆ Maintain the Region's Records Retention By-law and Corporate Classification Scheme (CCS) in accordance with Sections 254 and 255 of *the Municipal Act* and submit any changes to Regional Council for approval.
- ◆ Promote and educate staff on information management best practices throughout the Region.
- ◆ Manage the Regional Archives of the Corporation, ensuring the identification, preservation and accessibility of permanent, historically significant Regional records.
- ◆ Provide access and privacy support to the Regional Clerk in administering the *Municipal Freedom of Information & Protection of Privacy Act (MFIPPA)* and the *Personal Health Information Protection Act (PHIPA)*.

#### Description of Program Activities:

##### 2015 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 Versatile Enterprise records management file tracking software system, Zylmage, MFIPPA and PHIPA and RIM Awareness on information management best practices throughout the Region that comply with the Records Retention By-Law.
- ◆ Managed ongoing departmental projects; developed information management systems that included procedural analysis (workflow) to identify key business functions and activities, information sharing opportunities, provide process improvements; customized RIM policies and procedures, consistent naming conventions on shared drives, and implemented Versatile records management software.
- ◆ Processed requests for information, complaints and appeals under the MFIPPA/PHIPA advised Departments on compliance with the Act in conjunction with the Legal Department.
- ◆ Managed an on-site inactive storage facility (Records Retention Center) by coordinating the transfer of inactive records to the RRC or the Regions offsite records storage facility.
- ◆ Managed the annual destruction of Regional records according to the Region's Records Retention By-law.
- ◆ Drafted a strategic plan that encompasses a framework of guiding principles and strategies for the corporate Records and Information Management program within the Region of Durham to improve the quality, access and effective use of the Region information assets.

##### 2016 Activities

- ◆ Continue to identify and assist Departments in managing official records according to the Corporate Classification Scheme (CCS), which forms part of the Region's Records Retention By-Law.
- ◆ Continue to promote and train staff on Versatile Enterprise records management file tracking software system, Zylmage, MFIPPA and PHIPA and RIM Awareness on information management best practices throughout the Region that comply with the Records Retention By-Law.
- ◆ Continue ongoing departmental projects; develop information management systems that include procedural analysis (workflow) to identify key business functions and activities, information sharing opportunities and provide process improvements; customized RIM policies and procedures; consistent naming conventions on shared drives, and implement Versatile records management software.
- ◆ Continue to process requests for information, complaints and appeals under the MFIPPA and PHIPA.
- ◆ Continue to advise on compliance with the Acts in conjunction with the Legal Department.

## PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



### 2016 Program Detail

### Corporate Services - Legislative Services

#### Description of Program Activities Continued:

- ◆ Continue to manage on-site inactive storage facility and coordinate records services at off-site record storage facility under contract to the Region.
- ◆ Continue to manage the annual destruction of Regional records according to the Region's Records Retention By-law.
- ◆ Continue to adhere to a framework of guiding principles and strategies for the corporate Records and Information Management program within the Region of Durham. The plan will improve the quality, access and effective use of the Region's information assets and allow us to consistently apply information management solutions in an efficient and coordinated manner.

#### Description of Program Resources:

- ◆ 2016 Full Time Staff = 9
- 2015 Full Time Staff = 9

#### Performance Measurements:

##### Inactive Records Services

###### Effective

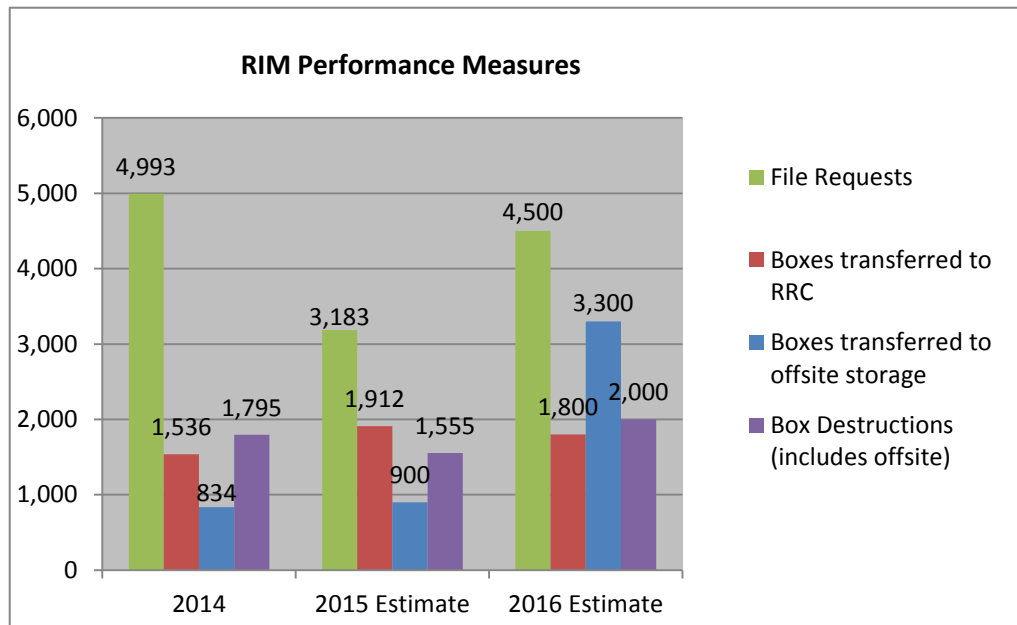
Continuing high number of retrievals shows the existence of an active records centre.

###### Efficiency

Response timelines remain consistent as established service levels are consistently met.

###### Community

Archival inventory projects will improve availability for citizen engagement.



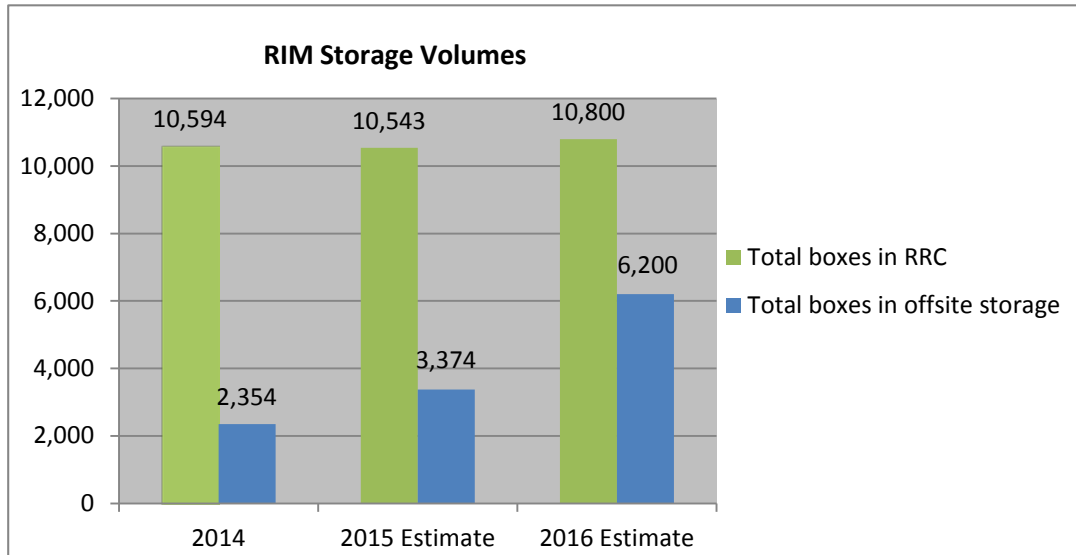
## PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



### 2016 Program Detail

### Corporate Services - Legislative Services

#### Performance Measurements Continued:



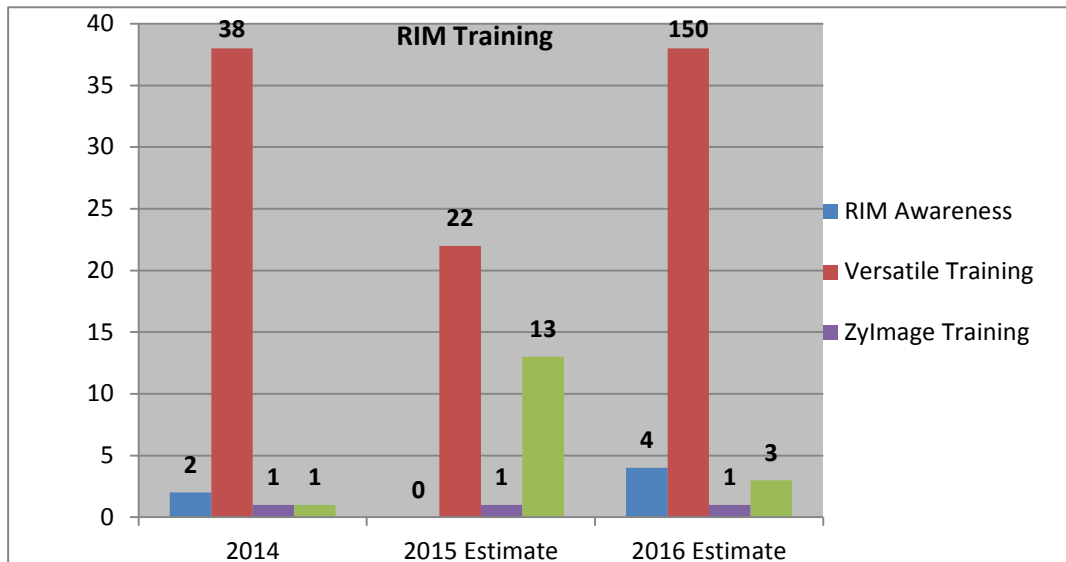
### RIM Training

#### Effective

Training sessions attended by various departments.

#### Efficiency

Training is primarily done with implementation of projects and on an as needed basis.



# PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



## 2016 Program Detail

## Corporate Services - Legislative Services

### Performance Measurements Continued:

#### FOI Requests

##### Effective

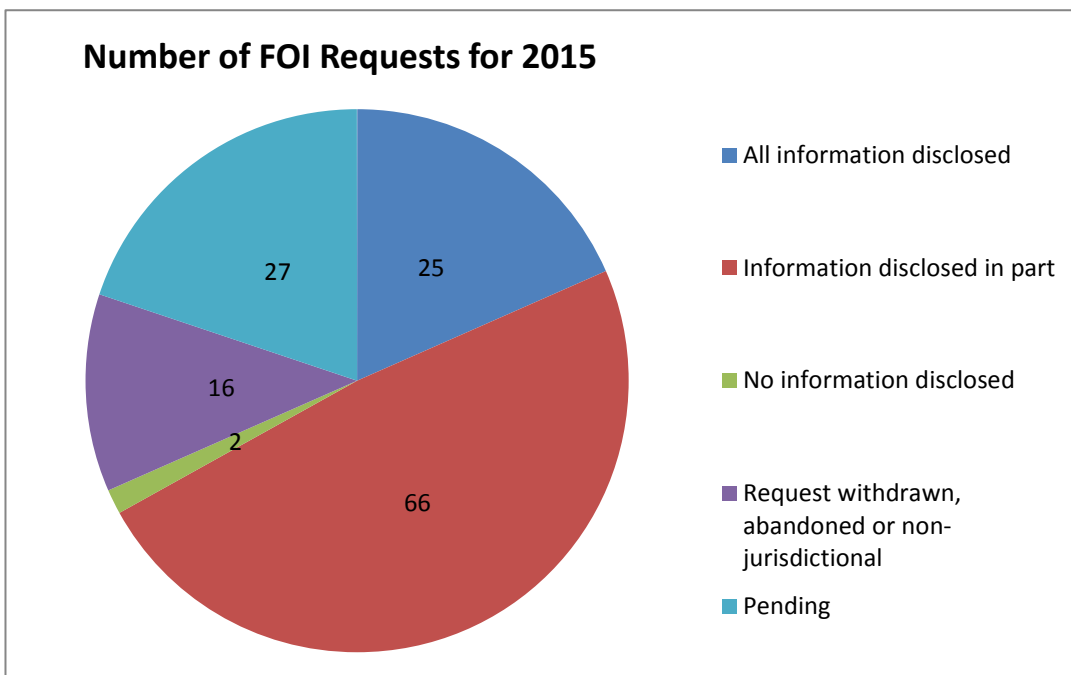
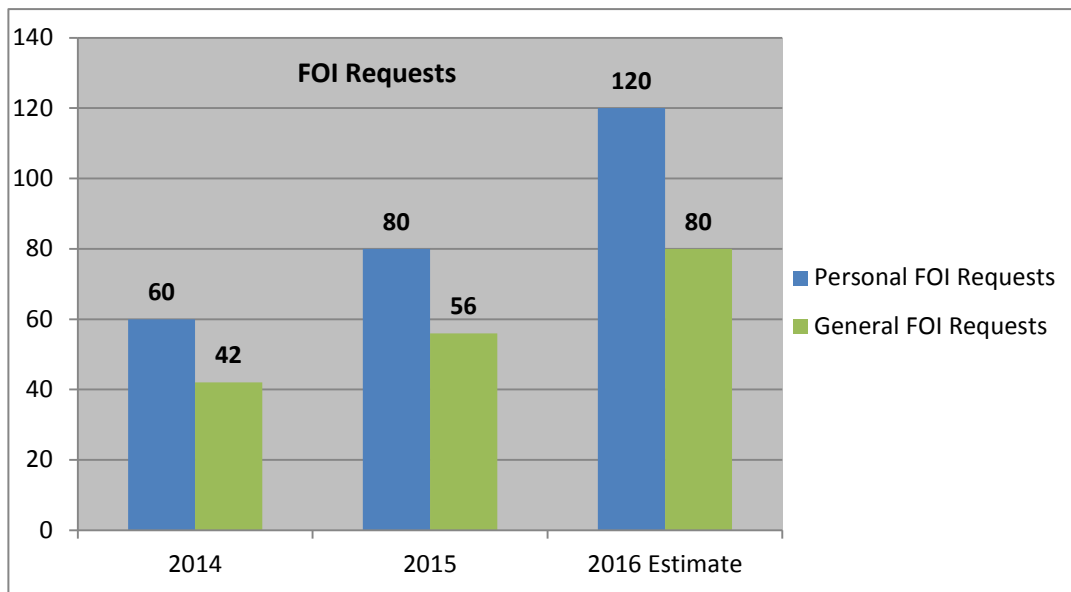
Compliance with MFIPPA & PHIPA well supported. Routine disclosure made through the normal course of business minimizes the number of requests.

##### Efficiency

87% of requests completed within 30 days.

##### Community

Continued to meet the Public's expectation to have 'open and accessible' records.



**PROGRAM 2  
RECORDS AND INFORMATION MANAGEMENT**



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

| Detailed Cost of Program:            | 2015                 |                    | 2016           |                   |                    |
|--------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                           | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>            |                      |                    |                |                   |                    |
| Personnel Expenses                   | 770                  | 779                | 788            | -                 | 788                |
| Personnel Related                    | 13                   | 17                 | 17             | 4                 | 21                 |
| Communications                       | 4                    | 7                  | 7              | 2                 | 9                  |
| Supplies                             | 6                    | 7                  | 7              | -                 | 7                  |
| Computer Maintenance &<br>Operations | 12                   | 13                 | 13             | -                 | 13                 |
| Materials & Services                 | 25                   | 25                 | 25             | 20                | 45                 |
| Equipment Maintenance &<br>Repairs   | -                    | 3                  | 3              | -                 | 3                  |
| <b>Gross Operating Expenses</b>      | <b>830</b>           | <b>851</b>         | <b>860</b>     | <b>26</b>         | <b>886</b>         |
| <b>Tangible Capital Assets</b>       |                      |                    |                |                   |                    |
| New                                  | 4                    | 4                  | -              | -                 | -                  |
| Replacement                          | 10                   | 10                 | 10             | -                 | 10                 |
| <b>Total Tangible Capital Assets</b> | <b>14</b>            | <b>14</b>          | <b>10</b>      | <b>-</b>          | <b>10</b>          |
| <b>Net Program Expenses</b>          | <b>844</b>           | <b>865</b>         | <b>870</b>     | <b>26</b>         | <b>896</b>         |

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



## **2016 Program Detail**

## **Corporate Services - Legislative Services**

### **Purpose:**

- ◆ 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.
- ◆ Assist public with mobility or special needs issues.
- ◆ Coordinate all aspects of the common meeting rooms and display areas at Regional Headquarters, including but not limited to booking of said areas as well as cleaning of linens, set up of wireless access, monitoring of furnishings and accessories within such areas.
- ◆ Coordinate revisions to various Regional directories such as the Durham Municipal Directory, applicable areas within the Bell Telephone Directories, the on-line Regional Employee Telephone Directory.
- ◆ Prepare, update and publish the on-line Regional meetings calendar.
- ◆ Prepare meeting attendance records and mileage expense claim forms for Councillors.
- ◆ Maintain and update Council, Committees and Transit minutes index.
- ◆ Maintain statistics on all room bookings.
- ◆ Provide back up support to the Corporate Call Centre.
- ◆ Support Council Services by assisting with various tasks or undertaking specific duties.

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

#### **2015 Accomplishments:**

- ◆ Assisted the public by providing general information on Regional programs or directing them to the appropriate department, municipality, other levels of government or agency for service.
- ◆ Administered the Outlook Room Booking Program for the common meeting rooms and displays.
- ◆ Maintained an inventory of the furnishings and accessories in the common meeting rooms and assisted with the preparation of a replacement schedule.
- ◆ Completed Councillors' meeting attendance records and mileage expense claim forms.
- ◆ Managed and maintained the telephone contact information in the on-line Regional Employee Phone Directory.
- ◆ Prepared and published the 2015/16 Durham Municipal Directory, including providing the Directory in an accessible format.
- ◆ Completed the preparation of the weekly Regional Council and Committee meetings calendar and provided on-line and in hard copy.
- ◆ Completed updates to Bell Telephone white, blue and yellow pages.
- ◆ Updated Policies and Procedures for the Public Front Counter where required.
- ◆ Enhanced meeting room stats to provide more data.
- ◆ Assisted First Responders during medical emergencies.
- ◆ Answered the 911 Alert Phone and worked in coordination with security 8am to 5pm to assist with 911 response and resolution.
- ◆ Indexed Council, Committees and Transit minutes.
- ◆ Provided updates to the electronic telephone Knowledgebase (CRM System).
- ◆ Supported Council Services by assisting with various tasks and undertaking specific duties.
- ◆ Provided back-up support to the Corporate Call Centre.



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

**Description of Program Activities Continued:**

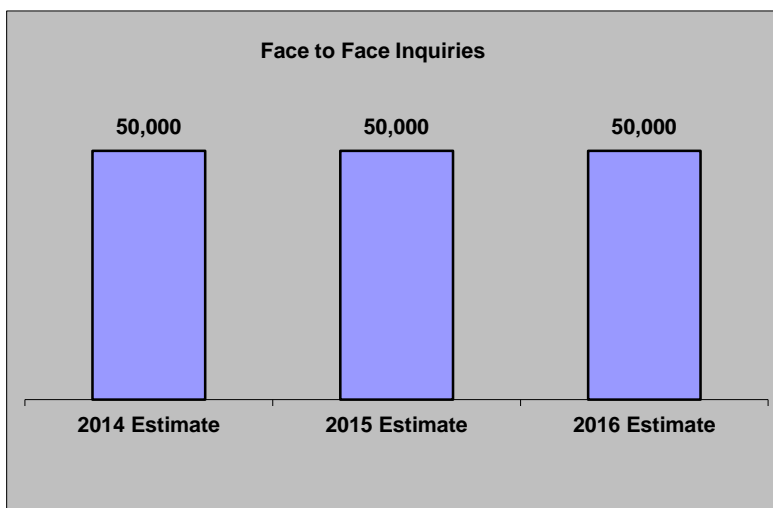
**2016 Activities:**

- ◆ Continue to assist the public by providing general information on Regional programs and services and directing them to the appropriate Regional Department, municipality, organization or agency for service.
- ◆ Prepare the 2016/17 Municipal Directory including providing the Directory in an accessible format.
- ◆ Continue to manage the telephone contact information in the on-line Regional Employee Phone Directory.
- ◆ Continue to administer MS Outlook Room Booking Program for the common meeting rooms and displays.
- ◆ Continue to inventory the furnishings and accessories in the common meeting rooms and assist with the preparation of a replacement schedule.
- ◆ Continue to back up the Corporate Call Centre.
- ◆ Continue to prepare mileage expense claims for Councillors.
- ◆ Continue to prepare weekly Regional Council and Committees meetings calendar and provide on-line and in hard copy.
- ◆ Continue to support Council Services by assisting with various tasks or undertaking specific duties.
- ◆ Continue to update Bell Telephone white, blue and yellow pages.
- ◆ Continue to collect statistical data for meeting rooms.
- ◆ Continue to update and expand the electronic telephone Knowledgebase (CRM system).
- ◆ Costs associated with this program are shared corporately with all departments.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 3.45  
2015 Full Time Staff = 3.45

**Performance Measurements:**



**PROGRAM 3  
PUBLIC COUNTER**



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

| Detailed Cost of Program:            | 2015                 |                    | 2016           |                   |                    |
|--------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                           | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>            |                      |                    |                |                   |                    |
| Personnel Expenses                   | 240                  | 263                | 268            | -                 | 268                |
| Personnel Related                    | 1                    | 4                  | 4              | -                 | 4                  |
| Communications                       | 15                   | 15                 | 15             | -                 | 15                 |
| Supplies                             | 5                    | 5                  | 5              | -                 | 5                  |
| Headquarters Shared Costs            | (298)                | (327)              | (322)          | -                 | (322)              |
| Materials & Services                 | 2                    | 2                  | 2              | -                 | 2                  |
| Equipment Maintenance &<br>Repairs   | -                    | 3                  | 3              | -                 | 3                  |
| <b>Gross Operating Expenses</b>      | <b>(35)</b>          | <b>(35)</b>        | <b>(25)</b>    | <b>-</b>          | <b>(25)</b>        |
| <b>Tangible Capital Assets</b>       |                      |                    |                |                   |                    |
| Replacement                          | 35                   | 35                 | 25             | -                 | 25                 |
| <b>Total Tangible Capital Assets</b> | <b>35</b>            | <b>35</b>          | <b>25</b>      | <b>-</b>          | <b>25</b>          |
| <b>Net Program Expenses</b>          | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |





## 2016 Program Detail

## Corporate Services - Legislative Services

### Purpose:

- ◆ Provide first-tier, live-answer response to anyone calling the Region's main telephone number and provide them with general information on Regional programs or transfer them to the appropriate department, municipality, other levels of government or agency for service.
- ◆ Update the Legislative Services section of the external web site as required.

### Description of Program Activities:

#### **2015 Accomplishments:**

- ◆ Assisted the public calling into the Region's main telephone number by providing general program information or transferring them to the appropriate department, municipality, organization or agency for service.
- ◆ Updated the Corporate Call Centre's Policies and Procedures where required.
- ◆ Updated and expanded the electronic telephone Knowledgebase (CRM system) to provide improved functionality.
- ◆ Assisted the Public Front Counter by communicating any changes to staff telephone contact information as they were identified.
- ◆ Completed updates to the Legislative Services Department section of the external web site.
- ◆ Updated the greeting on the Region's main telephone line and automated attendant line.

#### **2016 Activities:**

- ◆ Continue to assist the public calling into the Region's main telephone number by providing general program information or transferring them to the appropriate department, municipality, other levels of government or agency for service.
- ◆ Continue to update and expand the electronic telephone Knowledgebase (CRM system).
- ◆ Continue to update the Komutel system with current employee contact information.
- ◆ Continue to assist the Public Front Counter by communicating any changes to staff telephone contact information as they are identified.
- ◆ Change the music "on-hold" on the Region's telephone system.
- ◆ Continue to update the Legislative Services section of the external web site.

### Description of Program Resources:

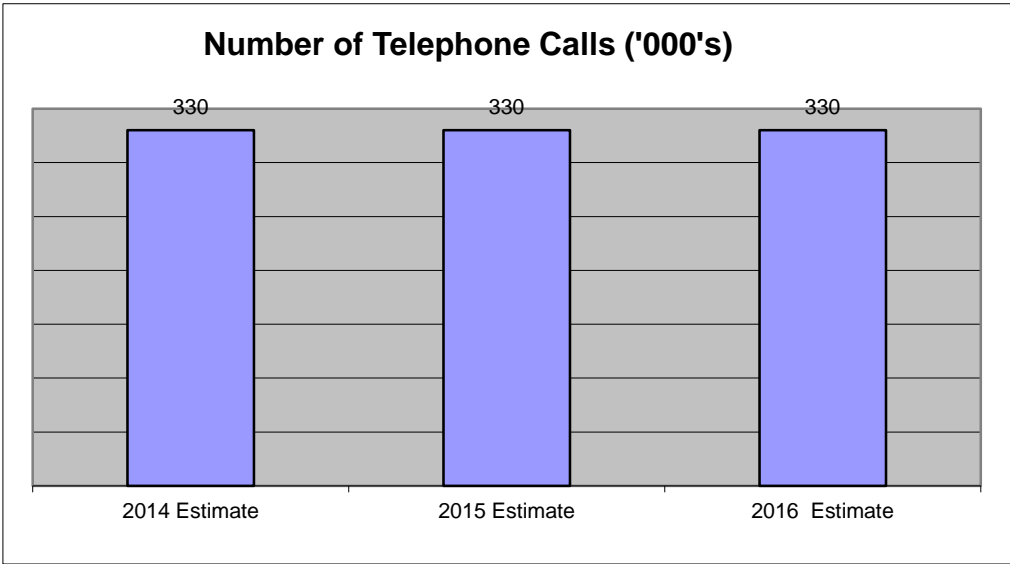
- ◆ 2016 Full Time Staff = 6.45  
2015 Full Time Staff = 6.45



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

**Performance Measurements:**



**PROGRAM 4  
CORPORATE CALL CENTRE**



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

| <b>Detailed Cost of Program:</b>     | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--------------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                           | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>            |                              |                            |                        |                           |                            |
| Personnel Expenses                   | 401                          | 451                        | 458                    | -                         | 458                        |
| Personnel Related                    | -                            | 4                          | 4                      | -                         | 4                          |
| Communications                       | -                            | 3                          | 3                      | -                         | 3                          |
| Supplies                             | 5                            | 5                          | 5                      | -                         | 5                          |
| Headquarters Shared Costs            | (435)                        | (497)                      | (501)                  | -                         | (501)                      |
| Computer Maintenance &<br>Operations | 26                           | 26                         | 26                     | -                         | 26                         |
| Materials & Services                 | -                            | 2                          | 2                      | -                         | 2                          |
| Equipment Maintenance &<br>Repairs   | -                            | 3                          | 3                      | -                         | 3                          |
| <b>Gross Operating Expenses</b>      | <b>(3)</b>                   | <b>(3)</b>                 | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Tangible Capital Assets</b>       |                              |                            |                        |                           |                            |
| Replacement                          | 3                            | 3                          | -                      | -                         | -                          |
| <b>Total Tangible Capital Assets</b> | <b>3</b>                     | <b>3</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |
| <b>Net Program Expenses</b>          | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>102</b>           | <b>102</b>         | <b>104</b>     | <b>1</b>          | <b>105</b>         |

**PROGRAM 6  
TANGBILE CAPITAL ASSETS - NEW**



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

| Description | Qty | Unit Cost | Total |
|-------------|-----|-----------|-------|
|-------------|-----|-----------|-------|

**Council Services - Program 1**

|                              |   |         |                       |
|------------------------------|---|---------|-----------------------|
| 1 Electronic Agenda Software | 1 | 100,000 | 100,000               |
|                              |   |         | <u><u>100,000</u></u> |

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Corporate Services -  
Legislative Services**

| Description  | Qty | Unit Cost       | Total                       |
|--|-----|-----------------|-----------------------------|
| <b><u>Council Services - Program 1</u></b>                                 |     |                 |                             |
| 1 Desktops   | 4   | 700             | 2,800                       |
| 2 Power Laptops  | 2   | 3,000           | 6,000                       |
| 3 Monitors   | 6   | 250             | 1,500                       |
| 4 Printers   | 3   | 500             | 1,500                       |
|  |     | <b>Subtotal</b> | <b><u>11,800</u></b>        |
| <b><u>Records &amp; Information Management - Program 2</u></b>             |     |                 |                             |
| 5 Desktop Computers  | 10  | 700             | 7,000                       |
| 6 Monitors   | 10  | 250             | 2,500                       |
|  |     | <b>Subtotal</b> | <b><u>9,500</u></b>         |
| <b><u>Public Counter - Program 3 (Included in Program Detail Page)</u></b> |     |                 |                             |
| 7 Table/Chairs-Mtg Rm  | 1   | 20,000          | 20,000                      |
| 8 Accessories Mtg Rm   | 1   | 5,000           | 5,000                       |
|  |     | <b>Subtotal</b> | <b><u>25,000</u></b>        |
|  |     | <b>Total</b>    | <b><u><u>46,300</u></u></b> |

|   |
|---|
| <p><b>TABLE OF CONTENTS</b></p> <p><b>2016 BUSINESS PLANS &amp; BUDGETS</b></p> |
|---|

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**DURHAM EMERGENCY MANAGEMENT OFFICE**

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2016 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 Goals          |  |
|--------------------------|--|
| Responsibility - Support |  |
| Goal                     | Description  |
| 4.2                      | Maintain strong, safe communities with a focus on crime prevention.  |
| DEMO                     | Maintain a strong community emergency management program to prepare for, and respond to emergency events.<br>Compliance with Provincial Act and Regulation 380/04. |

## PROGRAM SUMMARY

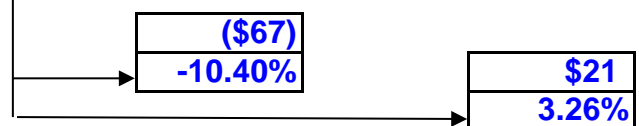


### 2016 Business Plan

### Durham Emergency Management Office

| By Program                                       | 2015           |               | 2016          |               |               |
|--|----------------|---------------|---------------|---------------|---------------|
| (\$,000's)                                       | Estimated      | Approved      | Base          | Program       | Proposed      |
| <u>Expense Programs</u>                          | <u>Actuals</u> | <u>Budget</u> | <u>Budget</u> | <u>Change</u> | <u>Budget</u> |
|  | \$             | \$            | \$            | \$            | \$            |
| <b>Operating:</b>                                |                |               |               |               |               |
| 1 Durham Emergency Management Office             | 960            | 1,087         | 1,039         | 68            | 1,107         |
| 2 Public Alerting System Maintenance             | 228            | 150           | 150           | -             | 150           |
| 3 Headquarters Shared Cost                       | 49             | 49            | 50            | 1             | 51            |
| <b>Operating Subtotal</b>                        | <b>1,237</b>   | <b>1,286</b>  | <b>1,239</b>  | <b>69</b>     | <b>1,308</b>  |
| <b>Tangible Capital Assets:</b>                  |                |               |               |               |               |
| 4 New  | 27             | 27            | -             | 19            | 19            |
| 5 Replacement                                    | 8              | 8             | 15            | -             | 15            |
| <b>Tangible Capital Assets Subtotal</b>          | <b>35</b>      | <b>35</b>     | <b>15</b>     | <b>19</b>     | <b>34</b>     |
| <b>Total Program Expenses</b>                    | <b>1,272</b>   | <b>1,321</b>  | <b>1,254</b>  | <b>88</b>     | <b>1,342</b>  |
| <b>Revenue Programs</b>                          |                |               |               |               |               |
| 1 Ontario Power Generation (OPG) Grant           | (527)          | (527)         | (527)         | -             | (527)         |
| 2 OPG Grant - Public Alerting System Maintenance | (228)          | (150)         | (150)         | -             | (150)         |
| <b>Total Revenue Programs</b>                    | <b>(755)</b>   | <b>(677)</b>  | <b>(677)</b>  | <b>-</b>      | <b>(677)</b>  |
| <b>Net Program Expenses</b>                      | <b>517</b>     | <b>644</b>    | <b>577</b>    | <b>88</b>     | <b>665</b>    |

### Summary of Increase (Decrease)



### Summary of Base Budget Changes

|                                       | \$          | Comments                     |
|---------------------------------------|-------------|------------------------------|
| Salaries & Benefits                   | 12          | Economic increases           |
| Operating Expenses                    | (60)        | One-time Community Relations |
| Operating Expenses                    | 1           | Headquarters Shared Cost     |
| Tangible Capital Assets - New         | (27)        | Reduced requirement          |
| Tangible Capital Assets - Replacement | 7           | Increased requirement        |
|                                       | <b>(67)</b> |                              |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Durham Emergency Management Office

(\$,000's)

#### Durham Emergency Management Office

|   |           |
|---|-----------|
| ◆ Increase in Communications for community relations materials for public education, personal preparedness and nuclear planning awareness and related postage expenses. | 64        |
| ◆ Increase in Equipment Rentals to reflect actual cost.   | 4         |
|   | <u>68</u> |

#### Headquarters Shared Cost

|  |          |
|--|----------|
| ◆ Durham Emergency Management Office's share of costs related to the operation and maintenance of Regional Headquarters. | 1        |
|  | <u>1</u> |

#### Tangible Capital Assets

|  |           |
|--|-----------|
| ◆ Refer to TCA New Schedule for further details. | 19        |
|  | <u>19</u> |

**Total Program Changes** 88

# PROGRAM 1 DURHAM EMERGENCY MANAGEMENT OFFICE



## 2016 Program Detail

## Durham Emergency Management Office

### Purpose:

- ◆ To reduce the risks to the Region and build resiliency by coordinating and integrating those activities necessary to mitigate against, prepare for, respond to and recover from potential or actual natural, technological, and/or human induced risks.

### Description of Program Activities:

Durham Emergency Management Office (DEMO) must ensure the Region is compliant for 2016 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 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:

- ◆ 2016 Full Time Staff = 8
- 2015 Full Time Staff = 8

**PROGRAM 1  
DURHAM EMERGENCY MANAGEMENT OFFICE**



**2016 Program Detail**

**Durham Emergency  
Management Office**

| <b>Detailed Cost of Program:</b>                | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                                      | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                       |                              |                            |                        |                           |                            |
| Personnel Expenses                              | 797                          | 901                        | 913                    | -                         | 913                        |
| Personnel Related                               | 19                           | 25                         | 25                     | -                         | 25                         |
| Communications                                  | 128                          | 140                        | 80                     | 64                        | 144                        |
| Supplies  | 8                            | 14                         | 14                     | -                         | 14                         |
| Equipment Maintenance & Repairs                 | 6                            | 3                          | 3                      | 4                         | 7                          |
| Vehicle Operations                              | -                            | 1                          | 1                      | -                         | 1                          |
| Minor Assets & Equipment                        | -                            | 1                          | 1                      | -                         | 1                          |
| <b>Operating Expenses Subtotal</b>              | <b>958</b>                   | <b>1,085</b>               | <b>1,037</b>           | <b>68</b>                 | <b>1,105</b>               |
| <b>Transfers from Related Entities</b>          |                              |                            |                        |                           |                            |
| NextGen Charges                                 | 2                            | 2                          | 2                      | -                         | 2                          |
| <b>Transfers from Related Entities Subtotal</b> | <b>2</b>                     | <b>2</b>                   | <b>2</b>               | <b>-</b>                  | <b>2</b>                   |
| <b>Gross Operating Expenses</b>                 | <b>960</b>                   | <b>1,087</b>               | <b>1,039</b>           | <b>68</b>                 | <b>1,107</b>               |
| <b>Tangible Capital Assets</b>                  |                              |                            |                        |                           |                            |
| New   | 27                           | 27                         | -                      | 19                        | 19                         |
| Replacement                                     | 8                            | 8                          | 15                     | -                         | 15                         |
| <b>Total Tangible Capital Assets</b>            | <b>35</b>                    | <b>35</b>                  | <b>15</b>              | <b>19</b>                 | <b>34</b>                  |
| <b>Total Expenses</b>                           | <b>995</b>                   | <b>1,122</b>               | <b>1,054</b>           | <b>87</b>                 | <b>1,141</b>               |

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

## PROGRAM 2 PUBLIC ALERTING SYSTEM MAINTENANCE



### 2016 Program Detail

Durham Emergency  
Management Office

#### Purpose:

- ◆ Maintenance of the public alerting siren system (34 sirens), and auto-dialer, for 10km zones around both Pickering and Darlington Nuclear Stations.

#### Description of Program Activities:

- ◆ Preventative maintenance twice per year.
- ◆ 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**



**2016 Program Detail**

**Durham Emergency  
Management Office**

| Detailed Cost of Program: | 2015                 |                    | 2016           |                   |                    |
|---------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b> |                      |                    |                |                   |                    |
| Materials & Services      | 228                  | 150                | 150            | -                 | 150                |
| <b>Total Expenses</b>     | <b>228</b>           | <b>150</b>         | <b>150</b>     | <b>-</b>          | <b>150</b>         |

**PROGRAM 3  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Durham Emergency  
Management Office**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |



**PROGRAM 3  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Durham Emergency  
Management Office**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>49</b>            | <b>49</b>          | <b>50</b>      | <b>1</b>          | <b>51</b>          |

**PROGRAM 4  
TANGIBLE CAPITAL ASSETS - NEW**



**2016 Program Detail**

**Durham Emergency  
Management Office**

| Description                   | Qty | Unit Cost | Total         |
|-------------------------------|-----|-----------|---------------|
|                               |     | \$        | \$            |
| 1 Wi-Fi Connectivity Upgrades | 1   | 16,500    | 16,500        |
| 2 Revolve Tablet              | 1   | 2,100     | 2,100         |
|                               |     |           | <b>18,600</b> |

**PROGRAM 5  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Durham Emergency  
Management Office**

| Description |                                      | Qty | Unit Cost | Total         |
|-------------|--------------------------------------|-----|-----------|---------------|
|             |                                      |     | \$        | \$            |
| 1           | Laptop Computers<br>(no accessories) | 9   | 1,400     | 12,600        |
| 2           | Revolve Tablet                       | 1   | 2,100     | 2,100         |
|             |                                      |     |           | <b>14,700</b> |

|   |
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**2016 Business Plan**

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

**Major Services & Activities**

**Emergency 9-1-1**

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

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

| <b>Strategic Goals</b>          |  |
|---------------------------------|--|
| <b>Responsibility - Support</b> |  |
| <b>Goal</b>                     | <b>Description</b>   |
| <b>2.6</b>                      | Develop a community-based action plan to mitigate and adapt to climate change, implementing strategies to use energy efficiently and reduce air and light pollution. |
| <b>4.5</b>                      | Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population.            |
| <b>5.1</b>                      | Increase and strengthen intergovernmental co-operation and partnerships, including the sharing of resources.   |
| <b>5.2</b>                      | Improve communication between the Region, residents and other levels of government and agencies, increasing awareness of Regional Services.                          |
| <b>5.3</b>                      | Preserve Durham's strong fiscal position and administrative excellence.  |
| <b>5.4</b>                      | Provide an environment that sustains an effective, motivated, healthy workforce.   |

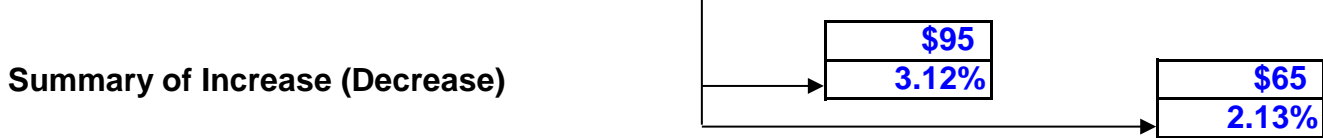
**PROGRAM SUMMARY**



**2016 Business Plan**

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

| By Program<br>(\$,000's)           | 2015              |                 | 2016         |                |                 |
|------------------------------------|-------------------|-----------------|--------------|----------------|-----------------|
|                                    | Estimated Actuals | Approved Budget | Base Budget  | Program Change | Proposed Budget |
| <b>Expense Programs</b>            | \$                | \$              | \$           | \$             | \$              |
| <b>Operating:</b>                  |                   |                 |              |                |                 |
| 1 Emergency 9-1-1 Telephone System | 2,878             | 2,947           | 3,042        | (30)           | 3,012           |
| 1 Asset Replacement Reserve        | 100               | 100             | 100          | -              | 100             |
| <b>Net Program Expenses</b>        | <b>2,978</b>      | <b>3,047</b>    | <b>3,142</b> | <b>(30)</b>    | <b>3,112</b>    |



**Summary of Base Budget Changes**

|                     | \$        | Comments           |
|---------------------|-----------|--------------------|
| Salaries & Benefits | 95        | Economic Increases |
|                     | <u>95</u> |                    |

EXPLANATION OF PROGRAM CHANGES



2016 Program Changes

Emergency 9-1-1 Telephone System

\$000's

Emergency 9-1-1 Telephone System

- ◆ Decrease in Hardware/Software Maintenance support for new 9-1-1 telephone technology as implementation of system has been deferred to 2017. (30)

Total Program Changes (30)

# PROGRAM 1 EMERGENCY 9-1-1 TELEPHONE SYSTEM



## 2016 Program Detail

## Emergency 9-1-1 Telephone System

### Purpose:

- ◆ To actively promote and insure that the residents and public in Durham Region have immediate access to all emergency services through one central number 9-1-1.

### Description of Program Activities:

- ◆ Durham Region provides quality 24-hour emergency telephone service through a 9-1-1 call centre.
- ◆ The 9-1-1 centre target is to answer 9-1-1 calls within 2 rings.
- ◆ 9-1-1 Board completed a three year staffing increase plan to ensure the 9-1-1 answer target is met.
- ◆ The call centre is governed by a 9-1-1 Management Board who 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 not included in Policing Operations.
- ◆ 9-1-1 statistics reflect the level of 9-1-1 telephone work.
- ◆ 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.
- ◆ Technology is available to provide Text with 9-1-1 to the citizens of Durham Region and implementation of this service was launched in September of 2015.
- ◆ Implementation of Text with 9-1-1 features at Fire and Paramedic Services answer points is planned for 2016.
- ◆ Technology is also available to accept Internet handled telephone calls (VoIP).
- ◆ Technology upgrades in early 2015 allows tracking of 9-1-1 "hang up" calls. These callers are called back to verify if an emergency exists.

### Description of Program Resources:

- ◆ 26 resources are cross charged from Police - 21 Communicators and 5 Supervisors.
- ◆ The resources cross charged from Police represent 21 of 64 Communicators and 5 of 12 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.
- ◆ Public Safety Answering Point Standards - minimum of 6 call takers 24 / 7.
- ◆ National Emergency Number Association (NENA) Standards.



# PROGRAM 1 EMERGENCY 9-1-1 TELEPHONE SYSTEM

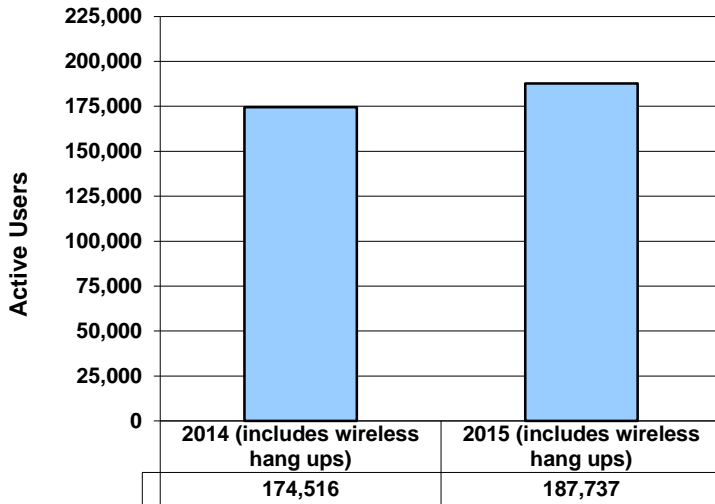


## 2016 Program Detail

## Emergency 9-1-1 Telephone System

### Performance Measurements

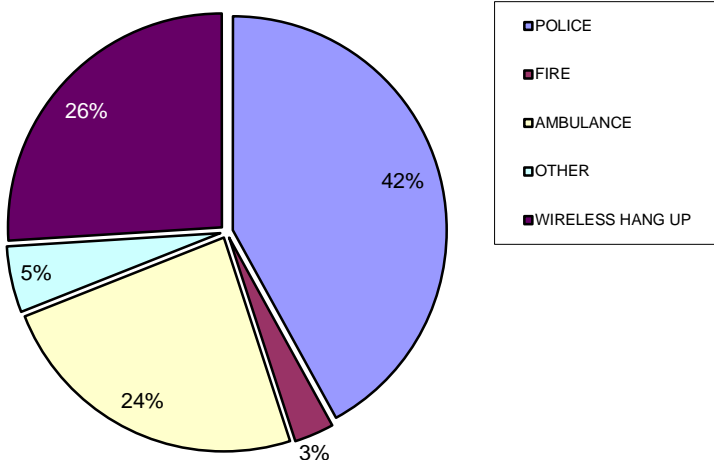
#### EFFECTIVENESS



#### Year by Year 9-1-1 Call Comparison

*Technology in the 9-1-1 call service delivery industry changed in 2014 and continues to evolve towards true Next Generation 9-1-1. In 2015 Text with 9-1-1 service was made available in Durham Region. 2016 will see further 9-1-1 system upgrades to enhance service delivery.*

#### EFFECTIVENESS



#### 2015 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.*

**PROGRAM 1  
EMERGENCY 9-1-1 TELEPHONE SYSTEM**



**2016 Program Detail**

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

| <b>Detailed Cost of Program:</b>                    | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                           |                              |                            |                        |                           |                            |
| Personnel Related                                   | 8                            | 12                         | 12                     | 2                         | 14                         |
| Communications                                      | 24                           | 27                         | 27                     | (4)                       | 23                         |
| Supplies  | 2                            | 5                          | 5                      | 2                         | 7                          |
| Computer Maintenance &<br>Operations                | 23                           | 82                         | 82                     | (30)                      | 52                         |
| Equipment Maintenance &<br>Repairs                  | -                            | -                          | 1                      | -                         | 1                          |
| Professional Services                               | 3                            | 3                          | 3                      | -                         | 3                          |
| Contribution to Reserve &<br>Reserve Funds          | 100                          | 100                        | 100                    | -                         | 100                        |
| <b>Operating Expenses Subtotal</b>                  | <b>160</b>                   | <b>229</b>                 | <b>230</b>             | <b>(30)</b>               | <b>200</b>                 |
| <b>Transfers from Related Entities</b>              |                              |                            |                        |                           |                            |
| Police Charge                                       | 2,818                        | 2,818                      | 2,912                  | -                         | 2,912                      |
| <b>Transfers from Related Entities<br/>Subtotal</b> | <b>2,818</b>                 | <b>2,818</b>               | <b>2,912</b>           | <b>-</b>                  | <b>2,912</b>               |
| <b>Net Program Expenses</b>                         | <b>2,978</b>                 | <b>3,047</b>               | <b>3,142</b>           | <b>(30)</b>               | <b>3,112</b>               |

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**NON-DEPARTMENTAL**

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## PROGRAM SUMMARY



### 2016 Business Plan

### Non-Departmental

| By Program                                | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                   | \$                   | \$                 | \$             | \$                | \$                 |
| <b>PERSONNEL RELATED:</b>                 |                      |                    |                |                   |                    |
| 1 Fire Coordination                       | 4                    | 4                  | 4              | -                 | 4                  |
| 2 CUPE 1764 President's Wages             | 112                  | 112                | 127            | -                 | 127                |
| 3 Worker's Compensation Reserve Fund      | 200                  | 200                | 200            | -                 | 200                |
| 4 Sick Leave Reserve                      | 570                  | 570                | 570            | -                 | 570                |
| 5 Reward and Recognition Program          | 58                   | 50                 | 50             | -                 | 50                 |
| 6 Training and Development                | 277                  | 248                | 248            | -                 | 248                |
| 7 Durham Region Strategic Plan            | 122                  | 125                | 30             | -                 | 30                 |
| 8 Employee Assistance Plan                | 215                  | 215                | 215            | -                 | 215                |
| 9 Staff and Leadership Development        | 91                   | 102                | 102            | -                 | 102                |
| 10 Management/Exempt Salary Review        | 10                   | 17                 | 17             | -                 | 17                 |
| 11 Applicant Tracking Software            | 38                   | 48                 | 48             | -                 | 48                 |
| 12 Corporate Functions/Events             | 72                   | 95                 | 95             | -                 | 95                 |
| 13 Health, Safety and Wellness            | 79                   | 80                 | 80             | 15                | 95                 |
| 14 Return to Work Program                 | 7                    | 17                 | 17             | -                 | 17                 |
| 15 AMO OMERS Support Funding              | 27                   | 27                 | 27             | -                 | 27                 |
| 16 Labour Negotiations                    | 63                   | 12                 | 12             | -                 | 12                 |
| 17 Municipal Elections - New Council      | 4                    | 10                 | -              | -                 | -                  |
| <b>Total Personnel Related</b>            | 1,949                | 1,932              | 1,842          | 15                | 1,857              |
| <b>COMMUNICATION &amp; SUPPLIES:</b>      |                      |                    |                |                   |                    |
| 18 Regional Materials and Supplies        | 13                   | 25                 | 25             | -                 | 25                 |
| <b>Total Communication &amp; Supplies</b> | 13                   | 25                 | 25             | -                 | 25                 |

## PROGRAM SUMMARY



### 2016 Business Plan

### Non-Departmental

| By Program  | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>PURCHASE OF SPECIAL SERVICES:</b>                      | <b>\$</b>            | <b>\$</b>          | <b>\$</b>      | <b>\$</b>         | <b>\$</b>          |
| 19 Official Plan Review                                   | 280                  | 310                | 310            | 150               | 460                |
| 20 Employee Committee                                     | 25                   | 25                 | 25             | -                 | 25                 |
| 21 Regional Asset Management<br>Audits and Software       | 264                  | 269                | 269            | -                 | 269                |
| 22 Business Continuity                                    | 257                  | 257                | 257            | -                 | 257                |
| 23 Regional Chair's/CAO's<br>Consulting Group Fees        | 8                    | 8                  | 8              | -                 | 8                  |
| 24 NEWCO (Formerly Greater<br>Toronto Marketing Alliance) | 100                  | 100                | 100            | 106               | 206                |
| 25 Electronic DC Application<br>Phase II                  | 110                  | 110                | 110            | -                 | 110                |
| <b>Total Purchase of Special Services</b>                 | <b>1,044</b>         | <b>1,079</b>       | <b>1,079</b>   | <b>256</b>        | <b>1,335</b>       |
| <b>OTHER:</b>   |                      |                    |                |                   |                    |
| 26 Working Capital Contingencies                          | 1,805                | 1,805              | 1,805          | -                 | 1,805              |
| 27 Debt Issuance Expense                                  | 15                   | 38                 | 38             | -                 | 38                 |
| 28 Insurance  | 104                  | 104                | 106            | -                 | 106                |
| 29 Financial Information<br>Management System             | 241                  | 350                | 350            | -                 | 350                |
| 30 Enterprise Maintenance<br>Management                   | 990                  | 990                | 990            | -                 | 990                |
| 31 Conference Board of Canada                             | 5                    | 9                  | 9              | -                 | 9                  |
| 32 Zylmage  | 2                    | 73                 | 73             | -                 | 73                 |
| 33 Development Tracking<br>System Review                  | -                    | -                  | -              | 100               | 100                |
| 34 Seaton Project Management                              | 158                  | 103                | 103            | -                 | 103                |
| 35 Employment Survey                                      | 115                  | 112                | 112            | -                 | 112                |
| 36 Fire Services Review                                   | -                    | 75                 | -              | -                 | -                  |
| 37 Metrolinx Business Case                                | -                    | -                  | -              | 50                | 50                 |
| <b>Total Other</b>  | <b>3,435</b>         | <b>3,659</b>       | <b>3,586</b>   | <b>150</b>        | <b>3,736</b>       |
| <b>Total Programs Expenses</b>                            | <b>6,441</b>         | <b>6,695</b>       | <b>6,532</b>   | <b>421</b>        | <b>6,953</b>       |

## PROGRAM SUMMARY



### 2016 Business Plan

### Non-Departmental

| By Program  | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenue/Recovery Programs</b>                          | \$                   | \$                 | \$             | \$                | \$                 |
| 38 Water/Sewer Inter Dept Recovery                        | (5,385)              | (5,385)            | (5,319)        | -                 | (5,319)            |
| 39 Customer Service Data Recovery                         | (369)                | (369)              | (369)          | -                 | (369)              |
| 40 OW Program Delivery: Dept Services Recovery            | (900)                | (900)              | (900)          | -                 | (900)              |
| 41 Paramedic Services Program Delivery: Services Recovery | (711)                | (711)              | (724)          | -                 | (724)              |
| <b>Total Revenue Programs</b>                             | (7,365)              | (7,365)            | (7,312)        | -                 | (7,312)            |
| <b>Net Program Expenses</b>                               | (924)                | (670)              | (780)          | 421               | (359)              |

### Summary of Increase (Decrease)

|  |         |         |
|--|---------|---------|
|  | (\$110) |         |
|  | 16.42%  |         |
|  |         | \$311   |
|  |         | -46.42% |

### Summary of Base Budget Changes

|                                     | \$    | Comments                            |
|-------------------------------------|-------|-------------------------------------|
| Operating Expenses                  | 17    | Economic and Inflationary Increases |
| Durham Region Strategic Plan        | (95)  | Reduced Requirements                |
| Municipal Elections - New Council   | (10)  | Reduced Requirements                |
| Fire Services Review                | (75)  | Reduced Requirements                |
| Water/Sewer Recovery                | 66    | Reduced Requirements                |
| Paramedic Services Program Delivery | (13)  | Inflationary Increases              |
|                                     | (110) |                                     |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Non-Departmental

(\$,000's)

#### Health, Safety and Wellness

- ♦ One-time expense to fund the roll-out of the new WHMIS training requirements.
15
- 15

#### Official Plan Review

- ♦ Increase in Professional Services to initiate a growth management update in accordance with Amendment #2 to the Provincial Growth Plan.
150
- 150

#### NEWCO (Formerly Greater Toronto Markering Alliance)

- ♦ Durham Region's additional contribution for the new organization (NEWCO) based on a per capita model (total contribution of \$206,397).
106
- 106

#### Development Tracking System Review

- ♦ The Planning and Economic Development, Works and Corporate Services departments currently use the Land Development Office (LDO) software to track development applications in the Region. A consultant will be contracted to perform a cost/benefit analysis to determine if the Region should retain, upgrade or replace the LDO software that is nearing end-of-life.
100
- 100

#### Metrolinx Business Case

- ♦ Regional contribution of 1/3 funding for the Metrolinx Business Case for the Lakeshore East GO Train extension.
50
- 50

**Total Program Changes** **421**



**2016 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To pay the Honorarium as per by-law #26-2009

**Description of Program Activities:**

- ◆ Payment for Fire Coordination Services



**PROGRAM 2  
CUPE 1764 PRESIDENT'S WAGES**



**2016 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To provide pay and benefits for the President as per conditions agreed to in the Memorandum of Agreement signed in 2008 with CUPE 1764.

**Description of Program Activities:**

- ◆ Payment for salary and benefits of CUPE 1764 President.

# PROGRAM 5 REWARD AND RECOGNITION PROGRAM



## 2016 Program Detail

## Non-Departmental

### Purpose:

- ◆ To encourage and value employees in providing service excellence, exhibiting exemplary competencies, and in improving the efficiency of Regional operations.
- ◆ To reward and recognize employees, individually or in teams, for their innovation, superior accomplishments, community service or other personal or collective efforts and their years of service with the organization.
- ◆ To demonstrate the high value the Region sets on excellent performance, exceptional achievements, constructive ideas and suggestions that directly contribute to the effectiveness of the Region.

### Description of Program Activities:

- ◆ Encourage and educate managers, supervisors and co-workers to effectively recognize actions of a person or a group for providing exceptional quality and outstanding effort.
- ◆ Provide the Commitment to Excel Awards of Excellence recognition program where managers, supervisors and co-workers formally recognize demonstration of exceptional quality and outstanding effort, which has resulted in a significant contribution in the calendar year, towards service excellence, innovation, leadership or community service.
- ◆ Provide an annual recognition program for staff who have been with the Region for 5, 10, 15 and 20 years (25+ years service are recognized separately through retirement banquet).
- ◆ 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
- ◆ # of improvement and cost sharing ideas suggested and implemented by staff
- ◆ Improvements in staff/management relations
- ◆ Public perception of effective and efficient service delivery



**2016 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 results

(all of the above relate to the degree to which Continuous Learning and Improvement is part of the corporate culture)



**2016 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continually define, act on and evaluate the organization's strategic priorities and actions for each year and for the long term to ensure that they are aligned with the Strategic Plan.
- ◆ To provide a comprehensive and common strategy guiding the day-to-day management and leadership of the organization towards achieving the Strategic Plan and its vision of "Service Excellence for our Communities".
- ◆ To foster the involvement and participation of staff at all levels in strategic planning to create a critical mass of change, providing the opportunities to unlock the ideas, skills and motivation of staff for improvement.
- ◆ To continue developing the alignment of corporate strategic planning processes with the budget setting and forecast processes, departmental business and strategic planning, and program/service performance measurement.

**Description of Program Activities:**

- ◆ Review the new Strategic Plan with senior leadership to develop strategic actions reflecting the priorities outlined in the Plan.
- ◆ Develop implementation strategies to operationalize the identified actions within the framework of the Strategic Plan, corporate priorities and budget constraints.
- ◆ Develop appropriate measures and indicators to evaluate future results.
- ◆ Provide information to staff to ensure they are familiar with the progress of the Plan.
- ◆ Orient new employees on the Strategic Plan and the vision, mission, operating principles and values of the Corporation.
- ◆ Develop appropriate measures to evaluate future results.

**Performance Measurements:**

- ◆ Implementation plan in place and actions underway
- ◆ Measures developed to evaluate future progress
- ◆ Communication plan in place to promote awareness levels of staff and the public regarding the Strategic Plan, its progress, and priorities
- ◆ Staff and public surveys and focus groups on the Strategic Plan and the Region as an employer and service provider



**2016 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
- ◆ 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 9 STAFF AND LEADERSHIP DEVELOPMENT



## 2016 Program Detail

## Non-Departmental

### Purpose:

- ◆ To expand the Performance Management System to all Regional departments.
- ◆ To better align Performance Management, Career Management and Succession Planning, integrating them into the culture of the organization and into the expectations of management/leadership roles.
- ◆ To strengthen the alignment of individual performance and work goals with departmental and corporate goals, priorities and actions, especially those related to the Community Strategic Plan.
- ◆ To support employees in identifying and achieving learning and development goals related to their current position.
- ◆ To provide services and support to employees in determining their career aspiration/potential and in self-assessing their skill/knowledge/competency strengths and gaps; this will enhance employee/manager performance management planning discussions, identifying and supporting employees with appropriate career/succession plans.
- ◆ To retain high performers by encouraging employees to actively participate in developing their career both short and long term, including supporting them to make career changes within the Region, when desired and appropriate.
- ◆ To ensure that potential successors to upcoming vacancies are selected and developed in a way that supports the organization's strategic plans, goals and competencies.
- ◆ To ensure existing and potential supervisors, managers and executives are developed in a way that supports the organization's strategic plans, goals, operating principles and values, and management/leadership competencies.
- ◆ To ensure continued organizational success and business continuity by having the right people developed for the right jobs at the right time.
- ◆ To proactively identify and plan for potential vacancies, particularly for critical and "skills shortage" positions.

### Description of Program Activities:

- ◆ Amend and modify the Performance Management program as needed for corporate and departmental requirements.
- ◆ Continue the roll-out of Performance Management for unionized staff.
- ◆ Support the organization and staff with the changes related to the implementation of Performance Management.
- ◆ Investigate and follow-up on the integration of Performance Management with Succession and Career Management.
- ◆ Investigate and implement ways the PeopleSoft HRIS system can support the management and tracking of Performance Management and Succession/Career Management.
- ◆ Provide skills and competency assessment tools and resources for career development.
- ◆ Provide customized career development information, resources and counseling services and referrals, coordinating with related services available through Family Services Durham EAP.
- ◆ Support employees with training and education costs related to career changes within the Region of Durham (ties in with Succession Management and Retention/Attraction of staff).

## PROGRAM 9 STAFF AND LEADERSHIP DEVELOPMENT



### 2016 Program Detail

### Non-Departmental

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

- ◆ Continue to develop a proactive, long-term Succession Management model and process and continue to assist the departments to implement the model and process.
- ◆ Implement competency-based assessment and related development planning and learning programs for possible successors to potential critical vacancies.
- ◆ Offer formal executive/management and supervisor/management development programs related to the organization's strategic plans, goals, operating principles and values, and management/leadership competencies.

#### Performance Measurements:

- ◆ Ongoing feedback and evaluations by participants
- ◆ Achievement of goals defined through Performance Management
- ◆ Improvements in staff morale/job satisfaction/attraction and retention
- ◆ Employee satisfaction with opportunities and support for promotion/job changes
- ◆ Exit interview results with staff departing through retirement or for other opportunities
- ◆ Staff retention rates, including those in critical positions
- ◆ Amount of "skills shortage" or "critical" vacancies successfully filled by internal candidates in a timely way for business continuity
- ◆ Capture of critical job knowledge and experience

**PROGRAM 10  
MANAGEMENT/EXEMPT SALARY REVIEW**



**2016 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 comparison purposes.
- ◆ Determine required amendments and modifications to management and exempt salary rates as needed to maintain practices that keep us 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 11 APPLICANT TRACKING SOFTWARE



## 2016 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 we have received their resume and will keep it 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 reduce the number of qualified candidates to a reasonable number within a quick turn around time.

### Performance Measurements:

- ◆ Increase the number of qualified applications in the job data bank
- ◆ Increase the number of passive job seekers
- ◆ Reduce need for advertising in the print media which is very costly
- ◆ Gather feedback from prospective candidates about our on-line recruiting service



**2016 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ Recognize employees for their contribution to the Corporation at a time of retirement, or in the case of long-service (milestones of 25, 30, 35, 40 and 45 years of service), to express appreciation to staff and acknowledge their value and significant contribution to the Corporation.
- ◆ Staff appreciation BBQ to acknowledge and show appreciation.

**Description of Program Activities:**

- ◆ Honouring employees who have retired and/or received long-service (25, 30, 35, 40 and 45 years of service) with the Corporation. Each guest of honour is provided with a certificate, gift and banquet dinner.
- ◆ Staff appreciation BBQ held in the summer for all Regional employees.



**2016 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 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 14 RETURN TO WORK PROGRAM



## 2016 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 15 AMO OMERS SUPPORT FUNDING



**2016 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.



**2016 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To begin background research and policy work related to developing the necessary evidence to support historical or future amendments or review of the Durham Official Plan.

**Description of Program Activities:**

- ◆ TRCA to continue work related to the update of the Carruthers Creek Watershed Plan.
- ◆ Engage a consultant to initiate a growth management update in accordance with Amendment #2 to the Provincial Growth Plan, that will include the extension of ROP forecasts to 2041 and a comprehensive review of existing and future employment areas.
- ◆ There will be a combination of consultant and staff work to support this program over the next few years.

**PROGRAM 21**  
**REGIONAL ASSET MANAGEMENT AUDITS AND SOFTWARE**



**2016 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 2015 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.



**2016 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.
- ◆ Prepare an integrated approach based on both physical and information security risks.
- ◆ Provide a framework for physical and personnel security in compliance with business impact analysis.
- ◆ Carry out effective training and awareness to all Regional staff and identify capital and procedural requirements.



## NEWCO (FORMERLY GREATER TORONTO MARKETING ALLIANCE)

**2016 Program Detail****Non-Departmental****Purpose:**

- ◆ NEWCO (formerly the Greater Toronto Marketing Alliance (GTMA)) is a partnership between business and government, working together to raise the international profile of the Greater Toronto Area and attract business investment to the Region.

**Goal:**

- ◆ The goal of NEWCO's international marketing activities is to raise the profile of the Greater Toronto Area in the international marketplace as well as to generate investment and create jobs for all of the GTA.

**Description of Program Activities:**

- ◆ A variety of marketing tactics are being employed to attract investment, including business missions, trade shows and participation in other networking venues.
- ◆ NEWCO 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.
- ◆ The Region's contribution to NEWCO is based on a per capita model. In 2013, the GTMA introduced the Roadmap to Revitalization project seeking additional funding from the Provincial and Federal Governments that will help support NEWCO.
- ◆ Economic Development staff work closely with NEWCO to ensure Durham Region is fairly represented in the marketing efforts of NEWCO.



**2016 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.
- ◆ Phase 1 of this project automated the manual process allowing the development industry, Local Municipalities and the Region to streamline the current application process. Further phases, in conjunction with Local Municipalities, to enhance usage by Local Municipalities and the Region are required to automate and streamline additional processes.

**Description of Program Activities:**

- ◆ Update to reflect indexing and other changes in Regional Development Charges By-law(s).
- ◆ Enhance system performance and reporting.
- ◆ Ensure the stability, reliability and availability of the Electronic Development Charges application and infrastructure.

# PROGRAM 29 FINANCIAL INFORMATION MANAGEMENT SYSTEM



## 2016 Program Detail

## Non- Departmental

### Purpose:

- ◆ To provide financing for all capital project expenditures related to the development, implementation and upgrading of the corporate **Financial Information Management Systems**. These systems include the Financial transaction and reporting modules, Budgeting, Human Capital Management modules, Enterprise Learning modules, Enterprise Portal, Property & Service Management, Insurance, and the other web-based components, as well as applications/components to ensure successful delivery of Financial based services.
- ◆ Capital project 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 and the Police Services operations, as well as other resource requirements.
- ◆ On-going system license, a portion of maintenance fees, tangible capital assets, hardware and infrastructure replacements, upgrade and maintenance costs for the Financial Information Management Systems are charged to this program as well.

### Description of Program Activities:

- ◆ Upgrade activities to maintain the **Financial Information Management Systems (FIMS) on supported software versions** in order to complement further Web-based modules and features. Maintain the operational software at the version of the software supported by the vendor. FIMS 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**
- ◆ Internal postings to the Resume/Candidate Gateway and Recruiting Management as part of the Enterprise Human Capital Management suite to assist Corporate Services Human Resources to streamline and improve the recruiting process.
- ◆ Continue the rollout to all employees the E-Applications of E-Pay and E-Profile to facilitate self service, and reduction of printing costs.

# PROGRAM 29 FINANCIAL INFORMATION MANAGEMENT SYSTEM



**2016 Program Detail**

**Non- Departmental**

## Description of Program Activities (continued):

- ♦ Continue implementation planning and resourcing for rollout of Human Capital Management system modules as well as modules where the functionality and processes are entirely electronic (referred to as e-apps).
- ♦ Investigate future license purchases, additional Oracle/PeopleSoft applications that may benefit Regional operations - **Enterprise Performance Management, Help Desk, Supply Chain Relationship, Customer Information Systems** (for utility billing), **Cost Fulfillment Management and Supply Management, Treasury Management, Product Data Interface, User Productivity Kits, and Enterprise Performance Manager for data warehousing**. As determined, acquire and implement appropriate Oracle/PeopleSoft applications that meet and will benefit Regional operations.
- ♦ Planning for the on-line submission of expense claims, through the Expense Management module, use of procurement cards, via P-Card facility and on-line sourcing using e-procurement.
- ♦ Annual Software Maintenance fees for the PeopleSoft applications (Financials, HCM, ELM, Portal) 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
- ♦ Upgrade, maintenance and replacement of equipment and computer hardware (blade servers, SANs, database servers, back up systems, Application Control Engine (ACE), and associated network and disaster recovery/business continuity infrastructure) required to operate and sustain the FIMS applications so that the Region's Financial based applications are compliant, supported, and available to complete operational and legislated duties. Ensuring the technical infrastructure is available and sustainable to Regional departments, Police Services operations and the Durham Region Transit, and backup and recovery of systems.
- ♦ Discovery, planning, design, training, testing and upgrade of PeopleSoft Financials, HCM, Portal, UPK and ELM, including required PeopleTools upgrades, Oracle database upgrades, Windows Server upgrades and application upgrades.
- ♦ Software selection and implementation services and infrastructure for the replacement of existing legacy Water Billing solutions.

# PROGRAM 30 ENTERPRISE MAINTENANCE MANAGEMENT



## 2016 Program Detail

## Non-Departmental

### Purpose:

- ◆ With the implementation of PSAB 3150, the Region now inventories and values its tangible capital assets on a yearly basis and records the net book value in the Region's Annual Financial Statements.
- ◆ While the two initial modules for the PeopleSoft financial system are now functional, further work continues to reduce and/or eliminate the manual work, provide effective and efficient tracking, reporting and analysis on the Region's tangible capital assets and the related maintenance, repair and replace decisions over their lifecycles.
- ◆ Implement additional functionality to maximize asset management and lifecycle analysis, including enterprise asset maintenance management.

### Description of Program Activities:

- ◆ With consulting assistance, enhance the performance and reporting capacity of the existing PeopleSoft Asset Management and Project Costing modules:
  - \* Implement the additional reporting required from the new modules and related training
- ◆ Enhance Asset Management activities for all Regionally owned assets.
- ◆ With consulting assistance, complete the following:
  - \* Issue and evaluate Requests for Proposal
  - \* Select software application(s) best suited to match requirements
  - \* Begin phased implementation of application
  - \* Design hierarchies for assets to integrate selected EMMS software with asset management modules already in service
  - \* Acquire technology hardware & infrastructure for implementation of EMMS
- ◆ Software selection and implementation services for the replacement of disparate, decentralized asset maintenance management systems to implement an Enterprise Maintenance Management Solution (EMMS).



**2016 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".



**2016 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 Commissioner's Reports. It has full text search retrieval capabilities. This repository is available on the Insider for staff to access.

**Description of Program Activities:**

- ◆ The Legislative Services Division uses the Zylmage software system to also publish Minutes, Commissioner's Reports and By-laws on the Region's external website for the public to access.

## PROGRAM 33 DEVELOPMENT TRACKING SYSTEM REVIEW



### 2016 Program Detail

### Non-Departmental

#### Purpose:

- ◆ The Planning and Economic Development, Works and Corporate Services departments currently use a software program to track development applications in the Region. This software is named Land Development Office (LDO). The current version of LDO is nearing end-of-life. A consultant will be contracted to perform a cost/benefit analysis to determine if the Region should retain, upgrade or replace the LDO software.

#### Description of Program Activities:

- ◆ Hire a consultant to produce a report detailing the following:
  - a cost/benefit analysis
  - an enviromental scan of available software packages
  - a system requirements document



## PROGRAM 34 SEATON PROJECT MANAGEMENT



**2016 Program Detail**

**Non-Departmental**

### **Purpose:**

- ◆ Lead Regional efforts regarding the Central Pickering Development Plan and development of Seaton in the City of Pickering.

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

- ◆ Facilitate and coordinate the activities of the Interdepartmental Team.
- ◆ Facilitate the completion of studies and related financial arrangements.
- ◆ Prepare and present Committee Reports.
- ◆ Liaise with the Provincial staff and Seaton Landowners.
- ◆ Implement Front Ending Agreement(s) and Development Charge By-law(s).



**2016 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.

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**2016 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, link to Council's strategic objectives and effective communication and transparency to stakeholders.
- ◆ Complete the annual Five-Year Economic and Financial Forecast and set annual Budget guidelines based upon evaluation of the economic environment and long-term plans for provision of services and capital assets.
- ◆ Prepare the annual Property Tax Study including the setting of property tax policy, classes, ratios, rates and manage all assessment related matters and reporting.
- ◆ Oversee and coordinate risk management/mitigation for the Region and members of the Durham Municipal Insurance Pool.

**Financial Planning**

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

**Purchasing and Supply and Services**

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

**Internal Audit, Compliance and Controls**

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



**2016 Business Plan**

**Finance**

**Major Services & Activities Continued**

**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. Plan and report on all financial activities and prepare and publish financial statements and reports to stakeholders as required to ensure transparency and accountability.
- ◆ Provide timely, accurate and responsive financial oversight, budget approval and subsidy payment in accordance with the funding model for social housing providers, including mortgage renewal adjustments, provide financial management services for the Durham Regional Local Housing Corporation.
- ◆ Manage collection activities for default Provincial Offences Act (POA) fines.

**Financial Information Management Services**

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

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

**Strategic Goal 2.6 - Develop a community-based action plan to mitigate and adapt to climate change, implementing strategies to use energy efficiently and reduce air and light pollution.**

**Responsibility - Co-Lead**

**Key Deliverables**

- ◆ Include cost and property tax implications within the Five-year Economic and Financial forecast.
- ◆ Investigate and pursue available revenues, grants, incentives and carbon offsets.
- ◆ Integrate corporate mitigation and adaptation into business, risk and asset management.
- ◆ Coordinate and consolidate key corporate carbon data.
- ◆ Prioritize corporate carbon reduction or monetization initiatives through business planning.
- ◆ Coordinate energy initiatives, including grant proposals.

**Performance Targets**

- ◆ Funding received in support of approved initiatives.
- ◆ Verifiable corporate Carbon and Energy Data collected and reported annually.
- ◆ Recommended value added opportunities implemented for climate adaptation and energy efficiency/emission reduction.
- ◆ Corporate Adaptation Strategy 2015 -2024 update and implementation.
- ◆ Update Regional Conservation Demand Management Plan.



**2016 Business Plan**

**Finance**

**Strategic Goal 3.4 - Support the co-ordination of growth with the provision of both hard and soft infrastructure and services.**

**Responsibility - Co-Lead**

**Key Deliverables**

- ◆ Improve asset tracking and information through project costing and asset management system.
- ◆ Annual asset management strategy update and reporting.
- ◆ Integrate corporate climate change initiatives into financial management.
- ◆ Explore grant and cost-effective opportunities.
- ◆ Implement financial arrangements for Seaton, West Whitby and other developments.
- ◆ Provide recommendations regarding development proposals with financing incentives (front-ending, Development Charge credits, etc.).
- ◆ Business Case analysis of potential Regional projects with relevant departments.
- ◆ Assist various departments with Master Plans to implement Regional Official Plan.
- ◆ Annual 10 year Servicing & Financing Studies for major capital infrastructure.

**Performance Targets**

- ◆ Maintain up-to-date inventory and condition assessments of all Regional owned assets.
- ◆ Establish sustainable funding level targets.
- ◆ Co-ordinate capital studies for all major Regional infrastructure.
- ◆ Process Regional Revitalization Program applications.

**Strategic Goal 5.3 - Preserve Durham's strong fiscal position and administrative excellence.**

**Responsibility - Co-Lead**

**Key Deliverables**

- ◆ Undertake strategic planning, multi-year forecasts and Servicing and Financing Studies for major program areas.
- ◆ Program budgeting and performance measurements.
- ◆ Refine risk and asset management strategies.
- ◆ Coordinate benchmarking/ best practice reviews (OMBI)
- ◆ Report on senior government budgets, initiatives and associated fiscal impacts.
- ◆ Maintain strong reserves and reserve funds based upon long-term financial and risk planning.
- ◆ Maintain a low burden of debt, through prudent financing e.g. upfront financing for major capital projects.
- ◆ Form and implement effective strategies and policies regarding property tax and assessment.
- ◆ Strengthen fiscal policies, procedures and controls to foster integrity and accountability.
- ◆ Promote use of accepted financial management principles, practices and techniques.
- ◆ Provide Regional Council with a quarterly economic update.
- ◆ Administer and review Housing Provider finances through operational reviews and administer subsidies based upon relevant legislation.
- ◆ Prepare for, and defend credit rating fundamentals annually at bond rating reviews.

**Performance Targets**

- ◆ Maintain the Region's long standing AAA credit rating(s).
- ◆ Ensure adequate reserve and reserve fund balances, and monitor long-range commitments against funds.
- ◆ Update and ensure compliance to the Purchasing By-law and Budget Management Policy.
- ◆ Co-ordinate fees and charges for Regional Corporation.
- ◆ Achieve the fifth consecutive Distinguished Budget Presentation Award from GFOA for 2016 Budgets.
- ◆ In 2016, receive the twelfth consecutive Canadian Award for Financial Reporting for the 2015 Annual Financial Report.



**2016 Business Plan**

**Finance**

**Strategic Goals**

**Responsibility - Support**

| <b>Goal</b> | <b>Description</b>  |
|-------------|---|
| <b>1.1</b>  | Develop a Regional economic strategy that creates a more diversified base with high-paying jobs.  |
| <b>1.2</b>  | Strengthen support for the agricultural sector.   |
| <b>1.3</b>  | Create more opportunities for residents to live and work in Durham.   |
| <b>1.4</b>  | Market the "Durham Advantage" of UOIT as a centre for high technology jobs, and Durham College as a skills training centre of excellence.                 |
| <b>1.5</b>  | Advance Durham as the energy capital of Ontario.  |
| <b>1.6</b>  | Promote and market Durham, both inside and outside the Region.  |
| <b>2.3</b>  | Enhance ecological health with a continuous natural heritage and greenland system.  |
| <b>2.4</b>  | Protect the quality and quantity of both ground and surface water.  |
| <b>2.5</b>  | Demonstrate leadership in waste reduction and reuse strategies, while managing residual waste effectively.  |
| <b>3.2</b>  | Promote and support the revitalization of downtowns.  |
| <b>3.3</b>  | Encourage the development of more cultural and arts opportunities, while fostering the preservation of our natural, built and cultural heritage.          |
| <b>3.5</b>  | Encourage the development of an integrated transportation system that includes alternative transportation development (e.g. cycling, walking).            |
| <b>4.1</b>  | Provide accessible, affordable and responsive emergency and public health services.   |
| <b>4.2</b>  | Maintain strong, safe communities with a focus on crime prevention.   |
| <b>4.3</b>  | Develop a broad range of affordable housing.  |
| <b>4.5</b>  | Strengthen accessibility to appropriate services which respond to the needs of our diverse community, including children, youth and the aging population. |
| <b>5.1</b>  | Increase and strengthen intergovernmental co-operation and partnerships, including the sharing of resources.  |
| <b>5.2</b>  | Improve communication between the Region, residents and other levels of government and agencies, increasing awareness of Regional Services.               |
| <b>5.4</b>  | Provide an environment that sustains an effective, motivated, healthy workforce.  |

## PROGRAM SUMMARY

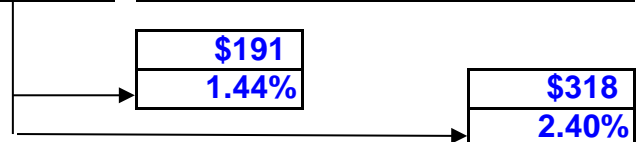


### 2016 Business Plan

### Finance

| By Program  | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                                     | \$                   | \$                 | \$             | \$                | \$                 |
| <b>Operating:</b>   |                      |                    |                |                   |                    |
| 1 Business Planning, Budgets and Risk Management            | 1,139                | 1,305              | 1,329          | -                 | 1,329              |
| 2 Financial Planning and Purchasing and Supply and Services | 2,792                | 3,308              | 3,434          | 47                | 3,481              |
| 3 Financial Housing Services*                               | 903                  | 938                | 948            | 1                 | 949                |
| 4 Administration  | 311                  | 305                | 312            | -                 | 312                |
| 5 Internal Audit, Compliance and Controls                   | 63                   | 141                | 143            | -                 | 143                |
| 6 Financial Services  | 3,755                | 3,774              | 3,710          | -                 | 3,710              |
| 7 POA - Default Fine Collections*                           | (56)                 | (40)               | (39)           | -                 | (39)               |
| 8 Financial Information Management Services                 | 2,833                | 2,737              | 2,716          | -                 | 2,716              |
| 9 COMRA/PARA  | 80                   | 80                 | 82             | -                 | 82                 |
| 10 Headquarters Shared Cost                                 | 511                  | 511                | 519            | 6                 | 525                |
| <b>Operating Subtotal</b>                                   | <b>12,331</b>        | <b>13,059</b>      | <b>13,154</b>  | <b>54</b>         | <b>13,208</b>      |
| <b>Tangible Capital Assets:</b>                             |                      |                    |                |                   |                    |
| 11 New  | -                    | -                  | -              | 73                | 73                 |
| 12 Replacement  | 245                  | 245                | 306            | -                 | 306                |
| Reserve Contribution  | (35)                 | (35)               | -              | -                 | -                  |
| <b>Tangible Capital Asset Subtotal</b>                      | <b>210</b>           | <b>210</b>         | <b>306</b>     | <b>73</b>         | <b>379</b>         |
| <b>Net Program Expenses</b>                                 | <b>12,541</b>        | <b>13,269</b>      | <b>13,460</b>  | <b>127</b>        | <b>13,587</b>      |

### Summary of Increase (Decrease)



\* Tangible Capital Assets Included in Program Detail Page



## PROGRAM SUMMARY



### 2016 Business Plan

### Finance

#### Summary of Base Budget Changes

|                                       | \$         | Comments                   |
|---------------------------------------|------------|----------------------------|
| Salaries & Benefits                   | 94         | Economic increases         |
| Salaries & Benefits                   | 53         | Annualization - 1 position |
| Operating Expenses                    | 39         | Inflationary increases     |
| Increase in Recoveries                | (98)       | Economic increases         |
| Tangible Capital Assets - Replacement | 60         | Increased requirement      |
| Operating Expenses                    | 8          | Headquarters shared cost   |
| Reserve Contribution                  | 35         | Courier Van                |
|                                       | <u>191</u> |                            |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Finance

(\$000's)

#### Business Planning, Budgets and Risk Management

- ◆ New position: 1 Senior Risk and Insurance Examiner, effective July 1, 2016, to respond to the increased number of claims received by the Region and the other municipalities in the Durham Municipal Insurance Pool (DMIP). This position will also assist with the development and implementation of Risk Management programs to identify and manage exposure to accidental loss. The DMIP Board has committed to funding 50 per cent of the cost of this new position. (Annualized cost \$108k)
54
- ◆ Adjustments to Contribution from DMIP and Insurance Reserve fund to offset cost of new position.
(54)

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#### Financial Planning and Purchasing and Supply and Services

- ◆ New position: 1 Expediter-Buyer, effective July 1, 2016, to administer the Fuel Card and Purchasing Card programs. (Annualized cost is \$94k)
47

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47

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#### Financial Housing Services

- ◆ Financial Housing Services' share of costs related to the operation and maintenance of Regional Headquarters.
1

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1

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#### POA - Default Fines Collections

- ◆ Adjustments to actual for Postage (-\$5k), Materials and Supplies (\$3k) and Fine Recovery (\$2k).
-
- ◆ Decreased collection agency commissions reflecting new contracts.
(20)
- ◆ Bank transaction fees not previously included.
20

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#### Headquarters Shared Cost

- ◆ Finance's share of costs related to the operation and maintenance of Regional Headquarters.
6

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6

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#### Tangible Capital Assets

**New:**

- ◆ Refer to TCA New Schedule for further details.
73

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73

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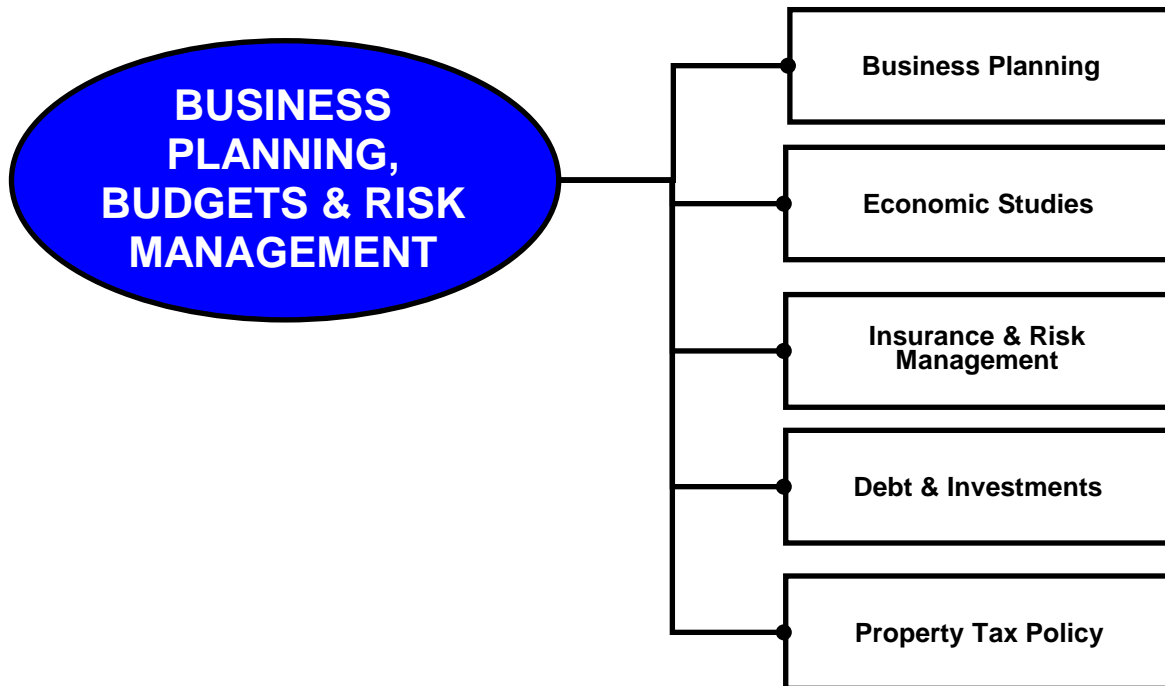
**Total Program Changes** 127

# PROGRAM 1 BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



## 2016 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, 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 safe guard 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, carbon data, forecasts, protocols, financial data base, 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 tax recommendations.
- ◆ Continue taxation policy/assessment analysis, review and reports including recommendations on capping, appeals before the Assessment Review Board. Liaison with the Municipal Property Assessment Corporation, and support for the local Area Treasurer's group.
- ◆ Continue to co-ordinate 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 Property Tax Update Brochure for the public.

# PROGRAM 1 BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



## 2016 Program Detail

## Finance

### Description of Program Activities Continued:

- ◆ 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, GO Transit and service and policy reviews and restructuring.
- ◆ Complete the annual Five-Year Economic and Financial Forecast and set property tax guidelines based on evaluation of the economic environment and long-term plans for the provision of Regional services and capital assets.
- ◆ 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 in consultation with departments that is in line with industry best practices.
- ◆ 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. Monitor and continue the review and completion of the Region of Durham's Business Continuity Program. 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.
- ◆ 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.

### Description of Program Resources:

- ◆ 2016 Full Time Staff = 15                      New Position: 1 Senior Risk and Insurance Examiner  
2015 Full Time Staff = 14

**PROGRAM 1**  
**BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT**



**2016 Program Detail**

**Finance**

| Detailed Cost of Program:<br>(\$,000's)                           | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Personnel Expenses  | 1,710                | 1,960              | 1,987          | 59                | 2,046              |
| Personnel Related   | 4                    | 6                  | 6              | -                 | 6                  |
| Equipment Maintenance &<br>Repairs                                | -                    | 1                  | 1              | -                 | 1                  |
| Professional Services   | 18                   | 28                 | 28             | (5)               | 23                 |
| <b>Operating Expenses Subtotal</b>                                | <b>1,732</b>         | <b>1,995</b>       | <b>2,022</b>   | <b>54</b>         | <b>2,076</b>       |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                      |                    |                |                   |                    |
| Inter-Departmental Recoveries                                     | (124)                | (124)              | (126)          | -                 | (126)              |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(124)</b>         | <b>(124)</b>       | <b>(126)</b>   | <b>-</b>          | <b>(126)</b>       |
| <b>Gross Operating Expenses</b>                                   | <b>1,608</b>         | <b>1,871</b>       | <b>1,896</b>   | <b>54</b>         | <b>1,950</b>       |
| <b>Tangible Capital Assets</b>                                    |                      |                    |                |                   |                    |
| New   | -                    | -                  | -              | 12                | 12                 |
| <b>Total Tangible Capital Assets</b>                              | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>12</b>         | <b>12</b>          |
| <b>Total Expenses</b>   | <b>1,608</b>         | <b>1,871</b>       | <b>1,896</b>   | <b>66</b>         | <b>1,962</b>       |
| <b>Revenues</b>   |                      |                    |                |                   |                    |
| Fees & Service Charges  | (178)                | (275)              | (275)          | 45                | (230)              |
| Insurance Reserve Recovery  | (170)                | (170)              | (170)          | (99)              | (269)              |
| Recovery from Transit   | (121)                | (121)              | (122)          | -                 | (122)              |
| <b>Total Revenues</b>   | <b>(469)</b>         | <b>(566)</b>       | <b>(567)</b>   | <b>(54)</b>       | <b>(621)</b>       |
| <b>Net Program Expenses</b>                                       | <b>1,139</b>         | <b>1,305</b>       | <b>1,329</b>   | <b>12</b>         | <b>1,341</b>       |

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

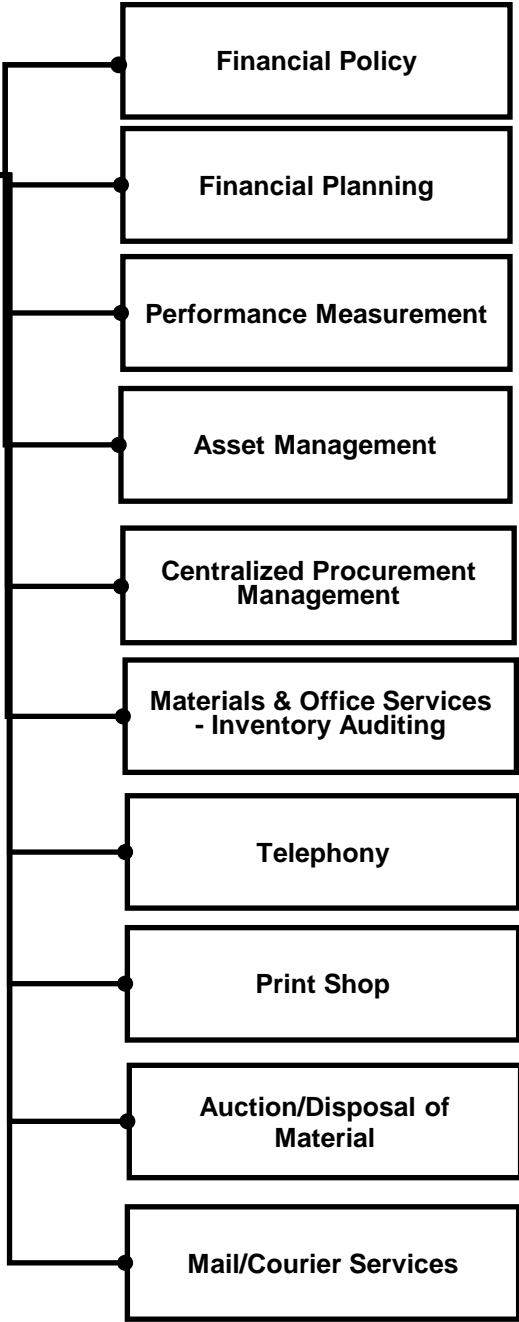
|  |              |
|--|--------------|
| Gross Operating Expenses Per Above                 | 1,950        |
| Add: Revenue Per Above                             | (621)        |
| Net Operating Program Expenses Per Program Summary | 1,329        |
| Add: Tangible Capital Assets Per Above             | 12           |
| Net Program Expenses Per Above                     | <u>1,341</u> |

**FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES**



**2016 Program Detail**

**Finance**



**Purpose:**

- ◆ To advise the Treasurer, Finance and Administration Committee, Senior Management, and other departments, through the provision of sound fiscal and economic policies and analysis, reports and briefings.
- ◆ To represent Durham's financial interests vis-à-vis Provincial Ministries, other Regions, and Downloaded Services Transfer Teams.
- ◆ To defend the Region's credit fundamentals in annual bond rating reviews.
- ◆ To undertake and coordinate Development Charge related policy analysis, studies and reporting.
- ◆ To lead participation in Ontario Municipal Benchmarking Initiative and implement the Provincial Municipal Performance Measurement Program.
- ◆ To provide efficient and effective centralized purchasing and contract management.
- ◆ To coordinate and complete long-term asset management studies, servicing and financing studies and reports for major programs with lead departments.
- ◆ To provide central printing, inserting, internal courier, shipping/receiving and mailroom services to Regional Departments.
- ◆ To provide guidance, implementation support and administration for Regional Private Branch Exchange (PBX) & VoIP telephone systems, voice lines, cellular services and voice communication services.
- ◆ To coordinate the Regional auction of surplus assets and to manage the inventory system for maintenance items at depots.

# PROGRAM 2 FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



## 2016 Program Detail

## Finance

### Description of Program Activities:

- ◆ Develop and advocate policy with the Ministry of Finance, Ministry of Economic Development, Employment and Infrastructure, Ministry of Municipal Affairs and Housing, Metrolinx, the Association of Municipalities of Ontario, Municipal Finance Officers Association and other GTA Regions.
- ◆ Promote long term financial planning, undertake capital financial analysis and implement the capital approval process.
- ◆ Complete the annual 10 Year Water Supply, Sanitary Sewer, Transportation, Social Housing, Solid Waste Management and Transit Servicing and Financing Studies with the assistance of the appropriate departments.
- ◆ Develop and implement asset management and asset maintenance management systems for the Regional Capital Infrastructure with the Works Department.
- ◆ Prepare financial and economic studies for specific projects and new development and position papers on Provincial initiatives with the assistance of other departments as required.
- ◆ Undertake and coordinate Development Charge related policy analysis and studies, including stakeholder outreach, implementation of the renewed Development Charge Study & By-law, and Seaton Area Specific Development Charges and a new Transit Development Charge By-law.
- ◆ 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.
- ◆ Coordinate Best Practices and Benchmarking across Regional departments, including development of benchmarking measures and data collection and lead the participation in Ontario Municipal Benchmarking Initiative (OMBI).
- ◆ 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.
- ◆ Purchase goods, services and capital projects for all program areas in the Region, Durham Regional Local Housing Corporation and Durham Region Transit, as well Durham Region Police Services 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 assets as necessary to meet service needs.

## PROGRAM 2 FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



**2016 Program Detail**

**Finance**

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

- ◆ 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 voice communication for the Region between staff, the public, suppliers and customers.
- ◆ 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:**

- ◆ 2016 Full Time Staff = 42                      New Position: 1 Expediter-Buyer  
2015 Full Time Staff = 41



**PROGRAM 2**  
**FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES**



**2016 Program Detail**

**Finance**

| Detailed Cost of Program:                                     | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                                     |                      |                    |                |                   |                    |
| Personnel Expenses  | 4,400                | 4,696              | 4,809          | 47                | 4,856              |
| Personnel Related   | 6                    | 20                 | 20             | -                 | 20                 |
| Communications  | 575                  | 603                | 635            | -                 | 635                |
| Supplies  | 89                   | 105                | 105            | -                 | 105                |
| Computer Maintenance & Operations                             | 16                   | 20                 | 20             | -                 | 20                 |
| Materials & Services  | 6                    | 4                  | 4              | -                 | 4                  |
| Equipment Maintenance & Repairs                               | 310                  | 332                | 335            | -                 | 335                |
| Vehicle Operations  | 10                   | 31                 | 31             | -                 | 31                 |
| Professional Services   | 176                  | 283                | 283            | -                 | 283                |
| Minor Assets & Equipment                                      | -                    | 10                 | 10             | -                 | 10                 |
| Contribution to Reserve & Reserve Funds                       | 16                   | 16                 | 16             | -                 | 16                 |
| <b>Operating Expenses Subtotal</b>                            | <b>5,604</b>         | <b>6,120</b>       | <b>6,268</b>   | <b>47</b>         | <b>6,315</b>       |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                      |                    |                |                   |                    |
| Inter-Departmental Recoveries                                 | (2,374)              | (2,374)            | (2,391)        | -                 | (2,391)            |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(2,374)</b>       | <b>(2,374)</b>     | <b>(2,391)</b> | <b>-</b>          | <b>(2,391)</b>     |
| <b>Gross Operating Expenses</b>                               | <b>3,230</b>         | <b>3,746</b>       | <b>3,877</b>   | <b>47</b>         | <b>3,924</b>       |
| <b>Tangible Capital Assets</b>                                |                      |                    |                |                   |                    |
| New   | -                    | -                  | -              | 61                | 61                 |
| Replacement   | 35                   | 35                 | -              | -                 | -                  |
| Reserve Contribution  | (35)                 | (35)               | -              | -                 | -                  |
| <b>Total Tangible Capital Assets</b>                          | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>61</b>         | <b>61</b>          |
| <b>Total Expenses</b>   | <b>3,230</b>         | <b>3,746</b>       | <b>3,877</b>   | <b>108</b>        | <b>3,985</b>       |
| <b>Revenues</b>   |                      |                    |                |                   |                    |
| Recovery from Transit   | (438)                | (438)              | (443)          | -                 | (443)              |
| <b>Total Revenues</b>   | <b>(438)</b>         | <b>(438)</b>       | <b>(443)</b>   | <b>-</b>          | <b>(443)</b>       |
| <b>Net Program Expenses</b>                                   | <b>2,792</b>         | <b>3,308</b>       | <b>3,434</b>   | <b>108</b>        | <b>3,542</b>       |

**PROGRAM 2**  
**FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES**



**2016 Program Detail**

**Finance**

| Detailed Cost of Program: | 2015                 |                    | 2016           |                   |                    |
|---------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |

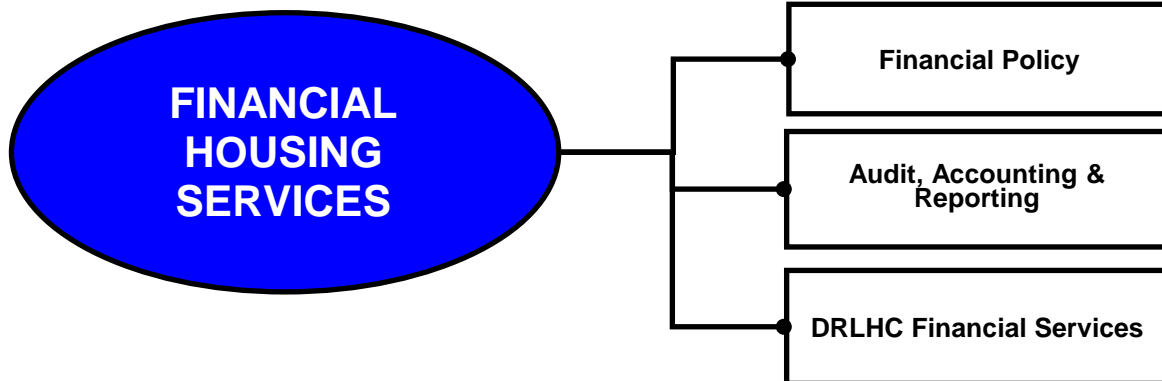
\* Tangible Capital Assets are stated separately on the Program Summary

|  |       |
|--|-------|
| Gross Operating Expenses Per Above                 | 3,924 |
| Add: Revenue Per Above                             | (443) |
| Net Operating Program Expenses Per Program Summary | 3,481 |
| Add: Tangible Capital Assets Per Above             | 61    |
| Net Program Expenses Per Above                     | 3,542 |



**2016 Program Detail**

**Finance**



**Purpose:**

- ◆ To provide the necessary oversight of 45 external social housing providers, ensuring compliance with legislated and local financial policies.
- ◆ Approval of housing provider subsidy budgets in accordance with funding models and benchmarks.
- ◆ To ensure that Regional Council, Committee, CAO and Commissioner of Finance receive prompt, accurate and comprehensive advice and information on the Social Housing Portfolio.
- ◆ To co-ordinate related Information Technology (IT) systems.
- ◆ To discharge all necessary financial services for the Durham Regional Local Housing Corporation (DRLHC).

**Description of Program Activities:**

- ◆ Development of Regional policies under the Housing Services Act and undertake annual review of Regional Housing program and financial analysis.
- ◆ Calculate monthly subsidy payments to housing providers and landlords.
- ◆ Complete year-end reconciliation of all housing provider subsidies against actual results, ensuring compliance with financial policies.
- ◆ Coordinate mortgage renewals, updates and revised subsidy calculations.
- ◆ Complete reporting requirements to Ministry of Municipal Affairs and Housing.
- ◆ Undertake annual audits of the rent geared-to-income calculations for 20 per cent of units at 100 per cent of housing providers.
- ◆ In-depth operational reviews of 50 per cent of the portfolio per year, in conjunction with Housing Services Division of the Social Services Department.
- ◆ Administration of the special grant programs (Investment in Affordable Housing). Monitor status, process payments and report to Council and Province.
- ◆ Forecasting of expenditures for the Social Housing and DRLHC portfolios.
- ◆ Provide financial and IT administration for Social Housing.
- ◆ Access and monitor all projects in difficulty.
- ◆ Coordination and analysis of Reserve Fund studies in conjunction with Building Condition Assessments.
- ◆ Financial analysis of rent supplement programs.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 6
- 2015 Full Time Staff = 6

**PROGRAM 3  
FINANCIAL HOUSING SERVICES**



**2016 Program Detail**

**Finance**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 660                          | 659                        | 667                    | -                         | 667                        |
| Personnel Related   | 2                            | 8                          | 8                      | -                         | 8                          |
| Communications  | -                            | 5                          | 5                      | -                         | 5                          |
| Supplies  | 2                            | 1                          | 1                      | -                         | 1                          |
| Headquarters Shared Costs                                     | 82                           | 83                         | 84                     | 1                         | 85                         |
| Professional Services   | -                            | 25                         | 25                     | -                         | 25                         |
| <b>Operating Expenses Subtotal</b>                            | <b>746</b>                   | <b>781</b>                 | <b>790</b>             | <b>1</b>                  | <b>791</b>                 |
| <b>Transfers from Related Entities</b>                        |                              |                            |                        |                           |                            |
| Inter-Departmental Recoveries                                 | (451)                        | (451)                      | (457)                  | -                         | (457)                      |
| <b>Transfers from Related Entities Subtotal</b>               | <b>(451)</b>                 | <b>(451)</b>               | <b>(457)</b>           | <b>-</b>                  | <b>(457)</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Corporate Charges   | 604                          | 604                        | 613                    | -                         | 613                        |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>604</b>                   | <b>604</b>                 | <b>613</b>             | <b>-</b>                  | <b>613</b>                 |
| <b>Gross Operating Expenses</b>                               | <b>899</b>                   | <b>934</b>                 | <b>946</b>             | <b>1</b>                  | <b>947</b>                 |
| <b>Tangible Capital Assets</b>                                |                              |                            |                        |                           |                            |
| Replacement   | 4                            | 4                          | 2                      | -                         | 2                          |
| <b>Total Tangible Capital Assets</b>                          | <b>4</b>                     | <b>4</b>                   | <b>2</b>               | <b>-</b>                  | <b>2</b>                   |
| <b>Net Program Expenses</b>                                   | <b>903</b>                   | <b>938</b>                 | <b>948</b>             | <b>1</b>                  | <b>949</b>                 |



**2016 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 Business Planning and Property Tax brochure to the Public; legislative reporting based upon Municipal Act compliance; Business Plan and Budget documentation and reporting; and, the Region's Annual Financial Report.

**Description of Program Activities:**

- ◆ Advise the Finance & 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 Information Management Services; 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.
- ◆ Coordinate the preparation of the Finance and Administration Committee agenda.
- ◆ Ensure adequate, accountable and transparent reporting of Budgets, Property Tax Impacts and annual year-end financial results.

**Description of Program Resources**

- ◆ 2016 Full Time Staff = 6  
2015 Full Time Staff = 6

**PROGRAM 4  
ADMINISTRATION**



**2016 Program Detail**

**Finance**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 556                          | 560                        | 567                    | -                         | 567                        |
| Personnel Related   | 110                          | 91                         | 91                     | -                         | 91                         |
| Communications  | 157                          | 146                        | 146                    | -                         | 146                        |
| Supplies  | 130                          | 134                        | 134                    | -                         | 134                        |
| Materials & Services  | 5                            | 8                          | 8                      | -                         | 8                          |
| Equipment Maintenance &<br>Repairs                                | 8                            | 8                          | 8                      | -                         | 8                          |
| Professional Services   | 140                          | 141                        | 141                    | -                         | 141                        |
| <b>Operating Expenses Subtotal</b>                                | <b>1,106</b>                 | <b>1,088</b>               | <b>1,095</b>           | <b>-</b>                  | <b>1,095</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Recoveries                                     | (360)                        | (360)                      | (360)                  | -                         | (360)                      |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(360)</b>                 | <b>(360)</b>               | <b>(360)</b>           | <b>-</b>                  | <b>(360)</b>               |
| <b>Total Expenses</b>   | <b>746</b>                   | <b>728</b>                 | <b>735</b>             | <b>-</b>                  | <b>735</b>                 |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Sundry Revenue  | (15)                         | (20)                       | (20)                   | -                         | (20)                       |
| Recovery from Transit   | (20)                         | (20)                       | (20)                   | -                         | (20)                       |
| Investment & Interest Income                                      | (400)                        | (383)                      | (383)                  | -                         | (383)                      |
| <b>Total Revenues</b>   | <b>(435)</b>                 | <b>(423)</b>               | <b>(423)</b>           | <b>-</b>                  | <b>(423)</b>               |
| <b>Net Program Expenses</b>                                       | <b>311</b>                   | <b>305</b>                 | <b>312</b>             | <b>-</b>                  | <b>312</b>                 |

# PROGRAM 5 INTERNAL AUDIT, COMPLIANCE AND CONTROLS



## 2016 Program Detail

## Finance

### Purpose:

- ◆ To ensure the legislated duties and responsibilities of the Treasurer are carried out and to promote accountability of the Regional Corporation for the quality of stewardship over public funds and for the achievement of value for money and best practices in the corporation and its operations.

### Description of Program Activities:

- ◆ Review financial policies and practices within the Regional Corporation to ensure financial integrity, adherence to generally accepted accounting standards and use of best practices.
- ◆ Ensure operational processes meet or exceed audit, accountability and control requirements.
- ◆ Complete business process reviews and recommend changes to strengthen internal controls, streamline processes and continuously improve financial activities and manage business risks.
- ◆ Provide support to external audits conducted by external auditor for multitude of programs requiring special audits.
- ◆ Ensure accountability of Regional funds by external agencies.

### Description of Program Resources

- ◆ 2016 Full Time Staff = 4  
2015 Full Time Staff = 4

**PROGRAM 5  
INTERNAL AUDIT, COMPLIANCE AND CONTROLS**



**2016 Program Detail**

**Finance**

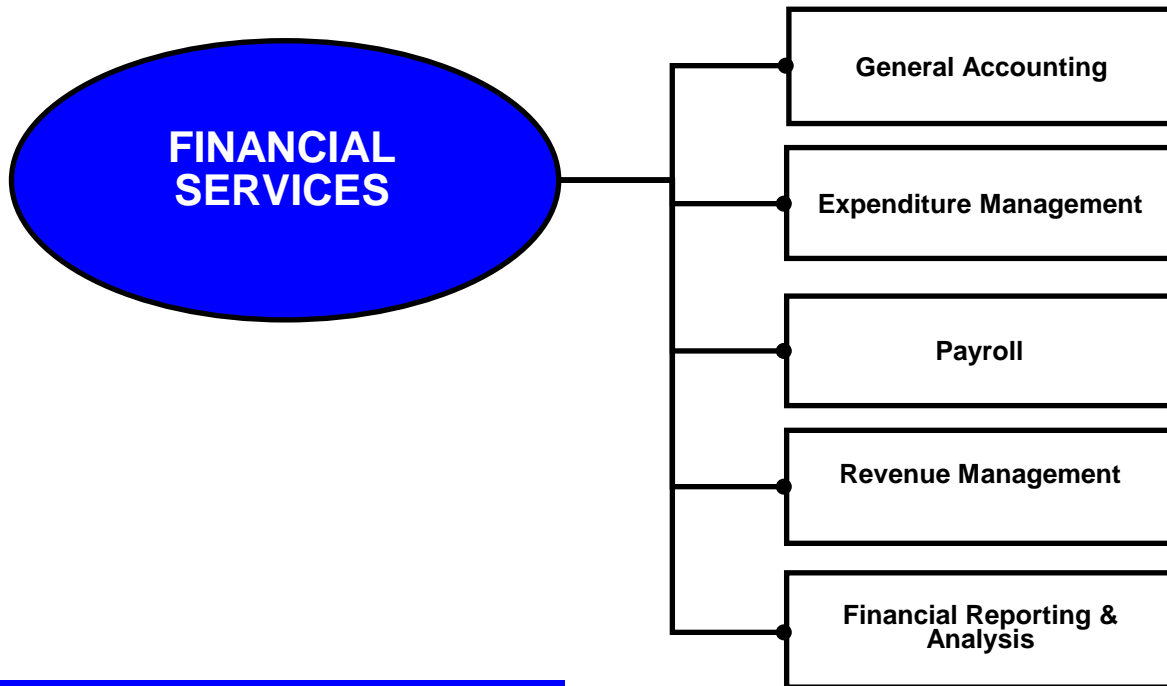
| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Personnel Expenses  | 710                          | 788                        | 799                    | -                         | 799                        |
| <b>Operating Expenses Subtotal</b>                            | <b>710</b>                   | <b>788</b>                 | <b>799</b>             | <b>-</b>                  | <b>799</b>                 |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Recoveries                                 | (647)                        | (647)                      | (656)                  | -                         | (656)                      |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>(647)</b>                 | <b>(647)</b>               | <b>(656)</b>           | <b>-</b>                  | <b>(656)</b>               |
| <b>Net Program Expenses</b>                                   | <b>63</b>                    | <b>141</b>                 | <b>143</b>             | <b>-</b>                  | <b>143</b>                 |





**2016 Program Detail**

**Finance**



**Purpose:**

- ◆ To provide innovative and effective financial management, reporting and accounting services to the Regional Corporation, including the operations of Durham Region Transit and Durham Regional Police Services.

**Description of Program Activities:**

- ◆ Receive and safely keep all monies of the corporation, to keep all books of account and prepare the annual consolidated financial statements.
- ◆ Receive and process vendor invoices for payment by validating and matching purchasing contract details to receiving and invoice information and issue payment in accordance with payment terms.
- ◆ Ensure payments authorized by departments match terms and conditions of purchase orders, leases, legal agreements and Council authorizations and Regional policies.
- ◆ Respond to internal and external inquiries' or disputes, policies regarding payment, tax issues, and assist departments in reconciling and resolving vendor issues.
- ◆ Process and analyze information from all Regional accounting systems into a consolidated format for the preparation of monthly financial statements 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 reserve funds, Development Charges, 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 Council approved Budget Management Policy.



**2016 Program Detail**

**Finance**

**Description of Program Activities Continued:**

- ◆ Administer the Council approved vehicle reimbursement system.
- ◆ Administer payroll activities for the Region, Durham Region Transit and the Durham Regional Police Service in accordance with collective agreements, Council policies and relevant legislation.
- ◆ Assist departments in analyzing, monitoring and forecasting revenues, subsidies and expenditures, providing advice on financial impacts of new or changes to programs and trends identified.
- ◆ Provide financial data required to complete benchmarking surveys.
- ◆ Identify and develop reporting formats to improve analysis of business operations.
- ◆ Prepare, analyze and submit financial reports on subsidized programs to third party funders (in excess of 350/year).
- ◆ Prepare the consolidated financial statements, along with comprehensive working papers, for the Regional Corporation and co-ordinate the audit of the financial statements.
- ◆ Analyze changes in accounting and disclosure requirements of the Public Sector Accounting Board and the Province and implement processes, financial analysis and disclosures to maintain compliance and accountability.
- ◆ Prepare the financial statements and coordinate the audits for the Durham Municipal Insurance Pool and ancillary programs for which funders or third parties require audits.
- ◆ Issue invoices for services provided by the Region (long-term care, childcare, Durham Regional Local Housing Corporation, miscellaneous Works Department services) and collect amounts outstanding.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 41.5  
2015 Full Time Staff = 41.5

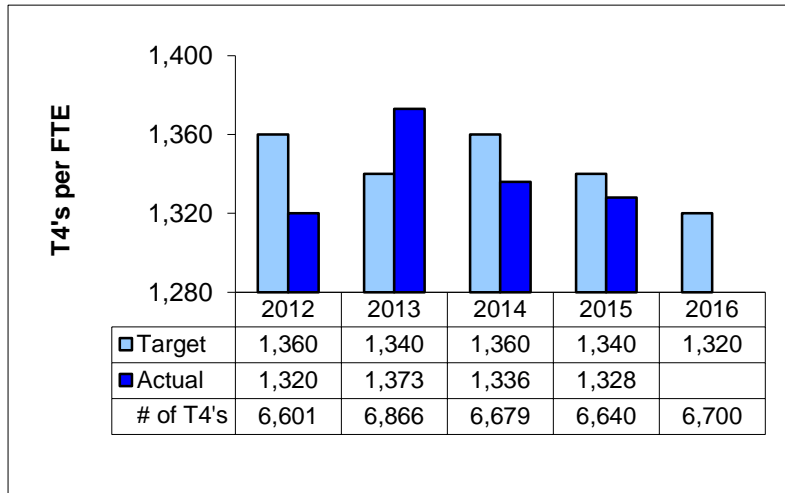


2016 Program Detail

Finance

Performance Measurements:

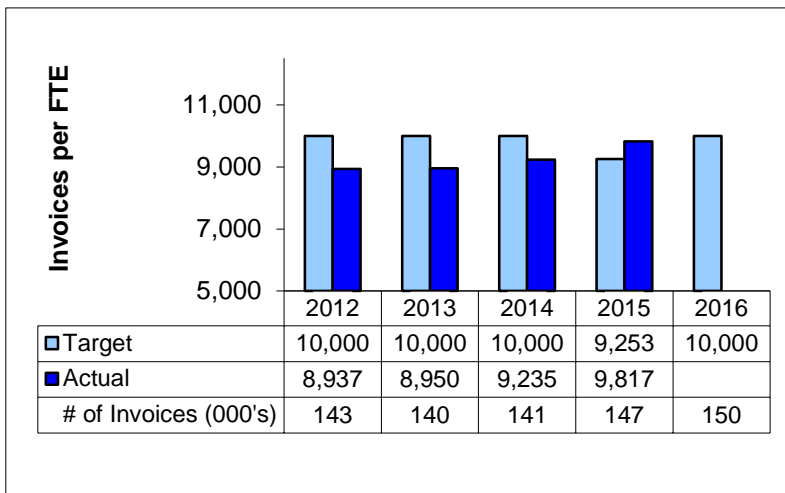
EFFECTIVENESS



**T4's Issued per FTE**  
Region, Police & Transit

This measure reflects the average number of employees, including students and temporary staff, for whom all payroll processing activities are handled per Payroll FTE (staff complement of five).

EFFECTIVENESS



**Invoices Paid per FTE**  
Region, Police & Transit

The number of invoices paid per FTE represents the average number of transactions processed by an Expenditure Management staff member, and includes all processing activities associated with the validation of the expenditure.

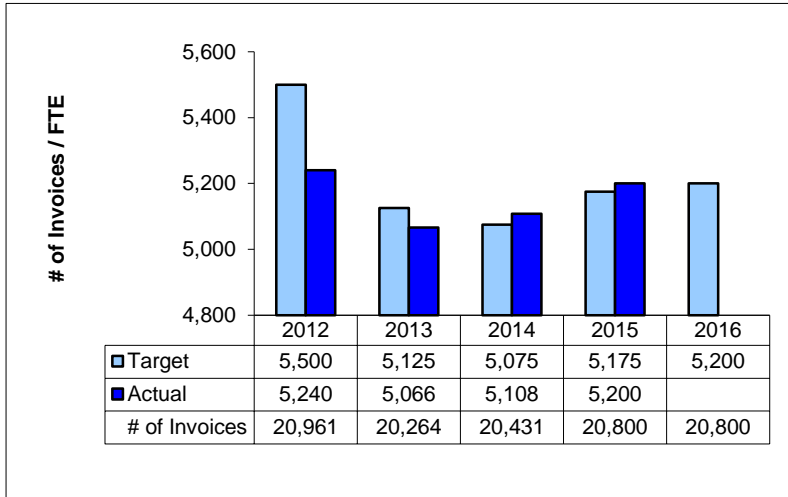


**2016 Program Detail**

**Finance**

**Performance Measurements Continued:**

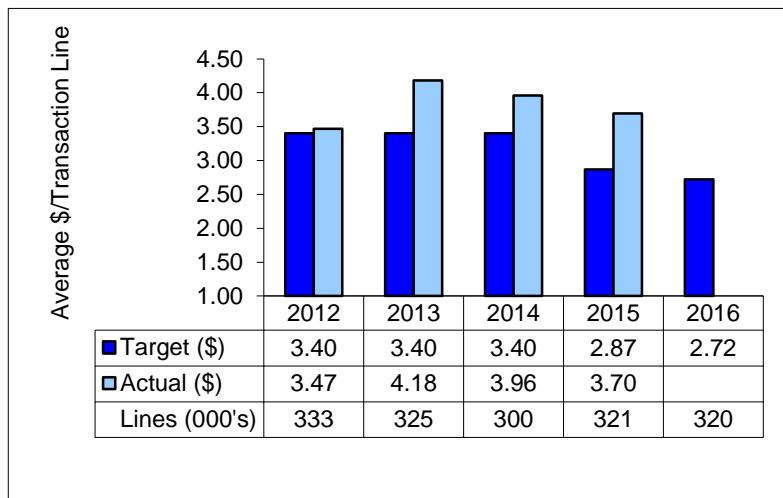
**EFFECTIVENESS**



**Invoices Issued per FTE  
Region & Transit**

The number of invoices issued per FTE represents the volume of work handled by Accounts Receivable staff in both the issuance and the collection of funds owed to the Region. The volume of billed revenues are expected to remain fairly consistent.

**EFFICIENCY**



**Average Cost per Accounts  
Payable Transaction Line**

The A/P Cost per Transaction Line represents the gross operating cost of the Expenditure Management section divided by the number of transaction lines processed and is indicative of the effort required to charge expenditures to the appropriate program.

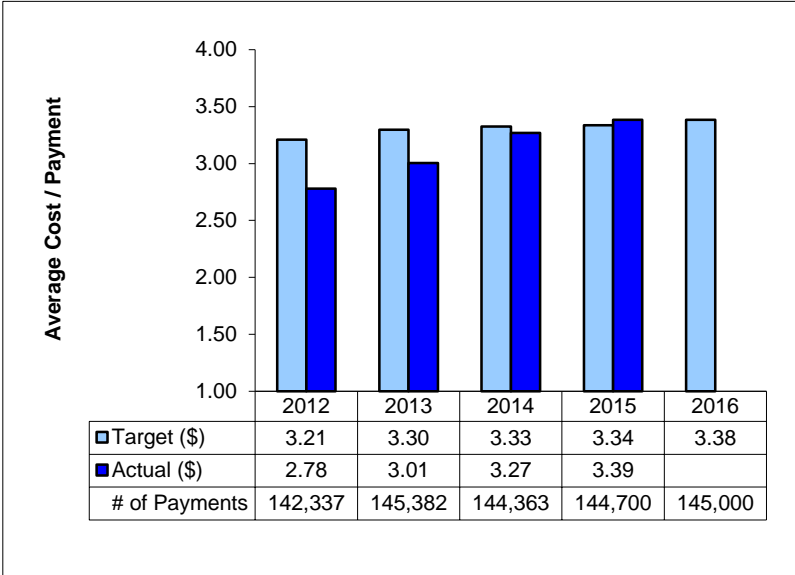


**2016 Program Detail**

**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**



**2016 Program Detail**

**Finance**

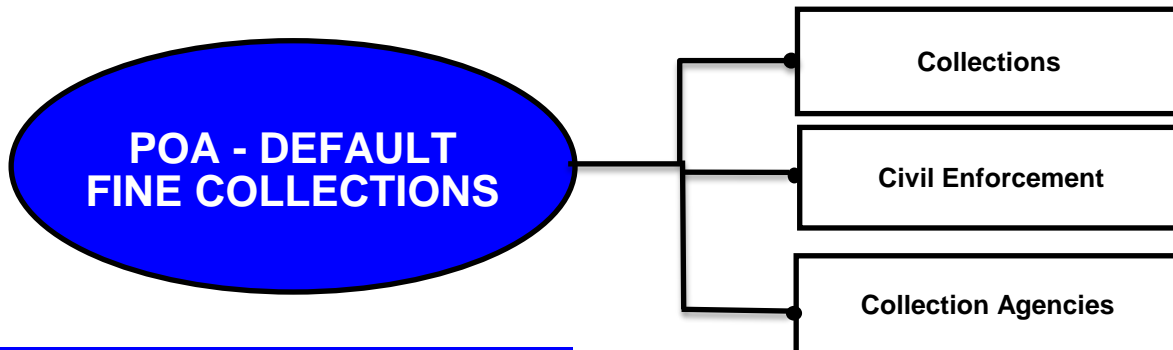
| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 4,409                        | 4,529                      | 4,474                  | -                         | 4,474                      |
| Personnel Related   | -                            | 1                          | 1                      | -                         | 1                          |
| Communications  | 10                           | -                          | -                      | -                         | -                          |
| Supplies  | 10                           | -                          | -                      | -                         | -                          |
| Materials & Services  | 11                           | 8                          | 8                      | -                         | 8                          |
| Equipment Maintenance &<br>Repairs                                | 4                            | 5                          | 5                      | -                         | 5                          |
| Professional Services   | 91                           | 17                         | 17                     | -                         | 17                         |
| <b>Operating Expenses Subtotal</b>                                | <b>4,535</b>                 | <b>4,560</b>               | <b>4,505</b>           | <b>-</b>                  | <b>4,505</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Recoveries                                     | (249)                        | (249)                      | (251)                  | -                         | (251)                      |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(249)</b>                 | <b>(249)</b>               | <b>(251)</b>           | <b>-</b>                  | <b>(251)</b>               |
| <b>Total Expenses</b>   | <b>4,286</b>                 | <b>4,311</b>               | <b>4,254</b>           | <b>-</b>                  | <b>4,254</b>               |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Sundry Revenue  | (5)                          | (11)                       | (11)                   | -                         | (11)                       |
| Recovery from Transit   | (526)                        | (526)                      | (533)                  | -                         | (533)                      |
| <b>Total Revenues</b>   | <b>(531)</b>                 | <b>(537)</b>               | <b>(544)</b>           | <b>-</b>                  | <b>(544)</b>               |
| <b>Net Program Expenses</b>                                       | <b>3,755</b>                 | <b>3,774</b>               | <b>3,710</b>           | <b>-</b>                  | <b>3,710</b>               |

# PROGRAM 7 POA - DEFAULT FINE COLLECTIONS



## 2016 Program Detail

## Finance



### Purpose:

- ◆ To collect outstanding Provincial Offences fines in default.
- ◆ Collection activities are undertaken on Fines (over 90 days) in a default status.
- ◆ 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 operational areas.

### Description of Program Activities:

- ◆ Locate default fine offenders through various skip tracing techniques.
- ◆ Issue collection letters, place calls to debtors and negotiate payment arrangements. Up to two notices are issued on every default fine. Handle in bound calls and make payment arrangements with debtors.
- ◆ Utilize several collection agencies to assist in collection efforts on assigned cases. Monitor collection agency performance and periodically recycle fines between agencies.
- ◆ Work in conjunction with POA Court Administration, Prosecution and the Legal Department in civil enforcement activities (certificates of default, garnishments, writs of seizure and sale, etc.).
- ◆ In conjunction with the Legal Department, 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 in continuation of efforts to establish 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 areas of the organization.

### Description of Program Resources

- ◆ 2016 Full Time Staff = 7
- ◆ 2015 Full Time Staff = 7

# PROGRAM 7 POA DEFAULT FINE COLLECTIONS

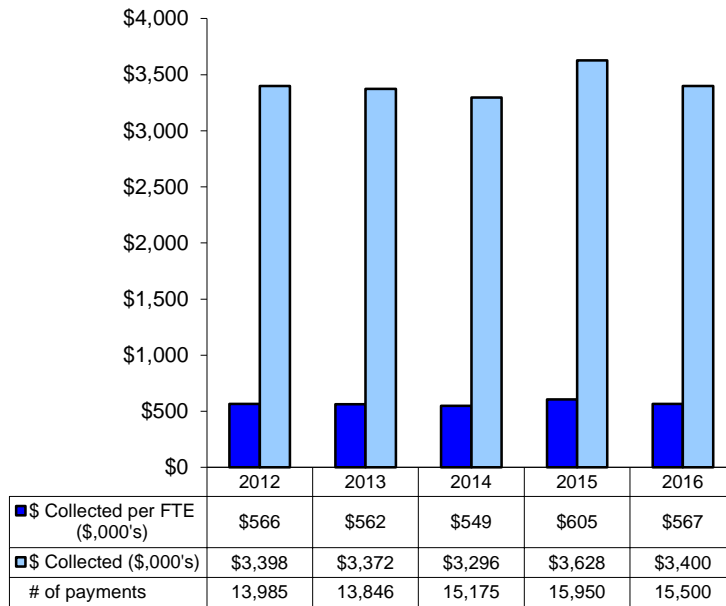


## 2016 Program Detail

## Finance

### Performance Measurements:

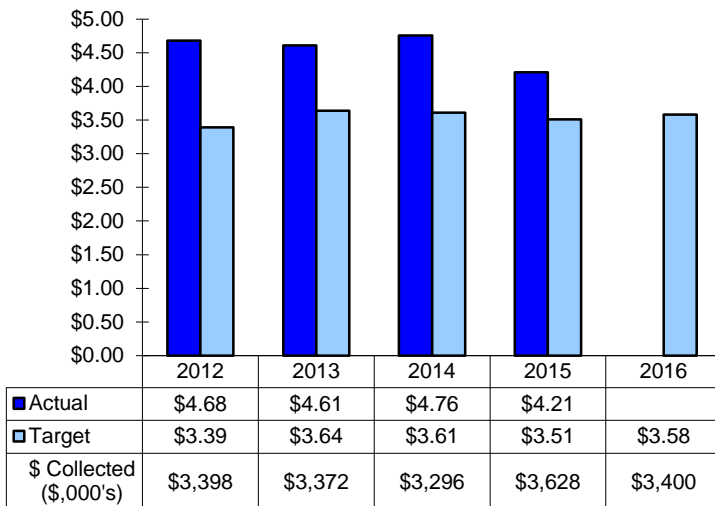
#### EFFECTIVENESS



#### \$ Collections per FTE

Collection processes include actions such as automated issuance of collection notices, skip tracing, negotiating payments arrangements and proceeding with civil enforcement where necessary.

#### EFFICIENCY



#### Payback Ratio

Every dollar spent in the collection of POA Defaulted Fines is expected to result in \$3.58 recovered in 2016.



**PROGRAM 7  
POA DEFAULT FINE COLLECTIONS**



**2016 Program Detail**

**Finance**

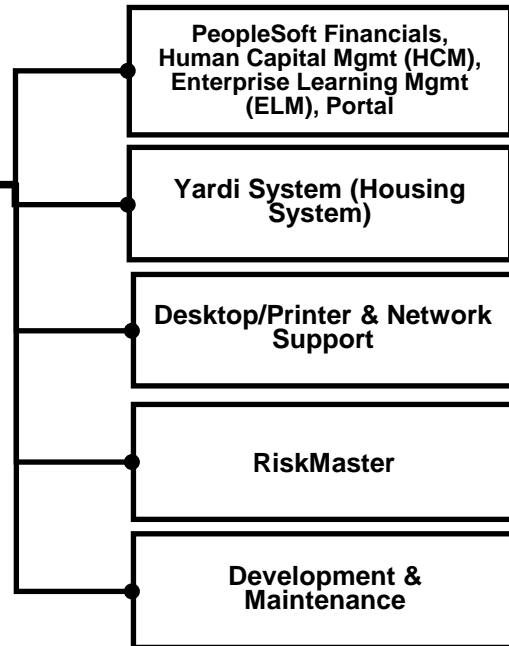
| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 722                          | 709                        | 719                    | -                         | 719                        |
| Personnel Related   | 2                            | 4                          | 4                      | -                         | 4                          |
| Communications  | 20                           | 26                         | 26                     | (5)                       | 21                         |
| Supplies  | 5                            | 6                          | 6                      | -                         | 6                          |
| Computer Maintenance &<br>Operations                              | 127                          | 135                        | 135                    | -                         | 135                        |
| Materials & Services  | 8                            | 5                          | 5                      | 3                         | 8                          |
| Equipment Maintenance &<br>Repairs                                | 1                            | 2                          | 2                      | -                         | 2                          |
| Collection Agency Fees  | 236                          | 321                        | 321                    | (20)                      | 301                        |
| Financial Expenses  | 18                           | -                          | -                      | 20                        | 20                         |
| <b>Operating Expenses Subtotal</b>                                | <b>1,139</b>                 | <b>1,208</b>               | <b>1,218</b>           | <b>(2)</b>                | <b>1,216</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| POA /Housing Recoveries   | (903)                        | (974)                      | (984)                  | 5                         | (979)                      |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(903)</b>                 | <b>(974)</b>               | <b>(984)</b>           | <b>5</b>                  | <b>(979)</b>               |
| <b>Gross Operating Expenses</b>                                   | <b>236</b>                   | <b>234</b>                 | <b>234</b>             | <b>3</b>                  | <b>237</b>                 |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 3                            | 3                          | 4                      | -                         | 4                          |
| <b>Total Tangible Capital Assets</b>                              | <b>3</b>                     | <b>3</b>                   | <b>4</b>               | <b>-</b>                  | <b>4</b>                   |
| <b>Total Expenses</b>   | <b>239</b>                   | <b>237</b>                 | <b>238</b>             | <b>3</b>                  | <b>241</b>                 |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Fees & Service Charges  | (60)                         | (50)                       | (50)                   | (5)                       | (55)                       |
| POA Fines   | -                            | (2)                        | (2)                    | 2                         | -                          |
| Revenue from Municipalities                                       | (160)                        | (150)                      | (150)                  | -                         | (150)                      |
| Interest Charges  | (75)                         | (75)                       | (75)                   | -                         | (75)                       |
| <b>Total Revenues</b>   | <b>(295)</b>                 | <b>(277)</b>               | <b>(277)</b>           | <b>(3)</b>                | <b>(280)</b>               |
| <b>Net Program Expenses</b>                                       | <b>(56)</b>                  | <b>(40)</b>                | <b>(39)</b>            | <b>-</b>                  | <b>(39)</b>                |

# PROGRAM 8 FINANCIAL INFORMATION MANAGEMENT SERVICES



## 2016 Program Detail

## Finance



### Purpose:

- ◆ To provide the Finance Department and Regional Departments with fully supported Financial Information Management Services (FIMS).
- ◆ Ensure the long term technology plan for the Finance Department remains current.
- ◆ Identify and implement further FIMS/HCM/ELM and Portal modules.
- ◆ To provide implementation and support of the Finance Department computer hardware technology.

### Description of Program Activities:

- ◆ Improve the use of management information technology to obtain higher levels of timeliness, efficiency and effectiveness.
- ◆ Update the long-term technology plan for the Finance Department.
- ◆ Enhance and support the software version of PeopleSoft Financials, HR/Payroll (HCM) and Learning Management to provide more flexibility as well as to ensure that government compliance of legislated changes are 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
- ◆ Learning Management
- ◆ Recruiting Management
- ◆ Resume/Candidate Gateway

## PROGRAM 8 FINANCIAL INFORMATION MANAGEMENT SERVICES



### 2016 Program Detail

### Finance

#### Description of Program Activities Continued:

- ◆ The 2016 Budget provides resources necessary to support and maintain critical business applications, such as PeopleSoft Financials, PeopleSoft HCM, PeopleSoft ELM, PeopleSoft Interaction Hub/Portal, Yardi, and RiskMaster.
- ◆ The 2016 Budget also provides resources to work with Corporate Departments as well as Police Services, and Transit Commission on the implementation of Enterprise Maintenance Management, Water Billing, Property & Service Management systems.
- ◆ Implement technology enhancements based on the long-term technology plan for the Finance Department.
- ◆ Participate in the corporate networking activities to ensure that the Finance Department works within the general guidelines of Corporate Technology. Assist in defining direction of Corporate Technology.
- ◆ Support and upgrade the Finance Department technology infrastructure network and personal computers ensuring that Corporate Financial data is secure, accessible, and backed-up.

#### Description of Program Resources:

- ◆ 2016 Full Time Staff = 21  
2015 Full Time Staff = 21

**PROGRAM 8  
FINANCIAL INFORMATION MANAGEMENT SERVICES**

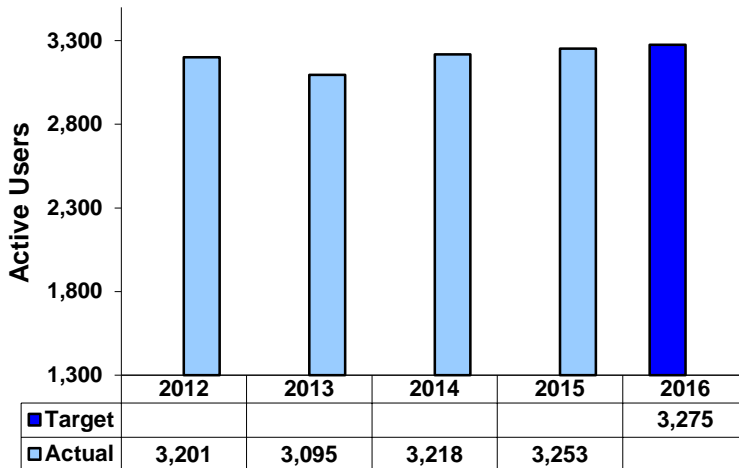


**2016 Program Detail**

**Finance**

**Performance Measurements:**

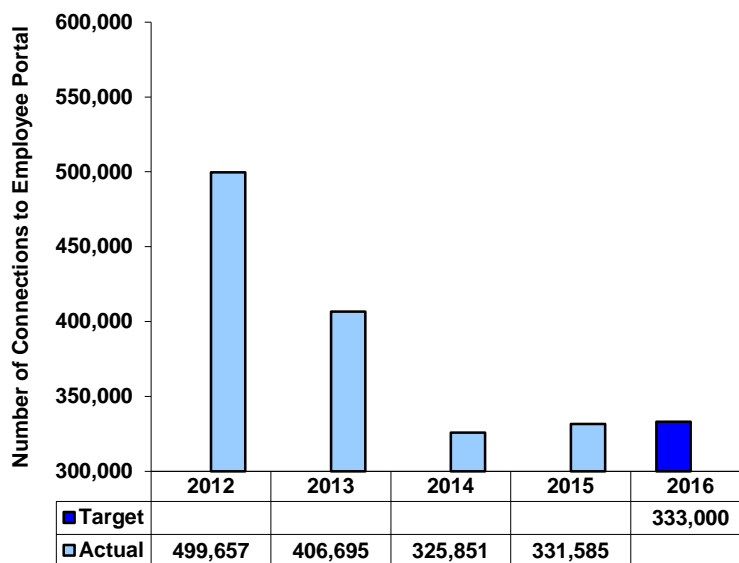
**EFFECTIVENESS**



**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  
Employee Regional Portal**

*The number of occurrences that individuals have accessed the Regional 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 INFORMATION MANAGEMENT SERVICES**



**2016 Program Detail**

**Finance**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 2,795                        | 2,662                      | 2,689                  | -                         | 2,689                      |
| Personnel Related   | 21                           | 52                         | 52                     | -                         | 52                         |
| Communications  | -                            | 1                          | 1                      | -                         | 1                          |
| Supplies  | -                            | 3                          | 3                      | -                         | 3                          |
| Computer Maintenance &<br>Operations                              | 1,271                        | 1,238                      | 1,238                  | -                         | 1,238                      |
| Materials & Services  | 1                            | -                          | -                      | -                         | -                          |
| Equipment Maintenance &<br>Repairs                                | 2                            | 9                          | 9                      | -                         | 9                          |
| Professional Services   | 115                          | 144                        | 144                    | -                         | 144                        |
| <b>Operating Expenses Subtotal</b>                                | <b>4,205</b>                 | <b>4,109</b>               | <b>4,136</b>           | <b>-</b>                  | <b>4,136</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Recoveries                                     | (653)                        | (653)                      | (656)                  | -                         | (656)                      |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>(653)</b>                 | <b>(653)</b>               | <b>(656)</b>           | <b>-</b>                  | <b>(656)</b>               |
| <b>Gross Operating Expenses</b>                                   | <b>3,552</b>                 | <b>3,456</b>               | <b>3,480</b>           | <b>-</b>                  | <b>3,480</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 210                          | 210                        | 306                    | -                         | 306                        |
| <b>Total Tangible Capital Assets</b>                              | <b>210</b>                   | <b>210</b>                 | <b>306</b>             | <b>-</b>                  | <b>306</b>                 |
| <b>Total Expenses</b>   | <b>3,762</b>                 | <b>3,666</b>               | <b>3,786</b>           | <b>-</b>                  | <b>3,786</b>               |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Recovery from Related Entities                                    | (719)                        | (719)                      | (764)                  | -                         | (764)                      |
| <b>Total Revenues</b>   | <b>(719)</b>                 | <b>(719)</b>               | <b>(764)</b>           | <b>-</b>                  | <b>(764)</b>               |
| <b>Net Program Expenses</b>                                       | <b>3,043</b>                 | <b>2,947</b>               | <b>3,022</b>           | <b>-</b>                  | <b>3,022</b>               |

**PROGRAM 8  
FINANCIAL INFORMATION MANAGEMENT SERVICES**



**2016 Program Detail**

**Finance**

| Detailed Cost of Program: | 2015                 |                    | 2016           |                   |                    |
|---------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |

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

|  |       |
|--|-------|
| Gross Operating Expenses Per Above                 | 3,480 |
| Add: Revenue Per Above                             | (764) |
| Net Operating Program Expenses Per Program Summary | 2,716 |
| Add: Tangible Capital Assets Per Above             | 306   |
| Net Program Expenses Per Above                     | 3,022 |



**2016 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:

|       | 2014 | 2015 |
|-------|------|------|
| COMRA | 17   | 14   |
| PARA  | 11   | 9    |

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 40; PARA 43
- ◆ Target availability: 95 per cent for call-up during the boating season



**2016 Program Detail**

**Finance**

| <b>Detailed Cost of Program:</b><br>(\$,000's) | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
|  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                      |                              |                            |                        |                           |                            |
| Outside Agency Expenses                        | 80                           | 80                         | 82                     | -                         | 82                         |
| <b>Net Program Expenses</b>                    | <b>80</b>                    | <b>80</b>                  | <b>82</b>              | <b>-</b>                  | <b>82</b>                  |



**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Finance**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Finance**

| <b>Detailed Cost of Program:</b>                      | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Revenues</b>                                       |                              |                            |                        |                           |                            |
| Rents   | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Total Revenues</b>                                 | -                            | -                          | -                      | (6)                       | (6)                        |
| <b>Net Program Expenses</b>                           | <b>11,441</b>                | <b>11,774</b>              | <b>11,964</b>          | <b>134</b>                | <b>12,098</b>              |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>511</b>                   | <b>511</b>                 | <b>519</b>             | <b>6</b>                  | <b>525</b>                 |

**PROGRAM 11  
TANGIBLE CAPITAL ASSETS - NEW**



**2016 Business Plan**

**Finance**

| Description | Qty | Unit Cost | Total |
|-------------|-----|-----------|-------|
|-------------|-----|-----------|-------|

| <u>Business Planning, Budgets and Risk Management - Program 1</u> |   | \$     | \$            |
|---|---|--------|---------------|
| 1 Laptop  | 1 | 2,100  | 2,100         |
| 2 Office Furniture  | 1 | 10,000 | 10,000        |
|   |   |        | <b>12,100</b> |

| <u>Financial Planning and Purchasing and Supply and Services - Program 2</u> |   |              |               |
|--|---|--------------|---------------|
| 2 Document Management System Software  | 1 | 50,000       | 50,000        |
| 3 Desktop with Monitor   | 1 | 950          | 950           |
| 4 Office Furniture   | 1 | 10,000       | 10,000        |
|  |   |              | <b>60,950</b> |
|  |   | <b>Total</b> | <b>73,050</b> |

**PROGRAM 12  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Finance**

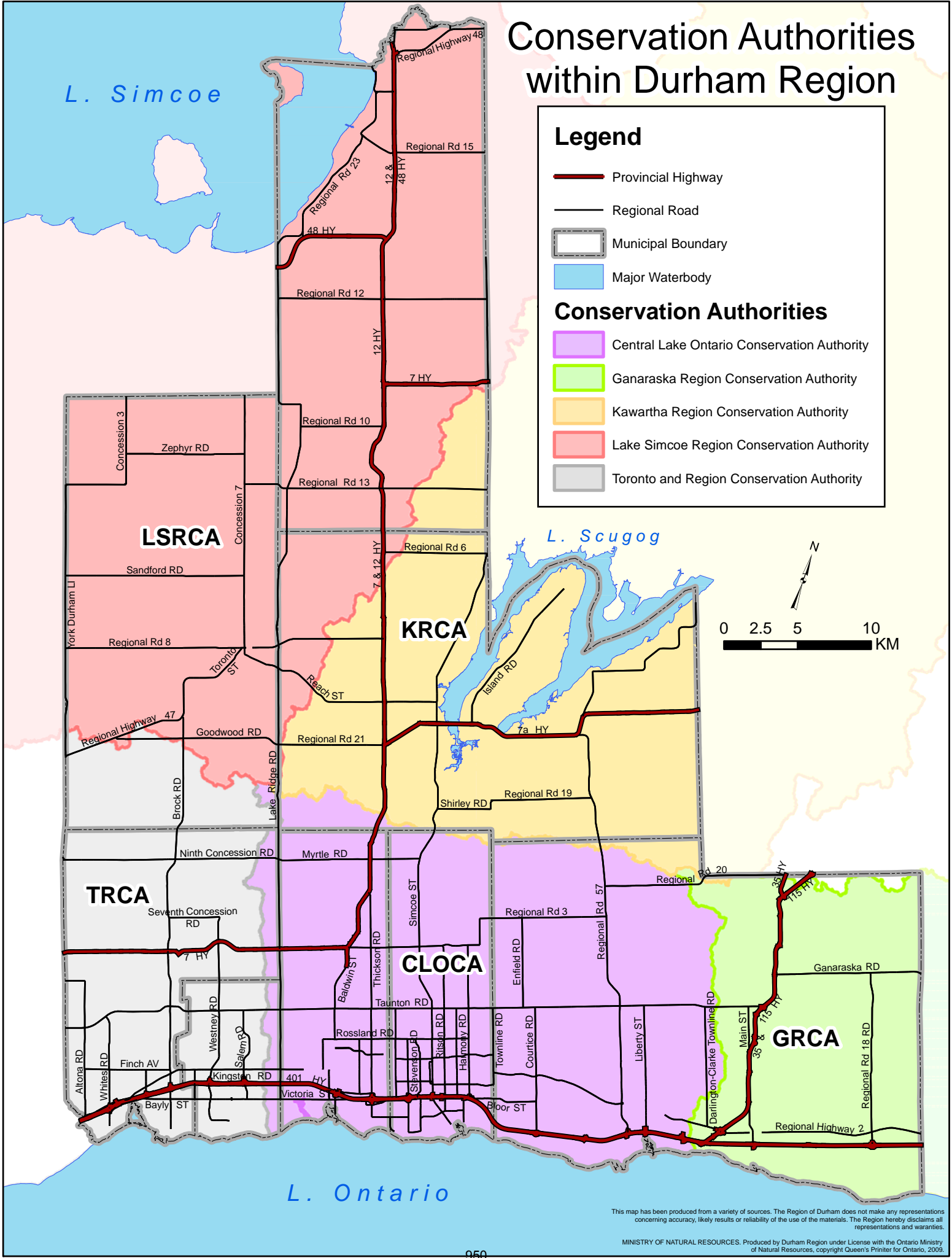
| Description  | Qty | Unit Cost    | Total                        |
|--|-----|--------------|------------------------------|
|  |     | \$           | \$                           |
| <b><u>Financial Information Management Services - Program 8</u></b>                        |     |              |                              |
| 1 Desktops   | 30  | 700          | 21,000                       |
| 2 Laptops  | 23  | 2,100        | 48,300                       |
| 3 Desktops - Multitasking and Large Data Applications                                      | 1   | 3,700        | 3,700                        |
| 4 Monitors   | 10  | 250          | 2,500                        |
| 5 Printers   | 2   | 5,000        | 10,000                       |
| 6 SAN Upgrade  | 2   | 110,000      | 220,000                      |
|  |     |              | <b><u>305,500</u></b>        |
| <b><u>Financial Housing Services - Program 3 (Included in Program Detail Page)</u></b>     |     |              |                              |
| 7 Laptop   | 1   | 2,100        | <b><u>2,100</u></b>          |
| <b><u>POA - Default Fines Collection - Program 7 (Included in Program Detail Page)</u></b> |     |              |                              |
| 8 Desktop  | 6   | 700          | <b><u>4,200</u></b>          |
|  |     | <b>Total</b> | <b><u><u>311,800</u></u></b> |

|   |
|---|
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| Ganaraska .....   | 966-971         |
| Toronto & Region .....                                    | 972-978         |
| Lake Simcoe .....   | 979-1005        |

# Conservation Authorities within Durham Region



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

**PROGRAM SUMMARY****2016 Business Plan****Conservation Authorities**

| By Program<br>(\$,000's)                            | 2015                       |                          | 2016                   |                         |                          |
|---|----------------------------|--------------------------|------------------------|-------------------------|--------------------------|
|   | Estimated<br>Actuals<br>\$ | Restated<br>Budget<br>\$ | Target<br>Budget<br>\$ | CVA<br>Adjustment<br>\$ | Proposed<br>Budget<br>\$ |
| <b>1 Operating Programs</b>                         |                            |                          |                        |                         |                          |
| Central Lake Ontario                                | 3,599                      | 3,599                    | 3,688                  | -                       | 3,688                    |
| Kawartha  | 484                        | 484                      | 496                    | (1)                     | 495                      |
| Ganaraska   | 416                        | 416                      | 426                    | -                       | 426                      |
| Toronto and Region                                  | 582                        | 582                      | 597                    | -                       | 597                      |
| Lake Simcoe Region                                  | 248                        | 248                      | 256                    | (2)                     | 254                      |
| <b>Operating Programs Subtotal</b>                  | <b>5,329</b>               | <b>5,329</b>             | <b>5,463</b>           | <b>(3)</b>              | <b>5,460</b>             |
| <b>2 Special Benefiting Programs</b>                |                            |                          |                        |                         |                          |
| Kawartha  | 196                        | 196                      | 199                    | -                       | 199                      |
| Ganaraska   | 218                        | 218                      | 222                    | -                       | 222                      |
| Toronto and Region                                  | 737                        | 737                      | 748                    | -                       | 748                      |
| Lake Simcoe Region                                  | 452                        | 452                      | 456                    | -                       | 456                      |
| <b>Special Benefiting Programs Subtotal</b>         | <b>1,603</b>               | <b>1,603</b>             | <b>1,625</b>           | <b>-</b>                | <b>1,625</b>             |
| <b>3 Special One-Time Funding</b>                   |                            |                          |                        |                         |                          |
| Kawartha - Port Perry Shoreline Enhancement Project | 60                         | 60                       | -                      | -                       | -                        |
| Ganaraska - Forest Management Plan                  | -                          | -                        | 25                     | -                       | 25                       |
| Lake Simcoe - Beaver River Wetland Trail Upgrades   | -                          | -                        | 50                     | -                       | 50                       |
| Lake Simcoe - Scanlon Creek Operations Centre       | -                          | -                        | 24                     | -                       | 24                       |
| <b>Special One-Time Funding Subtotal</b>            | <b>60</b>                  | <b>60</b>                | <b>99</b>              | <b>-</b>                | <b>99</b>                |
| <b>4 YPDT Ground Water Management</b>               |                            |                          |                        |                         |                          |
| Toronto and Region                                  | 175                        | 175                      | 175                    | -                       | 175                      |
| <b>YPDT Ground Water Management Subtotal</b>        | <b>175</b>                 | <b>175</b>               | <b>175</b>             | <b>-</b>                | <b>175</b>               |
| <b>Net Program Expenses</b>                         | <b>7,167</b>               | <b>7,167</b>             | <b>7,362</b>           | <b>(3)</b>              | <b>7,359</b>             |



## 2016 Business Plan

## Central Lake Ontario Conservation Authority

| By Program<br>(\$,000's)    | 2015                 |                    | 2016             |               |                    |
|-----------------------------|----------------------|--------------------|------------------|---------------|--------------------|
|                             | Estimated<br>Actuals | Restated<br>Budget | Target<br>Budget | CVA<br>Change | Proposed<br>Budget |
|                             | \$                   | \$                 | \$               | \$            | \$                 |
| 1 Operating Programs        | 3,599                | 3,599              | 3,688            | -             | 3,688              |
| <b>Net Program Expenses</b> | <b>3,599</b>         | <b>3,599</b>       | <b>3,688</b>     | <b>-</b>      | <b>3,688</b>       |





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**Member of Conservation Ontario**

January 21, 2016

CLOCA IMS File: AFNB43

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

Dear Mr. Clapp:

**Subject: 2016 Budget Submission**

Please be advised that the Central Lake Ontario Conservation Authority's (CLOCA's) budget submission meets the Region of Durham 2016 budget guidelines of 2.5% increase for operations. CLOCA's funding request for 2016 is as follows:

|  |   |                            |
|--|---|----------------------------|
| Operations                             | - | \$3,637,985 (General Levy) |
| Capital                                | - | \$ 0 (Special Capital)     |
| Durham Children's Groundwater Festival | - | \$ 50,000                  |
|  |   | <u>\$3,687,985</u>         |

CLOCA's estimate for Regional Land Securement is \$35,000 being 40% of the anticipated land purchase cost for 2016.

Attached please find a copy of CLOCA's 5-year forecast for operations.

We thank you for your consideration of our 2016 submission and we look forward to our discussions later this year for a renewed budget process going forward.

Yours truly,

Chris Darling  
**Chief Administrative Officer**

CD/ms  
Attach.

S:\Budget 2016\January 21 2016\_Region of Durham\_Clapp.docx

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



# Central Lake Ontario Conservation

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



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

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

### **Engineering**

We manage a flood warning program and emergency procedures and provide continuous water level monitoring for watercourses, computerized flood forecasting and monitoring of snow condition and potential runoff problems within the watershed.

### **Community Engagement**

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

### **Leaders in Watershed Management**

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

### **Planning and Regulations**

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

### **Conservation Areas & Land Holdings**

We undertake a range of programs aimed at improving land and water conservation within our watersheds. These programs include the acquisition and management of an estimated 2,500 hectares of public lands to protect sensitive natural resources and incorporate public access and low impact recreation opportunities.

### **Corporate Services**

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

**Central Lake Ontario Conservation Authority  
Durham Region Proposed 5-Year Operational Budget (2015-2020)**

| <b>OPERATIONS BUDGET</b>        | <b>2015</b>           | <b>2015 Forecast</b> |                  | <b>2016 Forecast</b> |                  | <b>2017 Forecast</b> |                  | <b>2018 Forecast</b> |                  | <b>2019 Forecast</b> |                  | <b>2020 Forecast</b> |                  |
|---------------------------------|-----------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|
|                                 | Approved<br>by Region | Region's<br>Cost     | Total Cost       | Region's Cost        | Total Cost       | Region's<br>Cost     | Total Cost       | Region's Cost        | Total Cost       | Region's<br>Cost     | Total Cost       | Region's<br>Cost     | Total Cost       |
| <b>Base Operations</b>          | <b>3,549,252</b>      | <b>3,549,252</b>     | <b>6,422,050</b> | <b>3,549,252</b>     | <b>5,996,440</b> | <b>3,637,983</b>     | <b>6,502,300</b> | <b>3,728,933</b>     | <b>6,602,300</b> | <b>3,822,156</b>     | <b>6,687,300</b> | <b>3,917,710</b>     | <b>6,772,300</b> |
| Assessment Grow (Base)          |                       |                      |                  | 44,366               | 74,956           | 45,475               | 81,279           | 46,612               | 82,529           | 47,777               | 83,591           | 48,971               | 84,654           |
| Economic Adjustment (Base)      |                       |                      |                  | 44,366               | 74,956           | 45,475               | 81,279           | 46,612               | 82,529           | 47,777               | 83,591           | 48,971               | 84,654           |
| Adjustment of CVA Apportionment |                       |                      |                  |                      |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| Special Needs                   |                       |                      |                  |                      |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| <b>TOTAL</b>                    | <b>3,549,252</b>      | <b>3,549,252</b>     | <b>6,422,050</b> | <b>3,637,983</b>     | <b>6,428,725</b> | <b>3,728,933</b>     | <b>6,664,858</b> | <b>3,822,156</b>     | <b>6,767,358</b> | <b>3,917,710</b>     | <b>6,854,483</b> | <b>4,015,653</b>     | <b>6,941,608</b> |



## 2016 Business Plan

## Kawartha Conservation Authority

| By Program   | 2015                 |                    | 2016             |               |                    |
|--|----------------------|--------------------|------------------|---------------|--------------------|
| (\$,000's)   | Estimated<br>Actuals | Approved<br>Budget | Target<br>Budget | CVA<br>Change | Proposed<br>Budget |
|  | \$                   | \$                 | \$               | \$            | \$                 |
| <b>1 Operating Programs</b>                              | 484                  | 484                | 496              | (1)           | 495                |
| <b>2 Special Benefiting Programs</b>                     |                      |                    |                  |               |                    |
| Watershed Planning                                       | 106                  | 106                | 130              | -             | 130                |
| Conservation Area Management<br>Plans                    | 90                   | 90                 | 69               | -             | 69                 |
| <b>Special Benefiting Programs<br/>Subtotal</b>          | <b>196</b>           | <b>196</b>         | <b>199</b>       | <b>-</b>      | <b>199</b>         |
| <b>3 Special One-Time Funding</b>                        |                      |                    |                  |               |                    |
| Kawartha - Port Perry Shoreline<br>Enhancement Project * | 60                   | 60                 | -                | -             | -                  |
| <b>Special One-Time Funding<br/>Subtotal</b>             | <b>60</b>            | <b>60</b>          | <b>-</b>         | <b>-</b>      | <b>-</b>           |
| <b>Net Program Expenses</b>                              | <b>740</b>           | <b>740</b>         | <b>695</b>       | <b>(1)</b>    | <b>694</b>         |

\* One time funding to provide technical and project management support for the Port Perry Bay - Shoreline Enhancement project.



**KAWARTHA  
CONSERVATION**

Discover • Protect • Restore  
January 19, 2016

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

Attn: R.J. Clapp, Commissioner of Finance

RE: Proposed 5-Year Budget for Operations (2016-2020)  
Proposed Special Benefitting Projects (2016 – 2020)

Dear Mr. Clapp,

We are pleased to provide our updated Proposed 2016 Business Plans for Operating and Special Projects.

Our 2016 Operating Budget request meets the Region's guideline of 2.5% and is adjusted downward for a CVA adjustment of \$791. The net result is a 2.3% increase in Operating levy from 2015.

Our 2016 Special Benefitting Projects request also meets the Region's guideline of 1.5% increase for existing projects.

We continue to provide technical and administrative support to the Port Perry Bay Shoreline Enhancement project in 2016, funded through the Watershed Implementation project. In 2016 this project will involve the completion of an engineering design and an environmental impact assessment.

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

Yours truly,

  
Rob Messervey  
Chief Administrative Officer  
KAWARTHA CONSERVATION

cc. Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management  
Dana Howes, Senior Economic Analyst II

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

*Our Watershed Partners:*  
City of Kawartha Lakes • Region of Durham • Township of Scugog • Municipality of Clarington • Township of Brock • Municipality of Trent Lakes • Township of Cavan Monaghan

# Kawartha Conservation

## Vision

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

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

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

## Mission

*To provide leadership in watershed management and conservation*

## Focus

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

## Our Watershed

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

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

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

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

# Map of the Kawartha Conservation Watershed

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

## City of Kawartha Lakes

- 1,815 km<sup>2</sup> within watershed

## Municipality of Trent Lakes

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

## Township of Brock

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

## Township of Scugog

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

## Township of Cavan Monaghan

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

## Municipality of Clarington

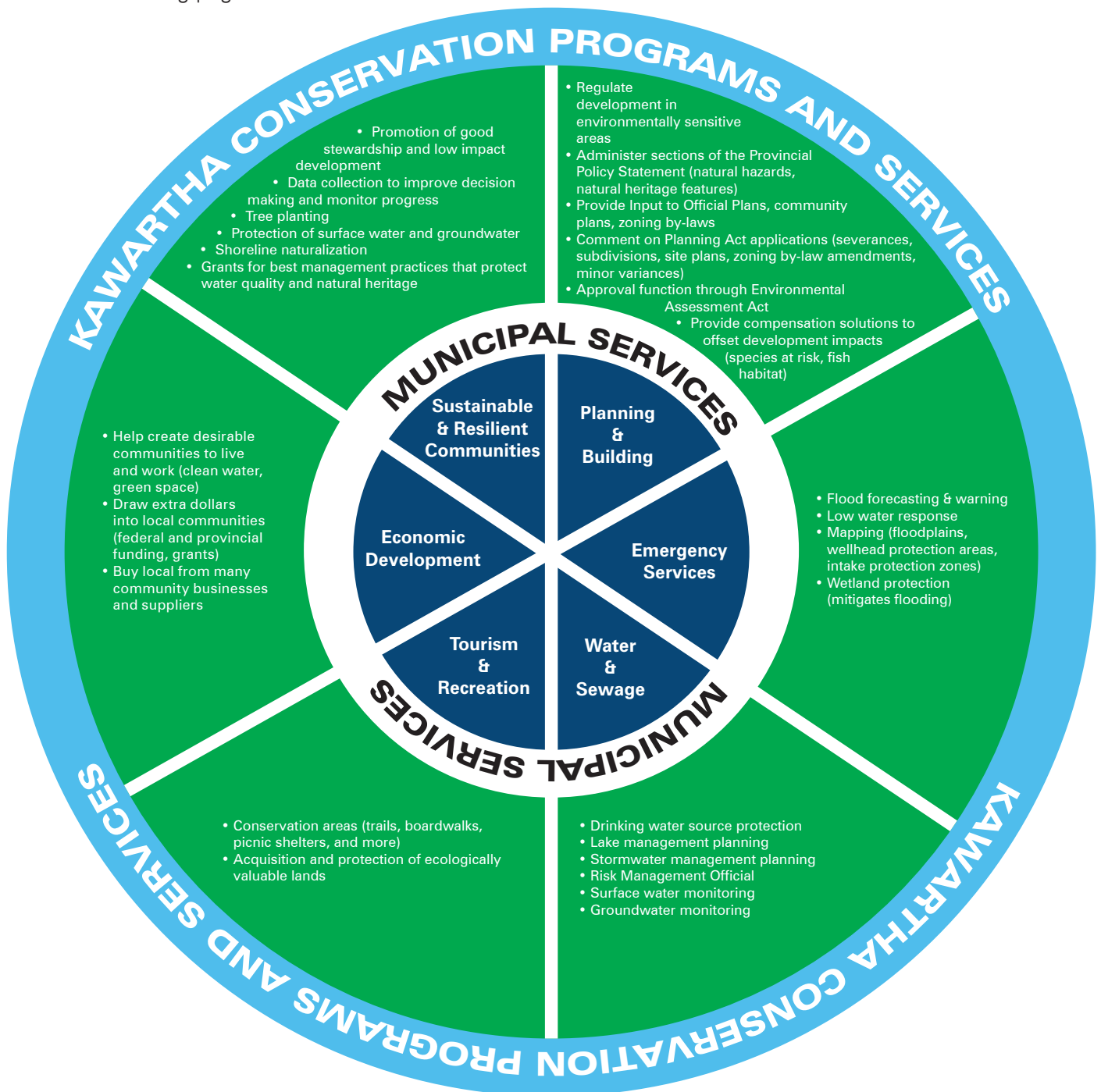
- 10 km<sup>2</sup> within watershed





# Serving our Municipalities

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



# Working Together for a Healthy Environment

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

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

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

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

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

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

## Delivering on our strategic plan

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

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



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

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

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



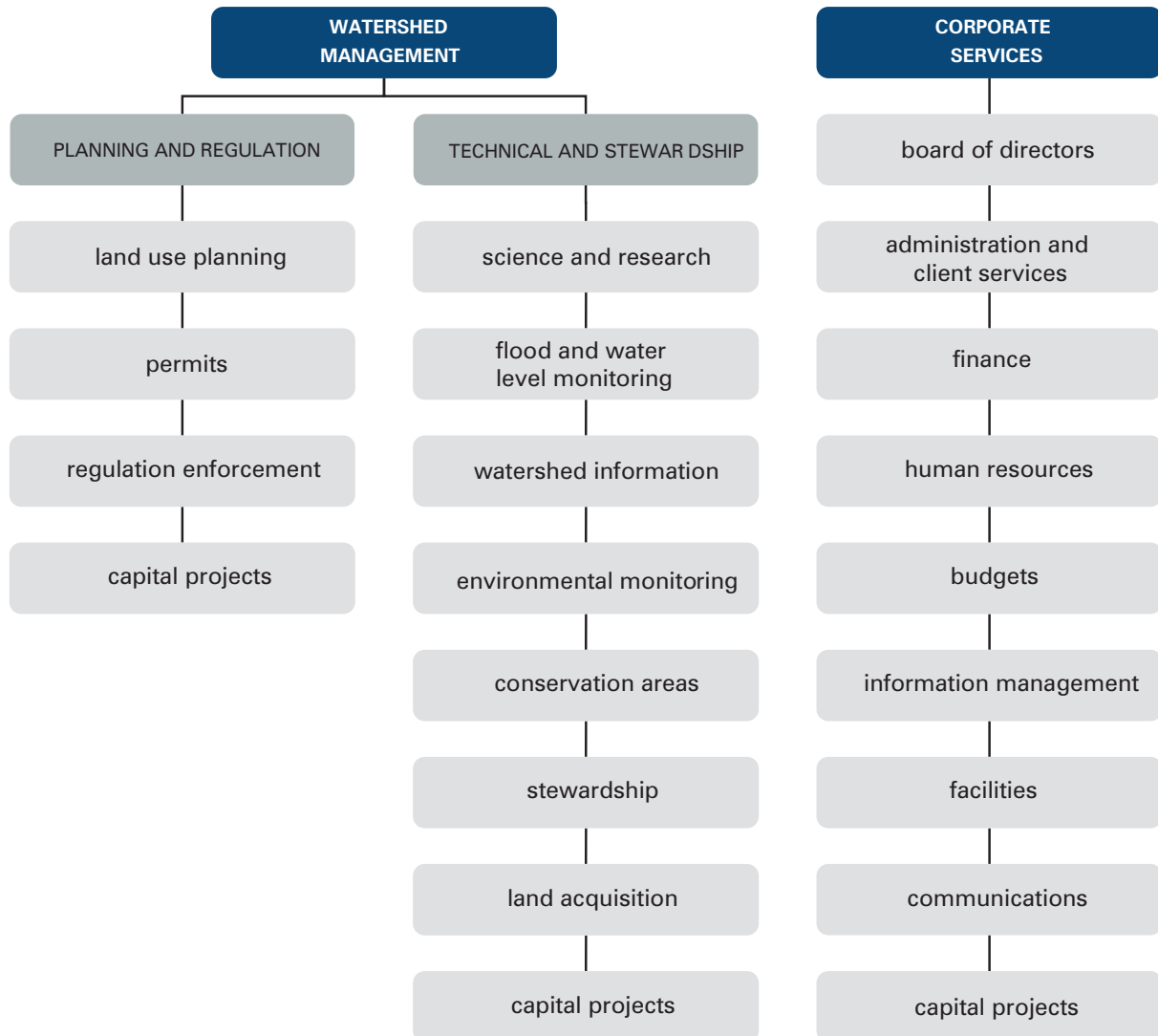
**Protect**



**Conserve & Restore**



**Discover**



**DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2016-2020)**  
**Kawartha Region Conservation Authority**

| <b>OPERATIONS BUDGET</b>    | <b>2015 Forecast</b> | <b>2016 Forecast</b> |                  | <b>2017 Forecast</b> |                  | <b>2018 Forecast</b> |                  | <b>2019 Forecast</b> |                  | <b>2019 Forecast</b> |                  |
|-----------------------------|----------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|
|                             | Approved by Region   | Region's Cost        | Total Cost       | Region's Cost        | Total Cost       | Region's Cost        | Total Cost       | Region's Cost        | Total Cost       | Region's Cost        | Total Cost       |
| <b>KAWARTHA REGION C.A.</b> |                      |                      |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| Base Operations Program     | <b>476,120</b>       | <b>484,189</b>       | <b>2,103,750</b> | <b>495,503</b>       | <b>2,138,335</b> | <b>510,368</b>       | <b>2,180,807</b> | <b>525,679</b>       | <b>2,224,552</b> | <b>541,449</b>       | <b>2,269,611</b> |
| Assessment Growth (Base)    | 5,952                | 6,052                | 17,292           | 7,433                | 21,236           | 7,656                | 21,873           | 7,885                | 22,529           | 8,122                | 23,205           |
| Economic Adjustment (Base)  | 5,952                | 6,052                | 17,292           | 7,433                | 21,236           | 7,656                | 21,873           | 7,885                | 22,529           | 8,122                | 23,205           |
| Adjustment of CVA App       | (3,834)              | (791)                |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| Special Needs               |                      |                      |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| <b>SUB-TOTAL</b>            | <b>484,189</b>       | <b>495,503</b>       | <b>2,138,335</b> | <b>510,368</b>       | <b>2,180,807</b> | <b>525,679</b>       | <b>2,224,552</b> | <b>541,449</b>       | <b>2,269,611</b> | <b>557,693</b>       | <b>2,316,021</b> |

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

| SPECIAL BENEFITING PROJECTS  |   | 2015               | 2016 Budget      |                  | 2017 Budget      |                   | 2018 Budget      |                  | 2019 Budget      |                  |
|--|---|--------------------|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|
|  |   | Approved by Region | 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                                 | 105,450            | 130,000          | 148,800          | 108,000          | 108,000           | 112,000          | 112,000          | 114,000          | 114,000          |
|  | <b>Sub-total</b>  | <b>105,450</b>     | <b>130,000</b>   | <b>148,800</b>   | <b>108,000</b>   | <b>108,000</b>    | <b>112,000</b>   | <b>112,000</b>   | <b>114,000</b>   | <b>114,000</b>   |
|  | Aquatic Resource Management Plans/<br>Fisheries Management Plans  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
|  | <b>Sub-total</b>  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
|  | Groundwater Management  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
|  | <b>Sub-total</b>  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
|  | Watershed Monitoring  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
|  | <b>Sub-total</b>  | -                  | -                | -                | 0                | 0                 | 0                | 0                | -                | -                |
|  | Port Perry Bay-Shoreline Enhancements                             | 0                  | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| <b>Sub-total</b>   | <b>0</b>  | <b>0</b>           | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>0</b>         | <b>0</b>         |                  |
| Watershed Specific Projects/Studies<br>Oak Ridges Moraine Alliance<br>Stewardship services and shoreline advice<br>IT infrastructure |   |                    |                  |                  |                  |                   |                  |                  |                  |                  |
| <b>Sub-total</b>   | <b>0</b>  | <b>0</b>           | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>0</b>         | <b>0</b>         |                  |
| PUBLIC USE   | Conservation Area Management Plans<br>East Cross Forest Mgmt Plan | 90,293             | 68,679           | 102,000          | 94,000           | 94,000            | 96,000           | 96,000           | 98,000           | 98,000           |
|  | <b>Sub-total</b>  | <b>90,293</b>      | <b>68,679</b>    | <b>102,000</b>   | <b>94,000</b>    | <b>94,000</b>     | <b>96,000</b>    | <b>96,000</b>    | <b>98,000</b>    | <b>98,000</b>    |
| REGULATION   | Flood Forecasting/Warning<br>Stream Gauge Repair/Replacement      |                    |                  |                  |                  |                   |                  |                  |                  |                  |
|  | <b>Sub-total</b>  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
|  | Natural Hazard Mapping  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
|  | <b>Sub-total</b>  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
|  | <b>TOTAL CAPITAL</b>  | <b>\$195,743</b>   | <b>\$198,679</b> | <b>\$250,800</b> | <b>\$202,000</b> | <b>\$ 202,000</b> | <b>\$208,000</b> | <b>\$208,000</b> | <b>\$212,000</b> | <b>\$212,000</b> |
|  | ORMCP - outcomes & actions  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
|  | <b>Sub-total</b>  | <b>0</b>           | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |
|  | Regional Land Securement  | 150,000            | 150,000          | 375,000          | 150,000          | 375,000           | 150,000          | 375,000          | 150,000          | 375,000          |
|  | <b>Sub-total</b>  | <b>150,000</b>     | <b>150,000</b>   | <b>375,000</b>   | <b>150,000</b>   | <b>375,000</b>    | <b>150,000</b>   | <b>375,000</b>   | <b>150,000</b>   | <b>375,000</b>   |



## 2016 Business Plan

## Ganaraska Region Conservation Authority

| By Program<br>(\$,000's)                            | 2015                       |                          | 2016                   |                     |                          |
|---|----------------------------|--------------------------|------------------------|---------------------|--------------------------|
|   | Estimated<br>Actuals<br>\$ | Approved<br>Budget<br>\$ | Target<br>Budget<br>\$ | CVA<br>Change<br>\$ | Proposed<br>Budget<br>\$ |
| <b>1 Operating Programs</b>                         | 416                        | 416                      | 426                    | -                   | 426                      |
| <b>2 Special Benefiting Programs</b>                |                            |                          |                        |                     |                          |
| Watershed Planning                                  | 20                         | 20                       | 20                     | -                   | 20                       |
| Groundwater Management                              | 30                         | 30                       | 33                     | -                   | 33                       |
| Watershed Monitoring                                | 35                         | 35                       | 35                     | -                   | 35                       |
| Natural Heritage Mapping                            | 51                         | 51                       | 51                     | -                   | 51                       |
| Flood Forecasting/Warning                           | 5                          | 5                        | 5                      | -                   | 5                        |
| Natural Hazard Mapping                              | 30                         | 30                       | 30                     | -                   | 30                       |
| Watershed Specific Projects                         | 47                         | 47                       | 48                     | -                   | 48                       |
| <b>Special Benefiting Programs<br/>    Subtotal</b> | <b>218</b>                 | <b>218</b>               | <b>222</b>             | <b>-</b>            | <b>222</b>               |
| <b>3 Special One-Time Funding</b>                   |                            |                          |                        |                     |                          |
| Forest Management Plan                              |                            |                          | 25                     | -                   | 25                       |
| <b>Special One-Time Funding<br/>    Subtotal</b>    | <b>-</b>                   | <b>-</b>                 | <b>25</b>              | <b>-</b>            | <b>25</b>                |
| <b>Net Program Expenses</b>                         | <b>634</b>                 | <b>634</b>               | <b>673</b>             | <b>-</b>            | <b>673</b>               |



**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 11, 2016

Mr. R. J. Clapp, Commissioner of Finance  
605 Rossland Road E.  
P.O. Box 623  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

**Re: Ganaraska Region Conservation Authority 2016 Budget Submission**

Please find the enclosed Ganaraska Region Conservation Authority's (GRCA) 2016 budget. The submission does comply with the Region of Durham's guidelines of a 2.5% increase in operations and a 1.5% increase in special projects. Included in the Special Projects budget is an additional request for \$25,000.00 in 2016 to assist with the cost of the required update of the Ganaraska Forest Management Plan. A letter outlining this special request was sent out October 5, 2015.

Your consideration of our budget and special request is appreciated. If you require further information, please do not hesitate to contact the undersigned.

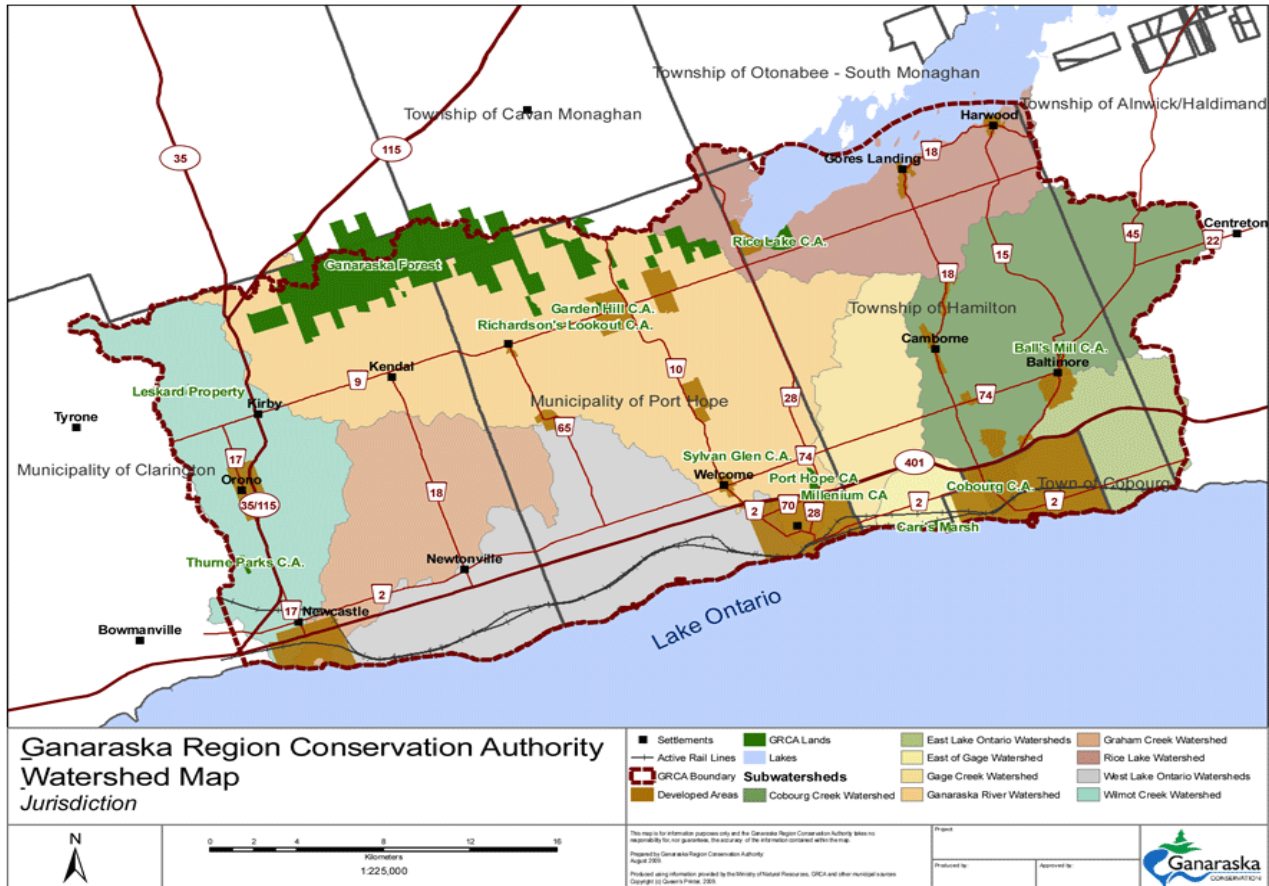
Yours truly

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

## 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 (2016-2020)**

| <b>OPERATIONS BUDGET</b>   | <b>2015</b>           | <b>2016 Forecast</b> |                | <b>2017 Forecast</b> |                | <b>2018 Forecast</b> |                  | <b>2019 Forecast</b> |                  | <b>2020 Forecast</b> |                  |
|----------------------------|-----------------------|----------------------|----------------|----------------------|----------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|
|                            | Approved<br>by Region | Region's<br>Cost     | Total Cost     | Region's<br>Cost     | Total Cost     | Region's<br>Cost     | Total Cost       | Region's<br>Cost     | Total Cost       | Region's<br>Cost     | Total Cost       |
| <b>Base Operations</b>     | <b>415,873</b>        | <b>415,873</b>       | <b>890,902</b> | <b>426,270</b>       | <b>935,447</b> | <b>447,583</b>       | <b>982,219</b>   | <b>469,962</b>       | <b>1,031,330</b> | <b>493,461</b>       | <b>1,082,897</b> |
| Assessment Grow (Base)     |                       | 5,198                | 22,273         | 10,657               | 23,386         | 11,190               | 24,555           | 11,749               | 25,783           | 12,337               | 27,072           |
| Economic Adjustment (Base) |                       | 5,198                | 22,273         | 10,657               | 23,386         | 11,190               | 24,555           | 11,749               | 25,783           | 12,337               | 27,181           |
| <b>TOTAL</b>               | <b>415,873</b>        | <b>426,270</b>       | <b>935,447</b> | <b>447,583</b>       | <b>982,219</b> | <b>469,962</b>       | <b>1,031,330</b> | <b>493,461</b>       | <b>1,082,897</b> | <b>518,134</b>       | <b>1,137,150</b> |

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

|   | Project or Ongoing  | 2015 Budget      |                    | 2016 Budget      |                  |                  | 2017 Budget      |                  |                  | 2018 Budget      |                  |                  | 2019 Budget      |                  |                  | 2020 Budget      |                  |                  |                |
|---|---|------------------|--------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|
|   |   | Region's Cost    | Approved by Region | Region's Cost    | Reg's % of Total | Total Cost       | Region's Cost    | Reg's % of Total | Total Cost       | Region's Cost    | Reg's % of Total | Total Cost       | Region's Cost    | Reg's % of Total | Total Cost       | Region's Cost    | Reg's % of Total | Total Cost       |                |
| <b>SPECIAL PROGRAMS/PROJECTS</b>                      |   |                  |                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |
| <b>PROTECTION</b>                                     | <b>Watershed Planning/Sub Watershed Planning</b>  |                  |                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |
|   | Port Granby/Bouchette Creek Watershed Watershed Plan Climate Change Watershed Plan Update | Project          | 0                  | 0                | 0                |                  | 0                |                  | 0                |                  | 0                |                  | 0                |                  | 0                |                  | 0                |                  |                |
|   |   |                  | 20,000             | 20,000           | 20,000           | 50%              | 40,000           | 20,000           | 50%              | 40,000           | 0                | 0                | 30,000           | 50%              | 60,000           | 30,000           | 50%              | 60,000           |                |
|   | <b>Sub-total</b>  |                  | <b>20,000</b>      | <b>20,000</b>    | <b>20,000</b>    |                  | <b>40,000</b>    | <b>20,000</b>    |                  | <b>40,000</b>    | <b>0</b>         | <b>0</b>         | <b>30,000</b>    |                  | <b>60,000</b>    | <b>30,000</b>    |                  | <b>60,000</b>    |                |
|   | <b>Aquatic Resource Management Plans/Fisheries Management Plans</b>                       |                  |                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |
|   | Ganaraska River Fisheries Management  |                  | 0                  | 0                | 0                |                  | 0                |                  | 0                |                  | 0                |                  | 0                |                  | 0                |                  | 0                |                  |                |
|   | Port Granby/Bouchette Creek Watershed Annual Watershed Report Cards & Updates             | Project          | 0                  | 0                | 0                |                  | 0                |                  | 0                |                  | 0                |                  | 0                |                  | 0                |                  | 0                |                  |                |
|   | Fisheries Management Plan Update  |                  | 0                  | 0                | 0                |                  | 0                | 22,000           | 67%              | 67,000           | 25,000           | 36%              | 70,000           | 25,000           | 100%             | 25,000           | 25,000           | 100%             | 25,000         |
|   | <b>Sub-total</b>  |                  | <b>0</b>           | <b>0</b>         | <b>0</b>         |                  | <b>0</b>         | <b>22,000</b>    |                  | <b>67,000</b>    | <b>25,000</b>    |                  | <b>70,000</b>    | <b>50,000</b>    |                  | <b>95,000</b>    | <b>50,000</b>    |                  | <b>95,000</b>  |
|   | <b>Groundwater Management</b>   |                  | 30,000             | 30,000           | 33,000           | 49%              | 67,000           | 40,000           | 49%              | 82,000           | 42,000           | 50%              | 84,000           | 45,000           | 50%              | 90,000           | 45,000           | 50%              | 90,000         |
|   | <b>Sub-total</b>  |                  | <b>30,000</b>      | <b>30,000</b>    | <b>33,000</b>    |                  | <b>67,000</b>    | <b>40,000</b>    |                  | <b>82,000</b>    | <b>42,000</b>    |                  | <b>84,000</b>    | <b>45,000</b>    |                  | <b>90,000</b>    | <b>45,000</b>    |                  | <b>90,000</b>  |
|   | <b>Watershed Monitoring</b>   | Ongoing          | 35,000             | 35,000           | 35,000           | 52%              | 67,000           | 40,000           | 47%              | 85,000           | 45,000           | 47%              | 95,000           | 50,000           | 48%              | 105,000          | 55,000           | 49%              | 112,000        |
|   | <b>Sub-total</b>  |                  | <b>35,000</b>      | <b>35,000</b>    | <b>35,000</b>    |                  | <b>67,000</b>    | <b>40,000</b>    |                  | <b>85,000</b>    | <b>45,000</b>    |                  | <b>95,000</b>    | <b>50,000</b>    |                  | <b>105,000</b>   | <b>55,000</b>    |                  | <b>112,000</b> |
|   | <b>Natural Heritage Mapping</b>   | Ongoing          | 51,000             | 51,000           | 51,000           | 100%             | 51,000           | 51,000           | 100%             | 51,000           | 53,000           | 60%              | 89,000           | 55,000           | 61%              | 90,000           | 57,000           | 61%              | 93,000         |
|   | Natural Heritage Strategy Phase II -Invasive  | Project          | 0                  | 0                | 0                |                  | 0                | 20,000           | 33%              | 60,000           | 20,000           | 33%              | 60,000           |                  |                  |                  |                  |                  |                |
| <b>Sub-total</b>                                      |   | <b>51,000</b>    | <b>51,000</b>      | <b>51,000</b>    |                  | <b>51,000</b>    | <b>71,000</b>    |                  | <b>111,000</b>   | <b>73,000</b>    |                  | <b>149,000</b>   | <b>55,000</b>    |                  | <b>90,000</b>    | <b>57,000</b>    |                  | <b>93,000</b>    |                |
| <b>Watershed Specific Projects/ Studies</b>           |   |                  |                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |
| Oak Ridges Moraine Coalition- Ecologist               | Ongoing   | 44,762           | 44,762             | 45,036           | 52%              | 86,000           | 46,000           | 53%              | 87,000           | 48,000           | 54%              | 89,000           | 48,000           | 54%              | 89,000           | 50,000           | 50%              | 100,000          |                |
| Oak Ridges Moraine Coalition                          | Ongoing   | 2,500            | 2,500              | 2,500            | 100%             | 2,500            | 3,000            | 10%              | 31,000           | 3,000            | 10%              | 31,000           | 4,000            | 12%              | 34,000           | 4,000            | 12%              | 34,000           |                |
| Administration Building Capital Improvements          |   |                  |                    |                  |                  |                  |                  |                  |                  |                  |                  | 25,000           | 50%              | 50,000           | 25,000           | 50%              | 50,000           |                  |                |
| <b>Sub-total</b>                                      |   | <b>47,262</b>    | <b>47,262</b>      | <b>47,536</b>    |                  | <b>88,500</b>    | <b>49,000</b>    |                  | <b>118,000</b>   | <b>51,000</b>    |                  | <b>120,000</b>   | <b>52,000</b>    |                  | <b>123,000</b>   | <b>79,000</b>    |                  | <b>184,000</b>   |                |
| <b>PUBLIC USE</b>                                     | <b>Conservation Area Management Plans</b>   |                  |                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |
| Ganaraska Forest Management Plan                      |   | 0                | 0                  | 25,000           | 50%              | 50,000           | 25,000           | 50%              | 50,000           | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |                  |                |
| <b>Sub-total</b>                                      |   | <b>0</b>         | <b>0</b>           | <b>25,000</b>    |                  | <b>50,000</b>    | <b>25,000</b>    |                  | <b>50,000</b>    | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |                  |                |
| <b>REGULATION</b>                                     | <b>Flood Forecasting/Warning</b>  |                  |                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |
| Stream Gauge Replacement                              | Project   | 5,000            | 5,000              | 5,000            | 71%              | 7,000            | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 6,000            | 75%              | 8,000            |                  |                |
| <b>Sub-total</b>                                      |   | <b>5,000</b>     | <b>5,000</b>       | <b>5,000</b>     |                  | <b>7,000</b>     | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>6,000</b>     |                  | <b>8,000</b>     |                  |                |
| <b>Natural Hazard Mapping</b>                         |   |                  |                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |
| Clarington Floodline Update - NDMP Partner            | Project   | 0                | 0                  | 15,000           | 41%              | 37,000           | 30,000           | 50%              | 60,000           | 30,000           | 50%              | 60,000           | 30,000           | 50%              | 60,000           | 30,000           |                  | 60,000           |                |
| Generic Regulation Policy and Mapping                 | Project   | 0                | 0                  | 0                |                  | 0                | 32,000           | 46%              | 70,000           | 35,000           | 50%              | 70,000           | 35,000           | 50%              | 70,000           | 0                |                  | 0                |                |
| Lake Ontario Shoreline Erosion/Fld Mapping            | Project   | 20,000           | 20,000             | 15,000           | 100%             | 15,000           | 15,000           | 100%             | 15,000           | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |                  |                |
| Update Hazard Policies & Procedures                   | Project   | 10,000           | 10,000             | 0                |                  | 0                | 16,000           | 100%             | 16,000           | 16,000           | 100%             | 16,000           | 16,000           | 100%             | 16,000           | 0                | 0                | 0                |                |
| Data Management                                       | Project   |                  |                    |                  |                  |                  |                  |                  |                  | 25,000           | 50%              | 50,000           | 25,000           | 42%              | 60,000           | 40,000           | 44%              | 90,000           |                |
| <b>Sub-total</b>                                      |   | <b>30,000</b>    | <b>30,000</b>      | <b>30,000</b>    |                  | <b>52,000</b>    | <b>93,000</b>    |                  | <b>161,000</b>   | <b>106,000</b>   |                  | <b>196,000</b>   | <b>90,000</b>    |                  | <b>190,000</b>   | <b>70,000</b>    |                  | <b>150,000</b>   |                |
| <b>TOTAL CAPITAL</b>                                  |   | <b>\$218,262</b> | <b>\$218,262</b>   | <b>\$246,536</b> |                  | <b>\$422,500</b> | <b>\$360,000</b> |                  | <b>\$714,000</b> | <b>\$342,000</b> |                  | <b>\$714,000</b> | <b>\$372,000</b> |                  | <b>\$753,000</b> | <b>\$392,000</b> |                  | <b>\$792,000</b> |                |
| <b>Oak Ridges Moraine Conservation Plan &amp; Gap</b> |   | 0                | 0                  | 0                |                  | 0                | 0                |                  | 0                | 0                |                  | 0                | 0                |                  | 0                | 0                |                  | 0                |                |
| <b>Sub-total</b>                                      |   | <b>0</b>         | <b>0</b>           | <b>0</b>         |                  | <b>0</b>         | <b>0</b>         |                  | <b>0</b>         | <b>0</b>         |                  | <b>0</b>         | <b>0</b>         |                  | <b>0</b>         | <b>0</b>         |                  | <b>0</b>         |                |
| <b>Regional Land Securement</b>                       |   | 0                | 0                  | 0                |                  | 0                | 0                |                  | 0                | 0                |                  | 0                | 0                |                  | 0                | 0                |                  | 0                |                |
| <b>Sub-total</b>                                      |   | <b>0</b>         | <b>0</b>           | <b>0</b>         |                  | <b>0</b>         | <b>0</b>         |                  | <b>0</b>         | <b>0</b>         |                  | <b>0</b>         | <b>0</b>         |                  | <b>0</b>         | <b>0</b>         |                  | <b>0</b>         |                |



**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

October 5, 2015

Mr. R. J. Clapp, Commissioner of Finance  
605 Rossland Road E.  
P.O. Box 623  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

**Re: Ganaraska Region Conservation Authority Request for \$25,000.00 funding**

The Ganaraska Region Conservation Authority (GRCA) is respectfully requesting an additional \$25,000.00 in 2016 to assist with the cost of the required update of the Ganaraska Forest Management Plan.

In April of 1997, the GRCA assumed responsibility for the management of timber resources from the Ontario Ministry of Natural Resources (and Forestry). Today the Forest is a living example of how the principles of integrated resource management can be used to balance many different uses of forested lands on a sustainable and ecologically sound basis. The Managed Forest Tax Incentive Program (MFTIP) allows for landowners to get their property classified as 'Managed Forest' which reduces the amount of tax paid on those lands. To participate, the landowner must prepare and follow a 10-year Managed Forest Plan that details how the forest will be managed responsibly and this plan must be updated every 10 years. The Ganaraska Forest Plan is due for renewal in June of 2017. The GRCA will be starting the process in 2016 and it is expected that the total for the plan update will be approximately \$90,000 to \$100,000.

Your consideration of our request is appreciated. If you require further information, please do not hesitate to contact the undersigned.

Yours truly

A handwritten signature in blue ink, appearing to read "Linda J. Laliberte".

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



## 2016 Business Plan

## Toronto and Region Conservation Authority

| By Program<br>(\$,000's)              | 2015                       |                          | 2016                   |                     |                          |
|---------------------------------------|----------------------------|--------------------------|------------------------|---------------------|--------------------------|
|                                       | Estimated<br>Actuals<br>\$ | Approved<br>Budget<br>\$ | Target<br>Budget<br>\$ | CVA<br>Change<br>\$ | Proposed<br>Budget<br>\$ |
| <b>1 Operating Programs</b>           | 582                        | 582                      | 597                    | -                   | 597                      |
| <b>2 Special Benefiting Programs</b>  |                            |                          |                        |                     |                          |
| Watershed Planning                    | 114                        | 114                      | 125                    | -                   | 125                      |
| Aquatic Resources/Fisheries           | 47                         | 47                       | 47                     | -                   | 47                       |
| Watershed Monitoring                  | 93                         | 93                       | 93                     | -                   | 93                       |
| Natural Heritage Mapping              | 90                         | 90                       | 90                     | -                   | 90                       |
| Flood Forecasting/Warning             | 108                        | 108                      | 108                    | -                   | 108                      |
| Natural Hazard Mapping                | 80                         | 80                       | 80                     | -                   | 80                       |
| Watershed Specific Projects           | 205                        | 205                      | 205                    | -                   | 205                      |
| <b>Special Benefiting Programs</b>    |                            |                          |                        |                     |                          |
| <b>Subtotal</b>                       | 737                        | 737                      | 748                    | -                   | 748                      |
| <b>3 YPDT Ground Water Management</b> | 175                        | 175                      | 175                    | -                   | 175                      |
| <b>Net Program Expenses</b>           | <b>1,494</b>               | <b>1,494</b>             | <b>1,520</b>           | <b>-</b>            | <b>1,520</b>             |

Chief  
Executive  
Officer



January 6, 2016

**Sent via email to**  
**Heather.Benson@durham.ca**

Mr. Jim Clapp  
Commissioner of Finance and Treasurer

And

Mr. Alex Georgieff  
Commissioner of Planning and Economic Development  
Regional Municipality of Durham  
P.O. Box 623  
605 Rossland Road East  
Whitby, ON L1N 6A3

Dear Messers. Georgieff and Clapp:

**Re: Toronto and Region Conservation Authority (TRCA) 2016 Levy**

Please find enclosed TRCA's submission for the 2016 budget. Following the Region's guidelines, TRCA's funding request is \$1,519,500, which includes an increase of 2.5% for operating, and 1.5% for capital and special levies.

TRCA's 2016 operating budget will amount to approximately \$42 million, funded mainly by TRCA's municipal partners. Durham's share of the 2016 TRCA operating budget, as represented by the general levy, is \$596,500.

The capital and special levies increase of 1.5%, representing \$11,100 bringing the total to \$923,000 which includes YPDT (York-Peel-Durham-Toronto groundwater). At this time, TRCA does not plan to acquire any properties in Durham which are in need of matching funding from the Region.


Durham's new Strategic Plan presents exciting opportunities for TRCA to collaborate with the Region to realize the new strategic vision and goals, particularly those shared by TRCA's strategic plan, which relate to a healthy environment and sustainable communities.

In support of our mutual goal of sustainable communities, TRCA currently participates in a coordinated effort between the five conservation authorities in Durham and the Ontario Climate Consortium. We would be pleased to discuss how conservation authorities can work with the Region to bring forward a program which supports Durham's goals for climate change mitigation and adaptation. We look forward to discussing further collaboration with the Region as opportunities arise.

TRCA is a proud partner in making Durham an attractive place to live, work and visit.

Thank you for your continued support.

Sincerely,

  
Brian Denney, P.Eng  
Chief Executive Officer

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

/Encl.

# Toronto and Region Conservation

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

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

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

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

*Building The Living City*, TRCA’s 10-year Strategic Plan 2013-2022, builds on the pillars of *The Living City* and the Guiding Principles. It sets out how TRCA will fulfill its mandate and apply its ideals to arrive at sensible answers to the new realities that are shaping the Toronto region. TRCA, together with its partners will continue working together to restore the integrity and health of the region’s rivers and waters; establish a regional system of natural areas that preserves habitat, improves air and water quality, and provides opportunities for the enjoyment of nature and outdoor recreation; and facilitate broad community support for sustainable living and city building that improves the quality of life for residents, businesses and nature. TRCA drafted twelve strategies to guide our activities over the 10-year period of 2013-2022. The strategies move us toward *The Living City* vision and build our collective capacity to make significant positive impact. The twelve strategic directions are:

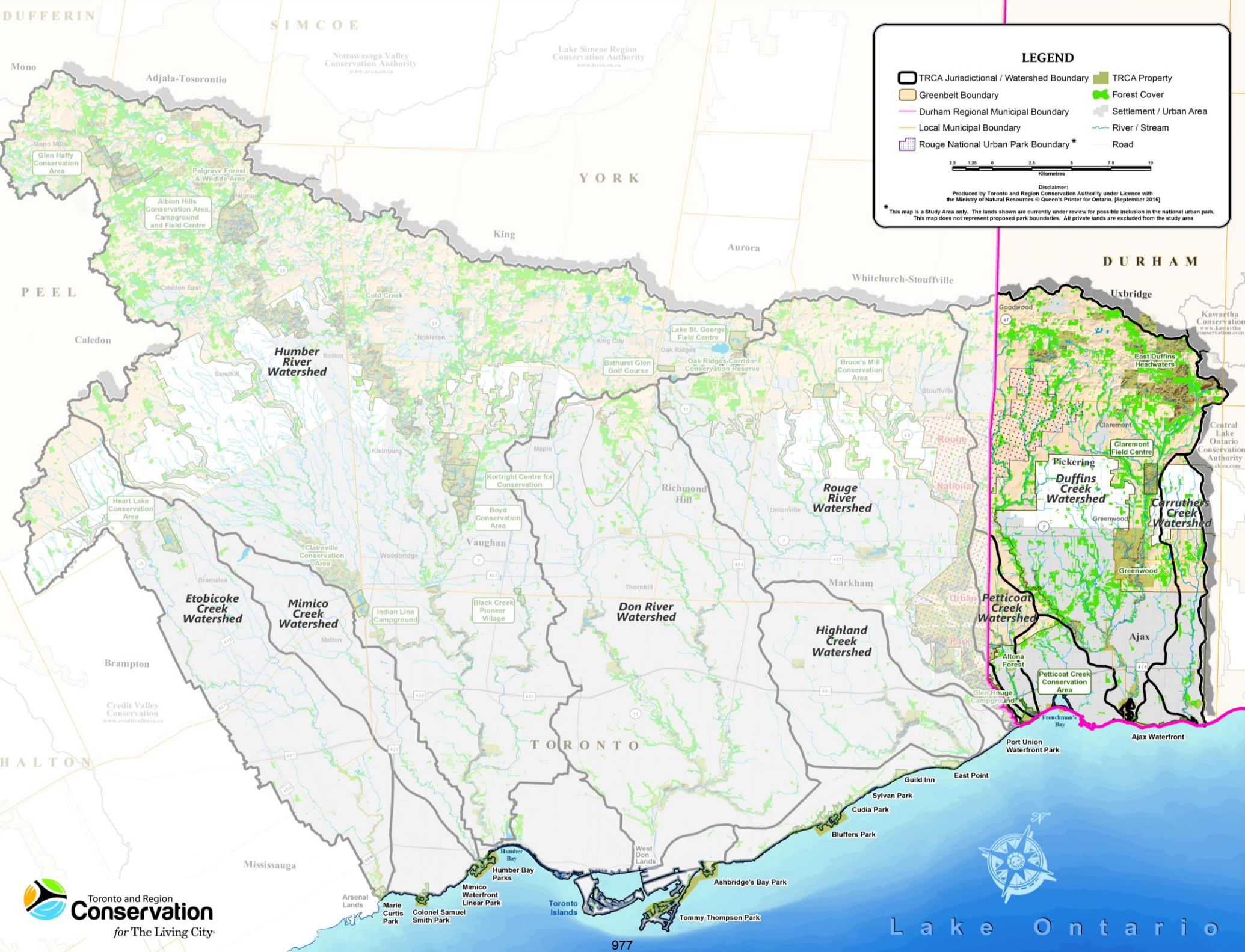
1. *Green the Toronto Region’s Economy*: Improving the sustainability performance of our overall economy, helping to develop a world-leading green economic sector, and supporting important rural economies.
2. *Manage our Water Resources for Current and Future Generations*: Improving the quality and health of our water resources, finding solutions to mitigate the impacts of development, and managing flood risks and extreme weather.

3. Rethink Greenspace to Maximize its Value: Helping create a connected regional greenspace network, engaging residents with greenspace and nature where they live, and protecting our important natural features.
4. Create Complete Communities that Integrate Nature and the Built Environment: Working with municipal and other partners to create communities that integrate nature and green infrastructure, and helping to develop integrated sustainable community planning approaches.
5. Foster Sustainable Citizenship: Engaging communities in dialogue about environmental, sustainability and urban issues and increasing civic engagement in decision making.
6. Tell the Story of the Toronto Region: Creating a stronger sense of place for Toronto region communities and engaging the diverse cultural communities of the region in TRCA programs
7. Build Partnerships and New Business Models: Developing more diverse partnerships in all sectors and increasing the financial resilience of the TRCA
8. Gather and Share the Best Urban Sustainability Knowledge: Providing access to leading edge research on urban sustainability and developing partnerships to create innovative solutions for the Toronto region.
9. Measure Performance: Tracking the sustainability progress of the Toronto region and measuring the genuine impact of TRCA programs.
10. Accelerate Innovation: Creating processes and opportunities for innovation within the TRCA and for innovative collaborations between partners.
11. Invest in Our Staff: Valuing all employees and providing the best opportunities for them to contribute to the work of the TRCA
12. Facilitate a Region-Wide Approach to Sustainability: Coordinating partners from across the Toronto region in working together for sustainable policy and planning.

These strategic directions reflect the trajectory of many existing TRCA programs and the potential for new or enhanced programs that may be developed over the next ten years. TRCA will deliver these programs within the following services areas:

1. Watershed Studies and Strategies
2. Water Risk Management
3. Regional Biodiversity
4. Land Securement and Management
5. Tourism and Recreation
6. Planning and Development Review
7. Education and Outreach
8. Sustainable Communities
9. Corporate Services





### LEGEND

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

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

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

**Toronto and Region Conservation Authority  
2016 Budget Submission  
Region of Durham**

| By Program   | 2015               | 2016                | 2017                | 2018                | 2019                | 2016 over<br>2015 Change<br>\$ | 2016 over 2015<br>% |
|--|--------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------|---------------------|
|  | Approved<br>Budget | Projected<br>Budget | Projected<br>Budget | Projected<br>Budget | Projected<br>Budget |                                |                     |
| <b>General Benefiting Operating Levy</b>                           | <b>582,200</b>     | <b>596,500</b>      | <b>615,500</b>      | <b>635,500</b>      | <b>656,500</b>      | 14,300                         | 2.46%               |
| <b>Special Benefiting Programs</b>                                 |                    |                     |                     |                     |                     |                                |                     |
| Duffins-Carruthers Watershed Plan Implementation                   | 50,000             | 50,000              | 52,000              | 54,000              | 56,000              | -                              |                     |
| Durham Stewardship Program   | 64,000             | 64,000              | 66,000              | 68,000              | 70,000              | -                              |                     |
| Conservation Land Care   | -                  | 11,000              | 11,000              | 11,000              | 11,000              | 11,000                         |                     |
| <b>Watershed Planning</b>  | <b>114,000</b>     | <b>125,000</b>      | <b>129,000</b>      | <b>133,000</b>      | <b>137,000</b>      | 11,000                         | 9.65%               |
| Regional Watershed Monitoring Program                              | 92,800             | 92,800              | 96,000              | 99,000              | 102,000             | -                              |                     |
| <b>Regional Watershed Monitoring</b>                               | <b>92,800</b>      | <b>92,800</b>       | <b>96,000</b>       | <b>99,000</b>       | <b>102,000</b>      | -                              | 0.00%               |
| Terrestrial Natural Heritage Implementation Program                | 40,000             | 40,000              | 41,000              | 42,000              | 43,000              | -                              |                     |
| Terrestrial Natural Heritage Program                               | 50,000             | 50,000              | 52,000              | 54,000              | 56,000              | -                              |                     |
| <b>Natural Heritage Mapping</b>                                    | <b>90,000</b>      | <b>90,000</b>       | <b>93,000</b>       | <b>96,000</b>       | <b>99,000</b>       | -                              | 0.00%               |
| Flood Forecasting and Warning System Program                       | 21,000             | 21,000              | 22,000              | 23,000              | 24,000              | -                              |                     |
| Small Dams and Flood Control Facilities, Capital Works             | 22,000             | 22,000              | 23,000              | 24,000              | 25,000              | -                              |                     |
| Durham Watershed Stream Gauging Program                            | 42,000             | 42,000              | 43,000              | 45,000              | 47,000              | -                              |                     |
| <b>Floodworks &amp; Flood Warning System</b>                       | <b>85,000</b>      | <b>85,000</b>       | <b>88,000</b>       | <b>92,000</b>       | <b>96,000</b>       | -                              | 0.00%               |
| Watershed Erosion Monitoring and Maintenance Program               | 23,000             | 23,000              | 24,000              | 25,000              | 26,000              | -                              |                     |
| <b>Erosion Monitoring and Maintenance Program (also see below)</b> | <b>23,000</b>      | <b>23,000</b>       | <b>24,000</b>       | <b>25,000</b>       | <b>26,000</b>       | -                              | 0.00%               |
| TRCA Flood Line Mapping Program                                    | 20,000             | 20,000              | 21,000              | 22,000              | 23,000              | -                              |                     |
| Growth Management and Specialized Planning Studies Program         | 25,000             | 25,000              | 26,000              | 27,000              | 28,000              | -                              |                     |
| Regulation Line Mapping Technical Updates Program                  | 15,000             | 15,000              | 16,000              | 17,000              | 18,000              | -                              |                     |
| Planning & Regulation Policy Updates Program                       | 20,000             | 20,000              | 21,000              | 22,000              | 23,000              | -                              |                     |
| <b>Flood Vulnerable Areas Map Updates</b>                          | <b>80,000</b>      | <b>80,000</b>       | <b>84,000</b>       | <b>88,000</b>       | <b>92,000</b>       | -                              | 0.00%               |
| Aquatic Systems Priority Planning Program                          | 10,000             | 10,000              | 10,000              | 10,000              | 11,000              | -                              |                     |
| Duffins-Carruthers Fish Management Plan Implementation             | 37,000             | 37,000              | 38,000              | 39,000              | 40,000              | -                              |                     |
| <b>Aquatic Resources/Fisheries</b>                                 | <b>47,000</b>      | <b>47,000</b>       | <b>48,000</b>       | <b>49,000</b>       | <b>51,000</b>       | -                              | 0.00%               |
| Durham Watershed Trails Program                                    | 54,000             | 54,000              | 56,000              | 58,000              | 60,000              | -                              |                     |
| Durham Waterfront Trails Program                                   | 45,000             | 45,000              | 47,000              | 49,000              | 51,000              | -                              |                     |
| Managing Hazard Trees Program                                      | 33,200             | 33,200              | 34,000              | 35,000              | 36,000              | -                              |                     |
| <b>Watershed Specific - Trails and Hazard Trees</b>                | <b>132,200</b>     | <b>132,200</b>      | <b>137,000</b>      | <b>142,000</b>      | <b>147,000</b>      | -                              | 0.00%               |
| Frenchman's Bay Management Plan Program                            | 10,000             | 10,000              | 10,000              | 10,000              | 11,000              | -                              |                     |
| Pickering Harbourfront Regeneration Project                        | 20,000             | 20,000              | 21,000              | 22,000              | 23,000              | -                              |                     |
| Canada Goose Management Program                                    | 7,000              | 7,000               | 7,000               | 7,000               | 8,000               | -                              |                     |
| Duffins Marsh Restoration Program                                  | 36,000             | 36,000              | 37,000              | 38,000              | 39,000              | -                              |                     |
| <b>Watershed Specific - Durham Waterfront</b>                      | <b>73,000</b>      | <b>73,000</b>       | <b>75,000</b>       | <b>77,000</b>       | <b>81,000</b>       | -                              | 0.00%               |
| <b>Sub-Total</b>   | <b>737,000</b>     | <b>748,000</b>      | <b>774,000</b>      | <b>801,000</b>      | <b>831,000</b>      | 11,000                         | 1.49%               |
| Groundwater Management   | 175,000            | 175,000             | 175,000             | 175,000             | 175,000             | -                              | 0.00%               |
| <b>Total net Program Costs</b>                                     | <b>1,494,200</b>   | <b>1,519,500</b>    | <b>1,564,500</b>    | <b>1,611,500</b>    | <b>1,662,500</b>    |                                | 0.00%               |
| <b>Enhancements</b>  |                    |                     |                     |                     |                     |                                |                     |
| Office Facility  |                    |                     | 42,000              | 42,000              | 42,000              |                                |                     |
| Educational Infrastructure   |                    |                     | 40,000              | 40,000              | 40,000              |                                |                     |
| Flood Protection   |                    |                     | -                   | 50,000              | 52,000              |                                |                     |
| Planning and Development   |                    |                     | -                   | 25,000              | 26,000              |                                |                     |
| Sustainable Technologies Evaluation Program                        |                    |                     | -                   | 25,000              | 25,000              |                                |                     |
| Tourism and Recreation   |                    |                     | -                   | -                   | 50,000              |                                |                     |
| <b>Total net Program Costs (including Enhancements)</b>            | <b>1,494,200</b>   | <b>1,519,500</b>    | <b>1,646,500</b>    | <b>1,793,500</b>    | <b>1,897,500</b>    | 25,300                         | 1.72%               |



## 2016 Business Plan

## Lake Simcoe Region Conservation Authority

| By Program<br>(\$,000's)                        | 2015                       |                          | 2016                   |                     |                          |
|---|----------------------------|--------------------------|------------------------|---------------------|--------------------------|
|   | Estimated<br>Actuals<br>\$ | Approved<br>Budget<br>\$ | Target<br>Budget<br>\$ | CVA<br>Change<br>\$ | Proposed<br>Budget<br>\$ |
| <b>1 Operating Programs</b>                     | 248                        | 248                      | 256                    | (2)                 | 254                      |
| <b>2 Special Benefiting Programs</b>            |                            |                          |                        |                     |                          |
| Watershed Planning                              | 78                         | 78                       | 77                     | -                   | 77                       |
| Watershed Monitoring                            | 34                         | 34                       | 36                     | -                   | 36                       |
| Natural Heritage Mapping                        | 5                          | 5                        | 5                      | -                   | 5                        |
| Conservation Area Management<br>Plans           | 26                         | 26                       | 27                     | -                   | 27                       |
| Flood Forecasting/Warning                       | 7                          | 7                        | 7                      | -                   | 7                        |
| Natural Hazard Mapping                          | 20                         | 20                       | 20                     | -                   | 20                       |
| Watershed Specific Projects                     | 282                        | 282                      | 284                    | -                   | 284                      |
| <b>Special Benefiting Programs<br/>Subtotal</b> | <b>452</b>                 | <b>452</b>               | <b>456</b>             | <b>-</b>            | <b>456</b>               |
| <b>3 Special One-Time Funding</b>               |                            |                          |                        |                     |                          |
| Beaver River Wetland Trail<br>Upgrades          |                            |                          | 50                     | -                   | 50                       |
| Scanlon Creek Operations<br>Centre              |                            |                          | 24                     | -                   | 24                       |
| <b>Special One-Time Funding<br/>Subtotal</b>    | <b>-</b>                   | <b>-</b>                 | <b>74</b>              | <b>-</b>            | <b>74</b>                |
| <b>Net Program Expenses</b>                     | <b>700</b>                 | <b>700</b>               | <b>786</b>             | <b>(2)</b>          | <b>784</b>               |



January 21, 2016

Mr. Jim Clapp, Finance Commissioner  
The Regional Municipality of Durham  
P.O. Box 623, 605 Rossland Road East  
Whitby, ON L1N 6A3

Subject: Capital & Operations Budget  
2016-2020 Lake Simcoe Region Conservation Authority

Dear Mr. Clapp;

We are attaching the revised 2016 budget submission documents which reflect in 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 2016 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 also accommodates all nine municipal funding partners' guidelines, and have the allocation of the increase apportioned using the Current Value Assessment (CVA) rules.

We have taken the same approach as prior years to balance the total increases applied to the individual levies with the total guideline increase permitted using the 2.5 per cent increase on the operating budgets and the 1.5 per cent increase on special benefitting budget which provides for a total increase of \$12,978. The operating budget increases by \$7,974 the special operating levy increases by \$379, and the special benefitting increase is \$4,625. Together these increases total the \$12,978 amount that agrees with the guideline.

We are very appreciative of your offer to allow the Authority to move funding around within the \*Special Benefitting Levy programs.

To support the 2016 Special Ask amounts, the following business cases are included;

- Infrastructure Maintenance for Scanlon Creek Operations Centre
- Beaver River Wetland Trail Project Development and Enhancement

LSRCA staffs appreciate the time and guidance provided by the Durham Region staff each year as we move through the budget process.

Yours truly,

A handwritten signature in black ink, appearing to read "Mike Walters", written in a cursive style.

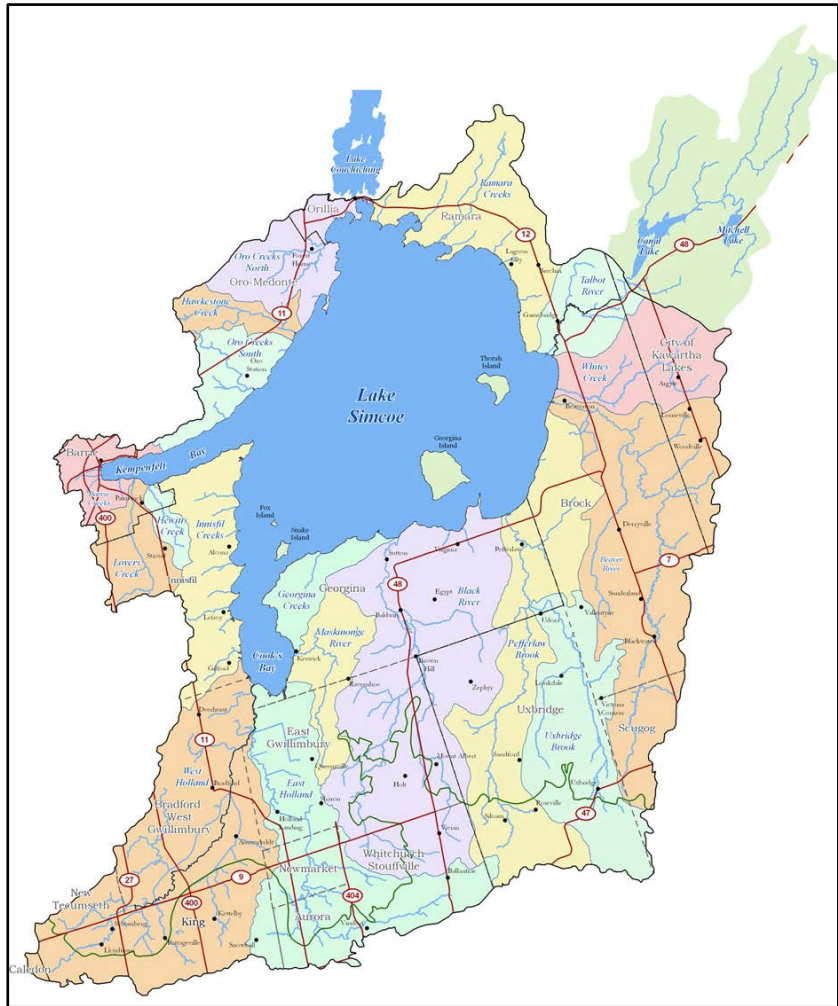
Mike Walters  
Chief Administrative Officer

Attach.



Lake Simcoe Region Conservation Authority (LSRCA) is one of 36 watershed-based conservation agencies in Ontario that works with government partners, landowners and other organizations to protect and manage water and other natural resources.

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.

LSRCA's Vision is a thriving environment that inspires and sustains us for generations to come.

LSRCA's Mission is to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.

**Schedule 1 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2016-2020)**

| <b>OPERATIONS BUDGET</b>            | <b>2015 Actual</b> |                    | <b>2016 Request</b> |                  | <b>2017 Forecast</b> |                  | <b>2018 Forecast</b> |                  | <b>2019 Forecast</b> |                  | <b>2020 Forecast</b> |                  |
|-------------------------------------|--------------------|--------------------|---------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|
|                                     | Request to Region  | Approved by Region | Region's Cost       | Total Cost       | Region's Cost        | Total Cost       | Region's Cost        | Total Cost       | Region's Cost        | Total Cost       | Region's Cost        | Total Cost       |
| <b>LAKE SIMCOE REGION C.A.</b>      |                    |                    |                     |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| Program Operations                  | 227,775            | 227,775            | 227,775             | 3,541,334        | 233,403              | 3,665,281        | 244,133              | 3,793,566        | 255,400              | 3,926,340        | 267,230              | 4,063,762        |
| Other Programs                      |                    |                    |                     |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| Assessment Growth (CVA)             |                    |                    | (2,346)             |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| Economic Adjustment (Base)          |                    |                    | 7,974               |                  | 8,169                |                  | 8,455                |                  | 8,841                |                  | 9,248                |                  |
| <b>Budget Request per Guideline</b> | <b>227,775</b>     | <b>227,775</b>     | <b>233,403</b>      | <b>3,541,334</b> | <b>241,572</b>       | <b>3,665,281</b> | <b>252,588</b>       | <b>3,793,566</b> | <b>264,241</b>       | <b>3,926,340</b> | <b>276,478</b>       | <b>4,063,762</b> |

**Schedule 3 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Operating Levy (2016-2020)**

| Special Operating Levy              | 2015 Actual       |                    | 2016 Request  |                | 2017 Forecast |                | 2018 Forecast |                | 2019 Forecast |                | 2020 Forecast |                |
|-------------------------------------|-------------------|--------------------|---------------|----------------|---------------|----------------|---------------|----------------|---------------|----------------|---------------|----------------|
|                                     | Request to Region | Approved by Region | Region's Cost | Total Cost     | Region's Cost | Total Cost     | Region's Cost | Total Cost     | Region's Cost | Total Cost     | Region's Cost | Total Cost     |
| <b>LAKE SIMCOE REGION C.A.</b>      |                   |                    |               |                |               |                |               |                |               |                |               |                |
| Wages & Benefits                    | 14,537            | 14,537             | 14,537        | <b>223,736</b> | 14,828        | <b>228,211</b> | 15,124        | <b>232,775</b> | 15,427        | <b>237,430</b> | 15,729        | <b>242,179</b> |
| Ed Centre - Operations              | 5,723             | 5,723              | 5,811         | <b>82,784</b>  | 5,901         | <b>86,923</b>  | 5,993         | <b>91,269</b>  | 6,085         | <b>95,833</b>  | 6,180         | <b>100,624</b> |
| Economic Adjustment (Base)          |                   |                    | 291           |                | 297           |                | 302           |                | 302           |                | 315           |                |
| <b>Budget Request per Guideline</b> | <b>20,260</b>     | <b>20,260</b>      | <b>20,639</b> | <b>306,520</b> | <b>21,025</b> | <b>315,134</b> | <b>21,419</b> | <b>324,044</b> | <b>21,815</b> | <b>333,263</b> | <b>22,224</b> | <b>342,804</b> |

**Schedule 4 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR One-Time Requests (2016-2020)**

| One-Time Requests                   | 2015 Actual       |                    | 2016 Request  |                | 2017 Forecast |                | 2018 Forecast |            | 2019 Forecast |            | 2020 Forecast |            |
|-------------------------------------|-------------------|--------------------|---------------|----------------|---------------|----------------|---------------|------------|---------------|------------|---------------|------------|
|                                     | Request to Region | Approved by Region | Region's Cost | Total Cost     | Region's Cost | Total Cost     | Region's Cost | Total Cost | Region's Cost | Total Cost | Region's Cost | Total Cost |
| <b>LAKE SIMCOE REGION C.A.</b>      |                   |                    |               |                |               |                |               |            |               |            |               |            |
| Beaver River Trail Upgrades         | 150,000           | 0                  | 50,000        | <b>100,000</b> | 0             | <b>0</b>       | 0             | <b>0</b>   | 0             | <b>0</b>   | 0             | <b>0</b>   |
| Asset capital work-Ed Centre        | 24,000            | 0                  | 24,000        | <b>235,040</b> | 23,000        | <b>234,125</b> |               |            |               |            |               |            |
| IT Infrastructure Upgrades          |                   |                    |               |                |               |                |               |            |               |            |               |            |
| Phase II NC Education facility      |                   |                    |               |                | 11,000        |                |               |            |               |            |               |            |
| New NC Education facility           |                   |                    |               |                |               |                | 35,000        |            | 81,000        |            | 0             |            |
| <b>Budget Request per Guideline</b> | <b>174,000</b>    | <b>0</b>           | <b>74,000</b> | <b>335,040</b> | <b>34,000</b> | <b>234,125</b> | <b>35,000</b> | <b>0</b>   | <b>81,000</b> | <b>0</b>   | <b>0</b>      | <b>0</b>   |



**Schedule 2 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Benefitting Levy (2016-2020)**

| <b>Special Benefitting Levy</b>     | <b>2015 Actual</b> |                    | <b>2016 Request</b> |                  | <b>2017 Forecast</b> |                  | <b>2018 Forecast</b> |                  | <b>2019 Forecast</b> |                  | <b>2020 Forecast</b> |                  |
|-------------------------------------|--------------------|--------------------|---------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|
|                                     | Request to Region  | Approved by Region | Region's Cost       | Total Cost       | Region's Cost        | Total Cost       | Region's Cost        | Total Cost       | Region's Cost        | Total Cost       | Region's Cost        | Total Cost       |
| <b>LAKE SIMCOE REGION C.A.</b>      |                    |                    |                     |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| Special Benefitting Levy            | 451,810            | 451,810            | 451,810             | <b>4,255,058</b> | 456,435              | <b>4,637,335</b> | 464,848              | <b>5,028,274</b> | 473,509              | <b>5,428,129</b> | 482,426              | <b>5,837,165</b> |
| Assessment Growth                   |                    |                    |                     |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| Economic Adjustment (Base)          |                    |                    | 4,625               |                  | 8,413                |                  | 8,661                |                  | 8,917                |                  | 9,182                |                  |
| <b>Budget Request per Guideline</b> | <b>451,810</b>     | <b>451,810</b>     | <b>456,435</b>      | <b>4,255,058</b> | <b>464,848</b>       | <b>4,637,335</b> | <b>473,509</b>       | <b>5,028,274</b> | <b>482,426</b>       | <b>5,428,129</b> | <b>491,608</b>       | <b>5,837,165</b> |

| SPECIAL BENEFITTING LEVY                                      |  | Durham % | 2016 Proposed Budget Request to Region |            | 2017 Forecast Region's |            | 2018 Forecast Region's |            | 2019 Forecast Region's |            | 2020 Forecast Region's |            |
|---|--|----------|--|------------|------------------------|------------|------------------------|------------|------------------------|------------|------------------------|------------|
|   |  |          | Region                                 | Total Cost | Cost                   | Total Cost | Cost                   | Total Cost | Cost                   | Total Cost | Cost                   | Total Cost |
| <b>Subject to increase based on 2% COLA adjustment</b>        |  |          |  |            |                        |            |                        |            |                        |            |                        |            |
| PROTECTION  | <b>Watershed Planning, Implementation and Monitoring</b> |          |  |            |                        |            |                        |            |                        |            |                        |            |
|   | Sub-watershed Planning, Implementation and Monitoring    | 100.0%   | 77,571                                 | 77,571     | 77,571                 | 77,571     | 77,571                 | 77,571     | 77,571                 | 77,571     | 77,571                 | 77,571     |
|   | <b>Total Watershed Planning</b>                          |          | 77,571                                 | 77,571     | 77,571                 | 77,571     | 77,571                 | 77,571     | 77,571                 | 77,571     | 77,571                 | 77,571     |
|   | <b>Watershed Science - Monitoring</b>                    |          |  |            |                        |            |                        |            |                        |            |                        |            |
|   | Open Lake Monitoring                                     | 5.9%     | 13,007                                 | 221,376    | 13,462                 | 234,838    | 13,933                 | 248,772    | 14,421                 | 263,193    | 14,926                 | 278,119    |
|   | Surface Water Monitoring                                 | 5.7%     | 7,512                                  | 131,279    | 7,775                  | 139,054    | 8,047                  | 147,101    | 8,329                  | 155,430    | 8,620                  | 164,050    |
|   | Groundwater Monitoring                                   | 5.6%     | 6,763                                  | 120,644    | 7,000                  | 127,644    | 7,245                  | 134,888    | 7,498                  | 142,387    | 7,761                  | 150,147    |
|   | Water Response   | 5.3%     | 8,350                                  | 156,536    | 8,642                  | 165,178    | 8,945                  | 174,123    | 9,258                  | 183,381    | 9,582                  | 192,963    |
|   | <b>Total Watershed Monitoring</b>                        |          | 35,632                                 | 629,835    | 36,879                 | 666,714    | 38,170                 | 704,884    | 39,506                 | 744,390    | 40,889                 | 785,278    |
|   | <b>Natural Heritage Systems</b>                          |          |  |            |                        |            |                        |            |                        |            |                        |            |
|   | Natural Heritage Mapping                                 | 5.3%     | 5,386                                  | 101,336    | 5,575                  | 106,911    | 5,770                  | 112,680    | 5,972                  | 118,652    | 6,181                  | 124,832    |
|   | <b>Total Natural Heritage Mapping</b>                    |          | 5,386                                  | 101,336    | 5,575                  | 106,911    | 5,770                  | 112,680    | 5,972                  | 118,652    | 6,181                  | 124,832    |
|   | <b>Watershed Specific Programs/Projects/Studies</b>      |          |  |            |                        |            |                        |            |                        |            |                        |            |
|   | Conservation Area Stewardship                            | 16.7%    | 40,851                                 | 244,071    | 42,281                 | 286,352    | 43,761                 | 330,112    | 45,292                 | 375,405    | 46,877                 | 422,282    |
|   | Asset Management - Vehicles and Equipment                | 6.2%     | 5,529                                  | 89,139     | 5,723                  | 94,862     | 5,923                  | 100,784    | 6,130                  | 106,914    | 6,345                  | 113,259    |
| Program Information Management                                | 4.7%   | 10,208   | 216,739                                | 10,565     | 227,304                | 10,935     | 238,239                | 11,318     | 249,557                | 11,714     | 261,271                |            |
| Conservation Authorities Moraine Coalition                    | 50.0%  | 5,000    | 10,000                                 | 5,000      | 10,000                 | 5,000      | 10,000                 | 5,000      | 10,000                 | 5,000      | 10,000                 |            |
| Basin Wide Initiatives  | 6.2%   | 21,966   | 353,737                                | 22,735     | 376,472                | 23,531     | 400,002                | 24,354     | 424,356                | 25,206     | 449,563                |            |
| Lake Simcoe Protection Plan                                   | 5.7%   | 13,205   | 233,165                                | 13,667     | 246,832                | 14,146     | 260,978                | 14,641     | 275,618                | 15,153     | 290,771                |            |
| Landowner Environmental Assistance Program (LEAP)             | 10.0%  | 186,879  | 1,877,463                              | 188,748    | 2,066,211              | 190,635    | 2,256,846              | 192,542    | 2,449,388              | 194,467    | 2,643,855              |            |
| <b>Total Watershed Specific Programs/Projects/Studies</b>     |  | 283,638  | 3,024,314                              | 288,718    | 3,308,032              | 293,930    | 3,596,962              | 299,276    | 3,891,239              | 304,763    | 4,191,001              |            |
| <b>Conservation Area Management Planning and Coordination</b> |  |          |  |            |                        |            |                        |            |                        |            |                        |            |
| Conservation Area Management Planning and Coordination        | 18.6%  | 26,973   | 144,798                                | 27,917     | 172,715                | 28,894     | 201,609                | 29,905     | 231,515                | 30,952     | 262,467                |            |
| <b>Total Conservation Area Management Plans</b>               |  | 26,973   | 144,798                                | 27,917     | 172,715                | 28,894     | 201,609                | 29,905     | 231,515                | 30,952     | 262,467                |            |
| REGULATION  | <b>Flood Forecasting/Warning</b>                         |          |  |            |                        |            |                        |            |                        |            |                        |            |
|   | Flood Forecasting and Warning Network                    | 4.1%     | 7,270                                  | 175,215    | 7,524                  | 182,739    | 7,788                  | 190,527    | 8,060                  | 198,588    | 8,342                  | 206,930    |
|   | <b>Total Flood Forecasting/Warning</b>                   |          | 7,270                                  | 175,215    | 7,524                  | 182,739    | 7,788                  | 190,527    | 8,060                  | 198,588    | 8,342                  | 206,930    |
|   | <b>Natural Hazard Mapping</b>                            |          |  |            |                        |            |                        |            |                        |            |                        |            |
| Natural Hazard Modeling and Mapping                           | 19.6%  | 19,965   | 101,989                                | 20,664     | 122,653                | 21,387     | 144,040                | 22,136     | 166,175                | 22,910     | 189,086                |            |
| <b>Total Natural Hazard Mapping</b>                           |  | 19,965   | 101,989                                | 20,664     | 122,653                | 21,387     | 144,040                | 22,136     | 166,175                | 22,910     | 189,086                |            |
| <b>TOTAL CAPITAL</b>  |  | 456,435  | 4,255,058                              | 464,848    | 4,637,335              | 473,509    | 5,028,274              | 482,426    | 5,428,129              | 491,608    | 5,837,165              |            |
| <b>Regional Land Securement</b>                               |  | 200,000  | 200,000                                | 200,000    | 200,000                | 200,000    | 200,000                | 200,000    | 200,000                | 200,000    | 200,000                |            |
| <b>Total Regional Land Securement</b>                         |  | 200,000  | 200,000                                | 200,000    | 200,000                | 200,000    | 200,000                | 200,000    | 200,000                | 200,000    | 200,000                |            |



**Lake Simcoe Region**  
conservation authority

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

Presented to the Regional Municipality of Durham Region

**Budget 2016 - 2017**

*A Watershed For life*



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## EXECUTIVE SUMMARY

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

In 2014 the facility was repurposed to accommodate staff delivering programs and services that directly support the Authority's mandate to protect and restore the Lake Simcoe watershed. The entire watershed Stewardship and Forestry programs, the administration for the Education program, and several summer staff working in the field supporting various watershed wide programs are now accommodated in the Scanlon Creek Operations Centre.

The 2014 business case outlined repairs for architectural, mechanical, electrical, and retrofitting, and provided costs spread out over a three year period. Staff approved a reallocation from the Scanlon IT approved funding, for a contribution from Durham Region of \$1,000 to the Scanlon infrastructure work along with other funding partners for a total of \$216,435 to begin work on the building.

The project status for works scheduled to be started or completed in 2015 include:

- Ventilation System – some work completed, work continuing into 2016
- Dining Hall Windows – completed
- Flooring – partial main floor work moved to 2016
- Replaced wood shingles over former dining hall and fireplace lounge
- Updated emergency and exit lighting – partially completed
- Remaining items have been moved forward to 2016

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

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

The asset maintenance work will continue in 2016 and the next “major items” include:

- Exterior front entrance – repair and/or replace concrete - \$5k projected
  - Repair interior ceilings throughout (ceiling leaks) - \$10k projected
  - Replace all washroom stalls and damaged fixtures - \$18k projected
  - Building accessibility items - \$15k projected
  - “green” plumbing fixtures (urinals, toilets) - \$18k projected
  - Dining room lights and fans - \$5k projected
  - Update emergency and exit lighting – partially completed, \$8k still required
  - Update fire alarm system - \$25 projected
  - Ventilation System in lower offices - \$2k projected
  - Flooring Removal and Replacement (partial main floor) - \$20k projected
  - HVAC System – deferred until full assessment is complete, completing lower office ventilation system first
  - Electrical Panel - \$100k projected
  - Interior painting – projected \$1k
  - Miscellaneous related to building upgrades as a result of further building assessments and staff space requirements
- TOTAL INVESTMENT REQUIRED - \$237,000

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

## SITUATIONAL ASSESSMENT – CURRENT STATE

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

The facility has been repurposed to accommodate staff delivering programs and services that directly support the Authority’s mandate to protect and restore the Lake Simcoe watershed. The entire watershed Stewardship and Forestry programs, the administration for the Education program, and several summer staff working in the field supporting various watershed wide programs are now accommodated in the Education Centre building.

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

This business case provides an update on the work currently being undertaken in the facility along with projections and requirements for the 2016 maintenance workplan and outlook years.

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

## PROJECT DESCRIPTION

### ASSET MAINTENANCE – SCANLON CREEK OPERATIONS CENTRE

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

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

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

The project status for works scheduled to be continued or completed in 2015 included:

- Ventilation System – some work completed, work continuing into 2016
- Dining Hall Windows – completed
- Flooring – partial main floor – moved to 2016
- Replaced wood shingles over former dining hall and fireplace lounge
- Update emergency and exit lighting – partially completed
- Remaining items have been moved forward to 2016

The asset maintenance work will continue in 2016 and the next "major items" include:

- Exterior front entrance – repair and/or replace concrete - \$5k projected
- Repair interior ceilings throughout (ceiling leaks) - \$10k projected

- Replace all washroom stalls and damaged fixtures - \$18k projected
  - Building accessibility items - \$15k projected
  - “green” plumbing fixtures (urinals, toilets) - \$18k projected
  - Dining room lights and fans - \$5k projected
  - Update emergency and exit lighting – partially completed, \$8k still required
  - Update fire alarm system - \$25 projected
  - Ventilation System in lower offices - \$2k projected
  - Flooring Removal and Replacement (partial main floor) - \$20k projected
  - HVAC System – deferred until full assessment is complete, completing lower office ventilation system first
  - Electrical Panel - \$100k projected
  - Interior painting – projected \$1k
  - Miscellaneous related to building upgrades as a result of further building assessments and staff space requirements
- TOTAL INVESTMENT REQUIRED - \$237,000

| Request to Partners | 2014 Investment | 2015 Investment | 2016 Funding to be Requested | 2017 Funding to be Requested |
|---------------------|-----------------|-----------------|------------------------------|------------------------------|
| York Region         | \$150,000       | \$150,000       | \$146,928                    |                              |
| Barrie              | \$44,714        | \$44,714        | \$44,714                     |                              |
| Durham              | \$1,000         | 0               | \$24,000                     | 19,239                       |
| Innisfil            | \$10,063        | \$9,456         | \$9,456                      |                              |
| Bradford            | \$10,658        | \$20,000        | \$10,658                     |                              |
| Total Investment    | \$216,435       | \$224,170       | \$235,756                    | 19,239                       |

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

| Details of Asset Maintenance |                     |               |            |            |           |
|------------------------------|---------------------|---------------|------------|------------|-----------|
| Education Centre             | Retrofit (one-time) | Architectural | Mechanical | Electrical | Total     |
| To be completed in 2014/2015 |                     | \$25,260      |            |            | \$25,260  |
| To be completed in 2015/2016 |                     | \$119,740     | \$152,435  | \$137,000  | \$409,175 |
| To be completed in 2016/2017 | \$150,000           | \$15,850      | \$85,315   |            | \$251,165 |
| Totals                       | \$150,000           | \$160,850     | \$237,750  | \$137,000  | \$685,600 |

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



## PROJECT COST ESTIMATE

The cost of this project in 2016 is \$235,756. In 2016 we are asking Durham Region to provide \$24,000 as part of their share of the project.

## PROJECT FUNDING

### FUNDING REQUEST - 2015

| <b>YEAR</b> | <b>Required Funding<br/>(Total)</b> | <b>FUNDING<br/>(Durham Region Specific)</b> | <b>APPLICATION</b>  |
|-------------|-------------------------------------|---|---|
| 2016        | \$235,756                           | \$24,000                                    | <ul style="list-style-type: none"><li>• Scanlon Creek Operations Centre infrastructure work continued</li></ul> |

### OUTLOOK YEARS – 2016

| <b>YEAR</b> | <b>Required Funding<br/>(Total)</b> | <b>ANTICIPATED FUNDING REQUEST<br/>(Durham Specific)</b> | <b>APPLICATION</b>  |
|-------------|-------------------------------------|--|---|
| 2017        | \$19,239                            | \$19,239   | <ul style="list-style-type: none"><li>• Scanlon Creek Operations Centre infrastructure work continued</li></ul> |

## CRITICAL ASSUMPTIONS AND RISK ASSESSMENT

With the anticipated growth in the watershed LSRCA expects our programs and service levels to also experience growth to ensure that we are responding to the changing needs and pressures put on the environment by growth related activities.

As an example, climate change is impacting infrastructure needs and driving the requirement to use more low impact development approaches to stormwater management. New requirements and pressures such as these require that LSRCA acquire more staffing resources and develop new programs and monitoring levels. As LSRCA resource requirements increase, so do our needs for space to accommodate workers and provide suitable workspace.

The risks of LSRCA not addressing the asset maintenance needs for the Operation Centre are;

- Non-compliance with health and safety legislation with regards to building management
- Liabilities arising from accidents related to improper maintenance levels
- Continued deterioration of a valuable corporate asset
- Loss of opportunity to maintain service levels of programs and services due to inadequate space resources

## IMPLEMENTATION TIMELINE

Some of the work identified in this business case was started in the 2014 fiscal year. The 2016 business case is a continuation of the asset maintenance needs required for 2016 and outlook years.

## COST/BENEFIT ANALYSIS

The Scanlon Operation Centre building is one of the Authority's major assets. The cost of investing in the maintenance of the building is ensuring the protection of an asset that is valued for insurance purposes at approximately \$3.5 million dollars. The building has sound structure and will provide services for LSRCA in the form of program delivery and office space for many more years with the investment in proper maintenance of the building.

The asset is critical to the LSRCA program delivery. With the federal projects awarded to LSRCA totaling \$3,074,832 over the next three years, additional staffing requirements are necessary to complete the projects, and the Operations Centre building provides the necessary space. These funds will be leveraged with municipal funding to provide a better return on investment for all funding partners. The projects will directly help to protect or restore watershed properties which in turn contribute to a healthy watershed and supports healthy lifestyles for the residents.

## PERFORMANCE MEASURES

Success of the projects and programs delivered as a result of the building being maintained in a useable state of repair will provide a measurement of the value of the work.

As the repurposing assessments continue and the building accommodates more uses for the Authority, the measure of value will increase.

The length of the life-cycle obtained from the building will demonstrate the value of the maintenance work performed.

## CONCLUSIONS AND RECOMMENDATIONS

The value and usefulness of the Operation Centre building justifies the continued maintenance of the building. It is recommended that continuation of the works noted in 2014, 2015 and 2016 be supported in the 2016 budget request of which Durham Region's share is \$24,000 for the Scanlon Creek Operation Centre maintenance work.



**Lake Simcoe Region**  
conservation authority

**BUSINESS CASE FOR  
BEAVER RIVER WETLAND TRAIL PROJECT  
DEVELOPMENT and ENHANCEMENT**

Presented to the Regional Municipality of Durham

**BUDGET 2016**

*A Watershed For life*



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## EXECUTIVE SUMMARY

LSRCA currently owns or manages 33 properties within the Lake Simcoe watershed representing a range of ecosystem types and use levels - totaling just over 2,100 hectares (5,200 acres) of land, of which just over 1,000 hectares (2,520 acres) are within Durham Region. Based on a study of the values of ecological benefits of the Lake Simcoe ecosystem, "Lake Simcoe Basin's Natural Capital: The Value of the Watershed's Ecosystem Services" 2008, it is estimated that LSRCA's current landholdings provide over \$15.5 million annually to the residents of the watershed. This includes carbon storage, water quality, supply and filtration, flood control, waste treatment and clean air. Representing a range of ecosystem types and use levels these lands serve a variety of functions, such as wildlife viewing areas, hiking, walking or biking trails, pedestrian linkages, cultural and natural heritage preservation, and environmental education facilities. Most importantly these lands provide the benefits associated with healthy living and healthy, vibrant communities.



Through its' Conservation Lands program LSRCA's goal is to protect and enhance the natural and heritage resources on lands within the watershed, meet the demands of a growing region, and to provide high quality natural heritage appreciation, education and recreation. The Beaver River Wetland Conservation Area (over 400 hectares), situated along the Beaver River, contains an abandoned rail line

which provides a recreational trail running along its western side. The conservation area is also home to an extensive portion of the Beaver River wetland complex. In 2010, the Beaver River Wetland Conservation Area Management Plan was completed. Through this process strong public support was documented for upgrading the trail bed and formally establishing a link to the Trans Canada Trail in these communities. The management plan recommended the following objectives: protecting and enhancing the wetland's ecological integrity, increasing opportunities for public awareness and enjoyment of the wetland, improving the infrastructure for public use and securing additional lands within the Beaver River wetland.

By supporting the Beaver River Wetland Trail Project, the Regional Municipality of Durham has the opportunity to help build on existing collaborative efforts to develop and enhance a **beautiful trail that will connect urban and rural communities in three municipalities along one of the most significant natural heritage wetland features in Durham Region.** Lake Simcoe Region Conservation Authority is requesting one-time special capital funding of \$50,000 in 2016.

## SITUATIONAL ANALYSIS

Conservation lands, including the Beaver River Wetland Conservation Area, are essential in creating healthy communities and they can take on many forms and can serve a variety of functions such as wildlife viewing areas, hiking, walking or biking trails, pedestrian linkages, cultural and natural heritage preservation, and environmental education facilities.

Land owned and/or managed by Lake Simcoe Region Conservation Authority provides a range of public uses and infrastructure needs. Although all these lands require maintenance and monitoring, those needs will vary with levels of wear and levels of risk associated with usage pressures.



Conservation lands **management planning and monitoring**, such as resource inventories, resource management plans, and encroachment monitoring, is currently funded through municipal special capital which is provided by Lake Simcoe watershed municipalities. To date management plans have been completed for Sheppard's Bush Conservation Area (Aurora), Scanlon Creek Conservation Area (Bradford West Gwillimbury), Rogers Reservoir Conservation Area (East Gwillimbury) and Beaver River Wetland Conservation Area (Brock Township).

LSRCA's municipal partners also provide funding through special capital for the basic costs associated with the **maintenance of lands** owned and/or managed by the Conservation Authority.

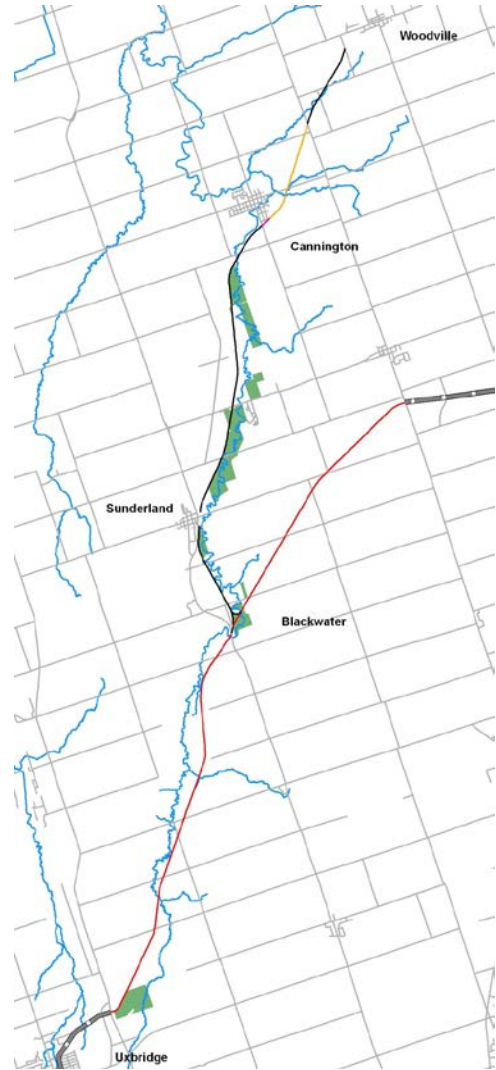
Conservation lands **administration**, such as insurance, land taxes, legal disputes and easement requests, is currently funded through municipal general levy which is provided by Lake Simcoe watershed municipalities.

In order for LSRCA to meet its Conservation Lands program goal to protect and enhance the natural and heritage resources on lands within the watershed, meet the demands of a growing region, and to provide high quality natural heritage appreciation, education and recreation opportunities through watershed partnerships and superior service delivery the costs associated with the future **development and enhancement** of these lands must be met.

## PROJECT DESCRIPTION

The Beaver River Trail covers an approximately 33 km stretch of abandoned CN rail line connecting the Towns of Uxbridge, Blackwater, Sunderland and Cannington (see map below). The Trail can be divided into two sections:

- Hwy 7/12 in Blackwater to Laidlaw Street in Cannington (northern fork) - This former rail bed follows the northerly flow of the Beaver River, one of the most significant rivers in the entire Lake Simcoe Watershed. Alongside the river is an extensive wetland complex home to many flora and fauna species and a superior location for outdoor education opportunities trailside. This northern fork forms part of the Beaver River Wetland Conservation Area.
- Lakeridge Road/Durham Road 23 to Durham Road 2/Simcoe Street (southern fork) - This former rail bed rises gradually out of the Beaver River Wetlands in an easterly direction towards Kawartha Lakes; it bisects large agricultural operations in a typical southern Ontario rural landscape. This southern fork of the trail is a link between the Durham Region Trans Canada Trail and the Kawartha Trans Canada Trail. Given the shared interest in the Trans Canada section of this trail, the Lake Simcoe Region Conservation Authority and the Kawartha Trans Canada Trail Association have formed a partnership for the development, upgrading and management of this 20 km stretch of abandoned rail line between County Road #2 (City of Kawartha Lakes and Durham Boundary) and County Road #23 (the Scugog and Uxbridge Boundary). This section of trail is a critical connection between Durham Region, the Greater Toronto Area, and the City of Kawartha Lakes. It will create a continuous, high quality trail that will extend to Peterborough with over 100 kilometres of trail in heavy populated southern Ontario. The environmental protection and controlled use the Trans Canada Trail will provide numerous social, environmental and economic benefits to the area. The trail is currently used by hikers, walkers, birders, cyclists and snowmobilers, and additional use by equestrian riders is supported.





The Beaver River Wetland Trail Project will be completed in three phases at an estimated cost of \$500,000. Phase One is now complete and involved capital upgrades to approximately 23 km of trail – including trail development, access gates, bridge upgrades and directional signage and trail markers. This phase of the project was funded by Trans Canada Trail, Ontario Trillium Foundation, and Lake Simcoe Region Conservation Authority. In-kind support was also provided by Heart of Ontario Snowmobile Club and community volunteers.



*Trail kiosk to be installed at Blackwater. Kiosk will include trail map, interpretive panels and trail users code of conduct.*

Phase Two is anticipated to be completed in 2016 (funding dependent). This phase will see the completion of the final 10 kilometres of trail between Sunderland and Cannington – including trail development, installation of a trail head (junction) kiosk, directional signage and trail markers. LSRCA anticipates that this phase can be completed during the summer of 2016. To help fund this phase of the LSRCA has received a grant from Ontario Trillium Foundation, capital funding commitment from Township of Brock and we are awaiting approval on a grant application to the Ontario Municipal Cycling Infrastructure Program.

Phase Three is where the community connections to Durham Region’s trail network and the Trans Canada Trail will begin to develop. Public awareness and engagement strategies will be designed to build an appreciation and stewardship of our wetlands and to inspire our future generations to get active outside and protect our natural world. This phase will be initiated once the final 10 kilometres of trail are completed. Support from the Regional Municipality of Durham will be critical for the completion of Phase Two as noted above.

*One of the crews that participated in the "trail build" in November 2011.*



The Beaver River Trail received significant community support at all levels for Phase One. Trans Canada Trail (Ontario) has provided \$179,000 to the project and at the municipal level Brock Township led a collaborative that successfully obtained \$100,000 in funding from the Trillium Foundation. Community support, including individuals, service clubs and recreation organizations, has been evident since the beginning of the process for completing the Beaver River Wetland Conservation Area Management

Plan and it continues today as we continue to draw on their support during volunteer days and as members of the previously mentioned collaborative committee established in 2011.

## PROJECT FUNDING

### FUNDING REQUEST - 2015

| <b>YEAR</b> | <b>Required Funding<br/>(Total)</b> | <b>FUNDING<br/>(Durham Region Specific)</b> | <b>APPLICATION</b>  |
|-------------|-------------------------------------|---|---|
| 2015        | \$200,000                           | \$50,000                                    | Development & Enhancement of the Beaver River Wetland Trail |

## CRITICAL ASSUMPTIONS AND RISK ASSESSMENT

There are no risks in proceeding with implementation of the projects noted above. These projects will serve to enhance the conservation area and meet the needs of a growing community.

### Short-Term Results

- Upgraded rail trail to create fully accessible multi-use (non-motorized) recreational trail
- Increased awareness about the Trail and its links to local and regional communities
- Increased traffic on the Trail (to be monitored using trail counters and seasonal user surveys)

### Medium-Term Results

- Increased community partnerships to build support for the long-term management of the trail
- Increased opportunities to utilize the Trail for local and regional community events
- Recognized regional trail that links to regional tourism initiatives

One of the biggest challenges to achieve our goal is the funding required to support the many initiatives that we have planned. However we look at this as an incredible opportunity to develop partnerships at the local, regional and provincial level. With trails and the associated positive societal and health benefits now high on many agendas we do not see the funding and community support challenge as one that cannot be overcome. The more we talk about the Trail the more we are realizing how interested the local and regional communities are in helping make this a success.

If we are not successful in obtaining all the funding required to implement what has been identified in the management plan we will implement what we feel are the priorities in order to “officially” open the trail.

## IMPLEMENTATION TIMELINE

All outstanding development and enhancement opportunities (Phase Two) identified in this Business Case will be completed in 2016. Work typically happens prior to the busy “park” season (late winter/early spring) and continues during late fall/early winter when the conservation areas are not as busy.

## COST/BENEFIT ANALYSIS

For over 60 years the Lake Simcoe Region Conservation Authority, has played a leadership role in protecting and restoring the environmental health of the Lake Simcoe watershed. Our work is based on three fundamental areas of focus: science & research, protection & restoration, and education & outreach. LSRCA’s network of public lands makes an important contribution to each of these areas by preserving some of the most significant natural heritage areas in the watershed, and allowing people to access, enjoy and appreciate nature. To that end, LSRCA owns and/or manages over 2,100 ha of public land and over 100 km of recreational trails.

The Beaver River Trail will provide a direct connection to the communities of Peterborough and Lindsay to the east, providing trail enthusiasts a connection to the widely popular tourism and summer vacation destination, the Kawartha Lakes region, and Uxbridge and the GTA to the south along the edge of the Oak Ridges Moraine and into Ontario’s Greenbelt. Trail users will be able to take in the diversity of flora and fauna along the Beaver River in the Uxbridge section, quiet farm operations in the middle



distance and the rolling terrain of the Peterborough Drumlin fields towards the eastern section of this region. Users will experience a headwater stream-river flowing from the highlands of the Moraine as it widens and meanders on its way to Lake Simcoe. The Beaver River Wetland complex covers 2,200ha of swamp, marsh and thickets, providing habitat for hundreds of species of animals and plants. A refuge for rare and endangered species; such as, the black tern, least bittern and Canada Warbler, this is also one of the most important and productive areas of waterfowl in the watershed. **New accessible trails with significant signage will bring a variety of tourist groups from outside the Region to enjoy and understand the Beaver River Wetland.**

The primary community benefit for this trail development is the connection with neighboring trail systems (Durham Trail Network, Uxbridge - Trail Capital of Canada, etc) and linking of communities from Peterborough and Lindsay to the GTA, as well as the farm communities along the trail. Community health benefits will be realized through local resident use of the trail throughout the year, consistent with active living and participation programs. Another benefit, due to the proximity of the farming community, is participation in Buy Local programs with adjacent farms and accessing farm markets via the trail.

The creation of a central large kiosk at the trail head (junction) will provide a fantastic venue for the grand opening of the new trail, as well as a home base for interpretive and interactive signage that will provide public engagement opportunities for learning about wetland conservation. In the coming years our vision is that this will become the meeting place for various groups from across the region as they begin to explore the Beaver River Wetlands Trail.

## PERFORMANCE MEASURES

Management effectiveness of LSRCA's conservation areas will continue to be evaluated by assessing to what extent the objectives of the Beaver River Wetland Conservation Area Management Plan has been met, the adequacy of staffing resources and infrastructure, and to what extent expected outcomes (e.g. increases in visitor use, advancement of LSRCA mandate) have been achieved. These assessments will include surveys of the visitors to the Beaver River Wetland Trail where development and enhancement initiatives have occurred, as well as interviews with core staff involved in the management of these lands.

Some performance indicators we will be utilizing:

- Trail development is completed and ready for an opening event in 2016
- Utilizing trail counters and seasonal surveys we will monitor changes in trail traffic and types of users
- Increased number of events held in association with the Trail

***Current # of events - 0, Goal in 3 years - 4 per year, seasonal events***

- Increased interest at the community level to become Trail Stewards - a dedicated group of volunteers that will assist the Conservation Authority with the routine maintenance and upkeep of the Trail, as well as support for local and regional events along the Trail.

***Current # of stewards - 12, Goal in 3 years – 36***

## CONCLUSIONS AND RECOMMENDATIONS

Lake Simcoe Region Conservation Authority (LSRCA) is mandated under the *Conservation Authorities Act* to provide leadership in the restoration and protection of the environmental health and quality of Lake Simcoe and its watershed. The goal of the Conservation Lands Division is to protect and enhance the natural and heritage resources on lands within the watershed, and to provide high quality education and recreation opportunities through watershed partnerships and superior service delivery. LSRCA's portfolio of conservation lands provides an important and high profile contribution to achieving both the Conservation Authority's mandate and the goal of the Conservation Lands Division.

By receiving an additional \$50,000 for development and enhancement of the Beaver River Wetland Trail the Conservation Authority will be able to put a plan in place that will allow for a better response to future growth and public use demands in the region.



**2016**

**BUSINESS PLAN AND BUDGET**

**DURHAM REGIONAL POLICE SERVICE**

Presented to

The Finance and Administration Committee:

February 9-10, 2016

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## 2016 Business Plan Budget

Durham Regional Police  
Service

### OUR VISION:

- To have the safest community for people to live, work and play.

### OUR MISSION STATEMENT:

- As Leaders in Community Safety we work proudly with all members of our community while holding ourselves accountable to improved effectiveness in everything we do. We proactively address future challenges, while upholding our values.

### OUR PHILOSOPHY:

- We are a problem solving organization which, in partnership with our community, addresses the root causes of crime, fear of crime and anti-social behaviour.

### OUR VALUES:

- Every member of the Durham Regional Police Service is committed to providing quality service in partnership with our community. While learning from each other, we will achieve excellence through pride, respect, understanding and ethical behaviour.

### GOALS:

#### Mandate:

- The Durham Regional Police Services Board (the Board) fulfills the municipality's legislated requirement to provide police services to ensure the safety and security of all citizens while safeguarding their Charter and Human Rights as required by the Province of Ontario as set out in the Police Services Act (PSA).

#### Measurement of Results:

- The Board's Ends policies require the Service to measure its results objectively and compare them to 8 communities in Ontario (Halton, Hamilton, Niagara, Ottawa, Peel, Toronto, Waterloo and York).
- All the measures are Region-wide and the Service responds to community needs by allocating and re-allocating staff and assets within the Region as needs change from time to time and place to place. Flexible deployment of staff and assets is essential to achieving effectiveness and efficiency.
- The Board has also directed that the Business Plans and Budgets of the Service clearly identify their impact on achievement of the Board Ends. This requires the Service to address objective performance outcome measures rather than only activity or effort measures (such as the number of calls for service).





# 2016 Business Plan Budget

# Durham Regional Police Service

- Board Guidance for 2011, 2012, 2013, 2014 and 2015 has been to maintain, and not to add to, staffing
- The Service is an active participant in the Ontario Municipal Benchmarking Initiative (OMBI).
- OMBI is an initiative undertaken by 15 Ontario municipalities to improve effectiveness and efficiency in the provision of services through information sharing and benchmarking of service levels and costs.

| Rank | PLCE235 Policing Net Operating Cost per Capita |              |              |              |
|------|--|--------------|--------------|--------------|
|      | Publicly Reportable: Priority Measure:         | Yes          | No           |              |
|      | Municipality                                   | 2014 Result  | 2013 Result  | 2012 Result  |
| 1    | Halton   | \$244        | \$249        | \$243        |
| 2    | York   | \$252        | \$247        | \$238        |
| 3    | Durham   | \$253        | \$250        | \$242        |
| 4    | Hamilton                                       | \$273        | \$274        | \$274        |
| 5    | Waterloo                                       | \$280        | \$258        | \$247        |
| 6    | Ottawa   | \$295        | \$290        | \$282        |
| 7    | Niagara  | \$316        | \$316        | \$280        |
| 8    | Toronto  | \$383        | \$374        | \$368        |
|      | <b>Average</b>                                 | <b>\$287</b> | <b>\$282</b> | <b>\$272</b> |

## PSB Community Safety Monitoring Report (September 14, 2015)

### 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:*



## 2016 Business Plan Budget

Durham Regional Police  
Service

- 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 sec 4(2) (1) (2) and (5) of the Police Services Act regarding adequate and effective police services involving: crime prevention, law enforcement and emergency response respectively. This Board End encompasses both crime prevention and law enforcement activities.

It is my interpretation that community safety outcomes include a comparison, both internally and against our comparators of the Durham Region Police Service's ability to effectively respond to and manage calls for service, and resolve criminal incidents. An assessment of our community safety activities uses those measures that are available year over year including crime rates, clearance rates, crime severity indices, vehicle collision rates and fatalities, and emergency response times.

Using the Canadian Centre for Justice Statistics (CCJS) Incident-based Uniform Crime Reporting Survey (UCR2) information, the Durham Regional Police Service will rank in the top half of our comparators. Outcomes include survey measures of the community's perception of personal safety and the influence it has on their quality of life within our Region.



# 2016 Business Plan Budget

# Durham Regional Police Service

### Executive Summary:

For all measures where comparator data is available, Durham proves to be a leader in community safety with rankings in the top half of its comparators.

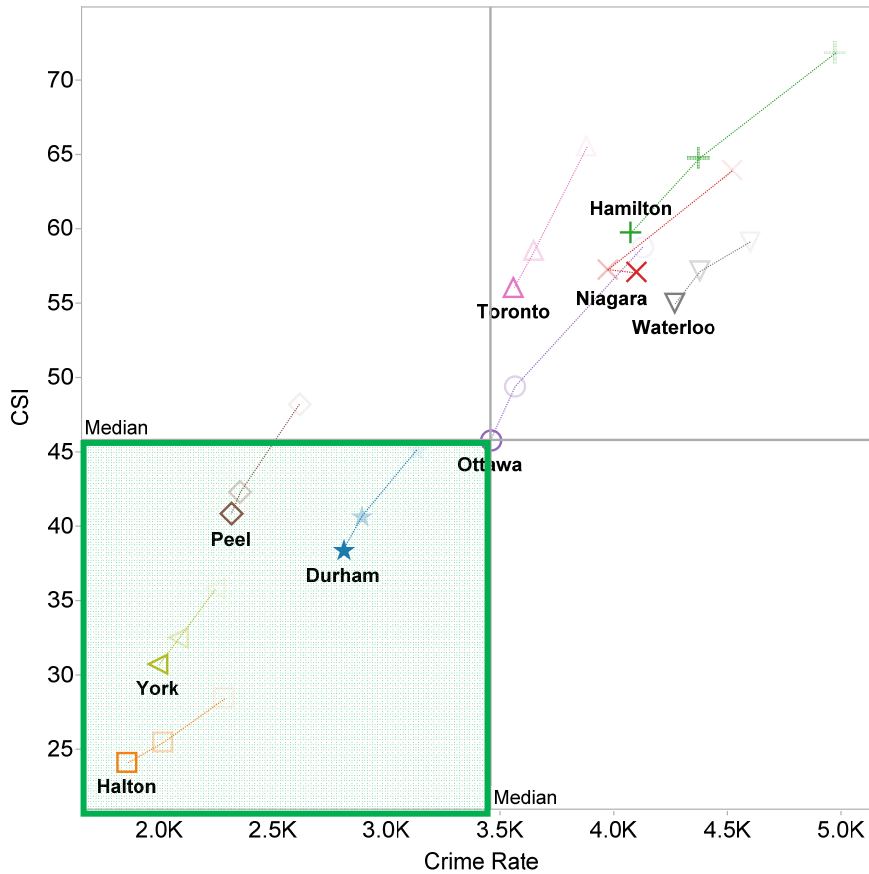
The Durham Regional Police Service conducts a public opinion survey during the business planning process that evaluates the sense of security felt by our community members and assesses our delivery of service. In the most recent survey (2012), participants more often indicated a sense of safety than in the prior survey. The DRPS is conducting a region-wide survey this fall.

The number of motor vehicle collisions involving injury decreased by 1.7% and fatalities by 25% in 2014 from 2013.

In 2014, the average emergency response time was nine minutes and 90% of DRPS emergency calls for service had a response time that was under 15 minutes.

Board policy states that Durham Region shall be a leader in community safety among its comparator services. The green performance quadrant (bottom left) in the chart below denotes the leaders, those in the top 50% of the comparators, for both crime rate and severity index. The bolder shapes represent 2014 figures, while the faded shapes and lines indicate the movement from 2012.

Crime Rate per 100,000 Population by Service and Crime Severity Index by Service  
**Performance Quadrant (Bottom Left)**

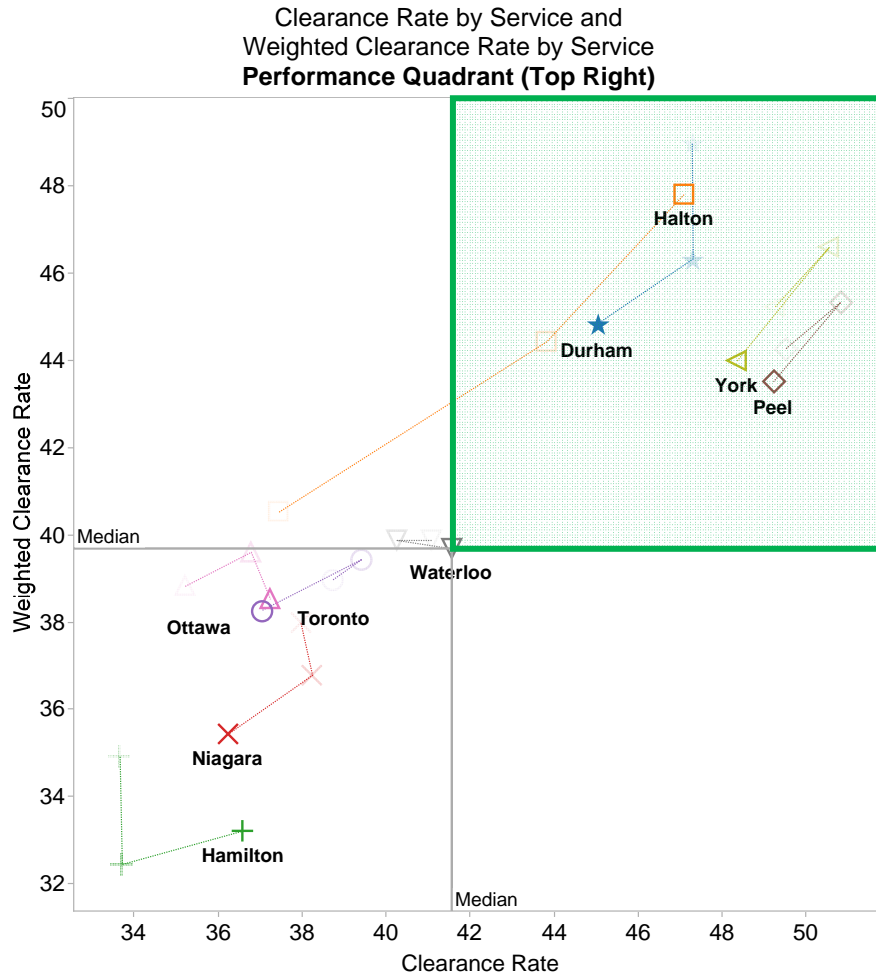




# 2016 Business Plan Budget

Durham Regional Police Service

Similar to the previous chart, the green performance quadrant (top right) in the chart below denotes the leaders, those in the top 50% of the comparators, for both clearance rate and weighted clearance rate. The bolder shapes represent 2014 figures, while the faded shapes and lines indicate the movement from 2012.



The measures that follow are used in assessing community safety activities, both internally and against our comparators.



## 2016 Business Plan Budget

## Durham Regional Police Service

### Data Support:

#### Overall Criminal Code (Excluding Traffic) Crime Rate:

Crime rates are the number of criminal incidents known to, and substantiated by, police services per 100,000 population. A lower crime rate is better. The following three tables contain crime rate statistics for 2010 through 2014, and include data from the eight-comparator police services.

Durham Regional Police maintained the fourth lowest Criminal Code crime rate amongst comparator police services in 2014.

#### Total Criminal Code (Excluding Traffic) Rate per 100,000 Population

| Police Service:                       | 2010        |          | 2011        |          | 2012        |          | 2013        |          | 2014        |          | 2011 / 2010 | 2012 / 2011 | 2013 / 2012 | 2014 / 2013 |
|---------------------------------------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|-------------|-------------|-------------|
|                                       | Rate        | Rank     | Rate        | Rank     | Rate        | Rank     | Rate        | Rank     | Rate        | Rank     | % Change    | % Change    | % Change    | % Change    |
| Halton Regional Police Service        | 2966        | 2        | 2653        | 2        | 2290        | 2        | 2021        | 1        | 1861        | 1        | -10.6       | -13.7       | -11.8       | -7.9        |
| York Regional Police Service          | 2533        | 1        | 2370        | 1        | 2249        | 1        | 2089        | 2        | 2000        | 2        | -6.4        | -5.1        | -7.1        | -4.3        |
| Peel Regional Police Service          | 2976        | 3        | 2825        | 3        | 2619        | 3        | 2359        | 3        | 2318        | 3        | -5.1        | -7.3        | -9.9        | -1.7        |
| <b>Durham Regional Police Service</b> | <b>3632</b> | <b>4</b> | <b>3423</b> | <b>4</b> | <b>3134</b> | <b>4</b> | <b>2895</b> | <b>4</b> | <b>2813</b> | <b>4</b> | <b>-5.7</b> | <b>-8.4</b> | <b>-7.6</b> | <b>-2.9</b> |
| Ottawa Police Service                 | 4317        | 5        | 4150        | 5        | 4130        | 6        | 3568        | 5        | 3460        | 5        | -3.9        | -0.5        | -13.6       | -3.1        |
| Toronto Police Service                | 4397        | 6        | 4197        | 6        | 3885        | 5        | 3652        | 6        | 3564        | 6        | -4.5        | -7.4        | -6.0        | -2.4        |
| Hamilton Regional Police Service      | 5671        | 9        | 5275        | 9        | 4979        | 9        | 4380        | 8        | 4079        | 7        | -7.0        | -5.6        | -12.0       | -6.9        |
| Niagara Regional Police Service       | 4972        | 7        | 4348        | 7        | 4523        | 7        | 3977        | 7        | 4104        | 8        | -12.6       | 4.0         | -12.1       | 3.2         |
| Waterloo Regional Police Service      | 5015        | 8        | 4740        | 8        | 4603        | 8        | 4382        | 9        | 4272        | 9        | -5.5        | -2.9        | -4.8        | -2.5        |

Source: Statistics Canada. Table 252-0077 - Incident-based crime statistics, by detailed violations and police services, Ontario, annual, CANSIM (database). (accessed: 2015-08-25)

Note: Rates are rounded to the nearest whole number

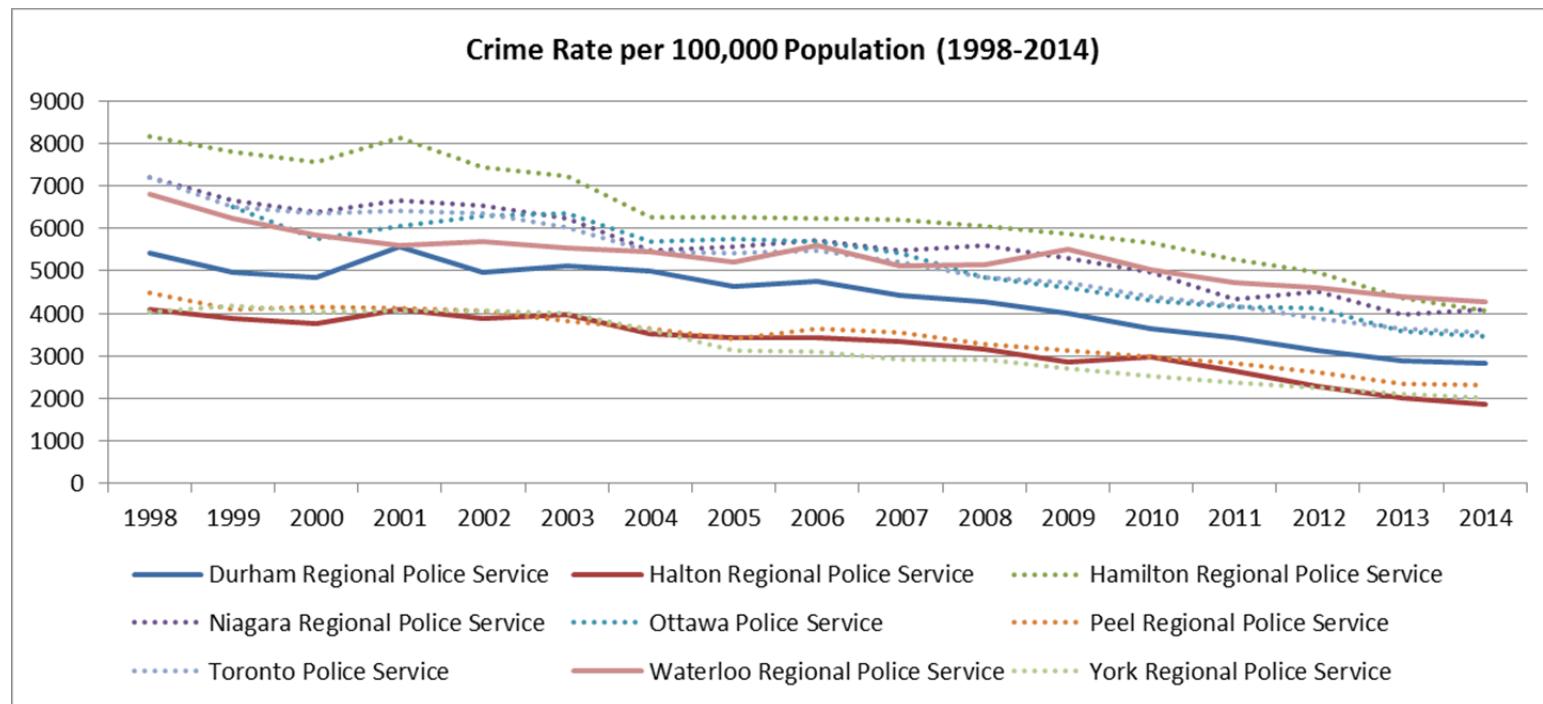
Durham Region's crime rate continued to decline, with 292 fewer criminal incidents in 2014 than in 2013; there is a 2.9% decrease in the crime rate.



## 2016 Business Plan Budget

## Durham Regional Police Service

In 2014, Halton had the lowest crime rate of our comparator services and Waterloo the highest. For comparison purposes the graph represents, Halton, Waterloo, and Durham with a solid line to show Durham's position relative to the upper and lower comparison services' rates. All comparators, with the exception of Niagara, have lower crime rates compared to the prior year.



Durham's crime rate per 100,000 population is below the federal (5046) and provincial (3556) levels and is in the top half (lower rate) of our comparator services.



# 2016 Business Plan Budget

## Durham Regional Police Service

### Violent Crime Rate:

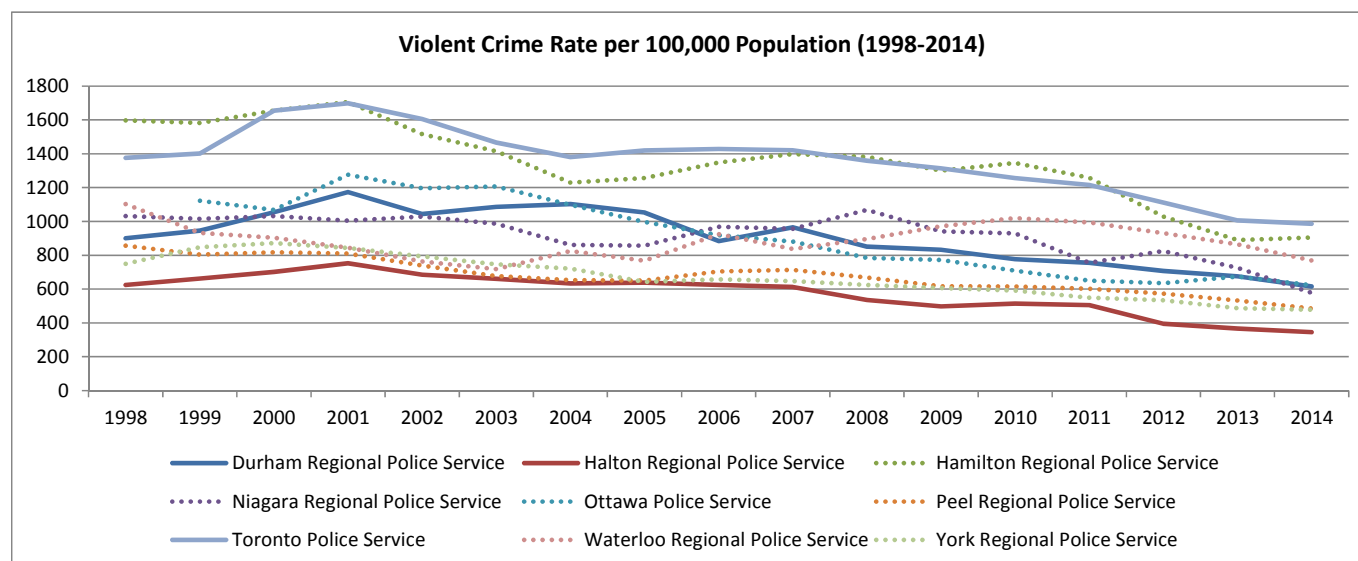
For its violent crime rate, Durham Regional Police maintained the fifth ranking amongst comparator police services in 2014.

### Violent Crime Rate per 100,000 Population

| Police Service:                       | 2010       |          | 2011       |          | 2012       |          | 2013       |          | 2014       |          | 2011 / 2010 | 2012 / 2011 | 2013 / 2012 | 2014 / 2013 |
|---------------------------------------|------------|----------|------------|----------|------------|----------|------------|----------|------------|----------|-------------|-------------|-------------|-------------|
|                                       | Rate       | Rank     | Rate       | Rank     | Rate       | Rank     | Rate       | Rank     | Rate       | Rank     | % Change    | % Change    | % Change    | % Change    |
| Halton Regional Police Service        | 514        | 1        | 505        | 1        | 395        | 1        | 367        | 1        | 346        | 1        | -1.8        | -21.7       | -7.2        | -5.8        |
| York Regional Police Service          | 591        | 2        | 549        | 2        | 534        | 2        | 486        | 2        | 479        | 2        | -7.1        | -2.8        | -8.8        | -1.6        |
| Peel Regional Police Service          | 615        | 3        | 602        | 3        | 572        | 3        | 533        | 3        | 486        | 3        | -2.2        | -4.9        | -6.9        | -8.9        |
| Niagara Regional Police Service       | 928        | 6        | 756        | 6        | 824        | 6        | 726        | 6        | 577        | 4        | -18.5       | 9.0         | -11.9       | -20.5       |
| <b>Durham Regional Police Service</b> | <b>777</b> | <b>5</b> | <b>755</b> | <b>5</b> | <b>707</b> | <b>5</b> | <b>675</b> | <b>5</b> | <b>616</b> | <b>5</b> | <b>-2.9</b> | <b>-6.3</b> | <b>-4.5</b> | <b>-8.9</b> |
| Ottawa Police Service                 | 709        | 4        | 651        | 4        | 635        | 4        | 674        | 4        | 622        | 6        | -8.2        | -2.4        | 6.1         | -7.7        |
| Waterloo Regional Police Service      | 1020       | 7        | 994        | 7        | 930        | 7        | 865        | 7        | 769        | 7        | -2.5        | -6.4        | -7.0        | -11.0       |
| Hamilton Regional Police Service      | 1346       | 9        | 1259       | 9        | 1029       | 8        | 890        | 8        | 906        | 8        | -6.5        | -18.3       | -13.5       | 1.7         |
| Toronto Police Service                | 1256       | 8        | 1216       | 8        | 1111       | 9        | 1005       | 9        | 987        | 9        | -3.2        | -8.6        | -9.5        | -1.8        |

Source: Statistics Canada. Table 252-0077 - Incident-based crime statistics, by detailed violations and police services, Ontario, annual, CANSIM (database). (accessed: 2015-08-25)

Note: Rates are rounded to the nearest whole number



The violent crime rate in Durham declined again, with 2014 having an 8.9% decrease from 2013. These are the lowest violent crime rates in Durham since the Incident-based Uniform Crime Reporting Survey (UCR2) information is available (from 1998).



# 2016 Business Plan Budget

## Durham Regional Police Service

### Property Crime Rate:

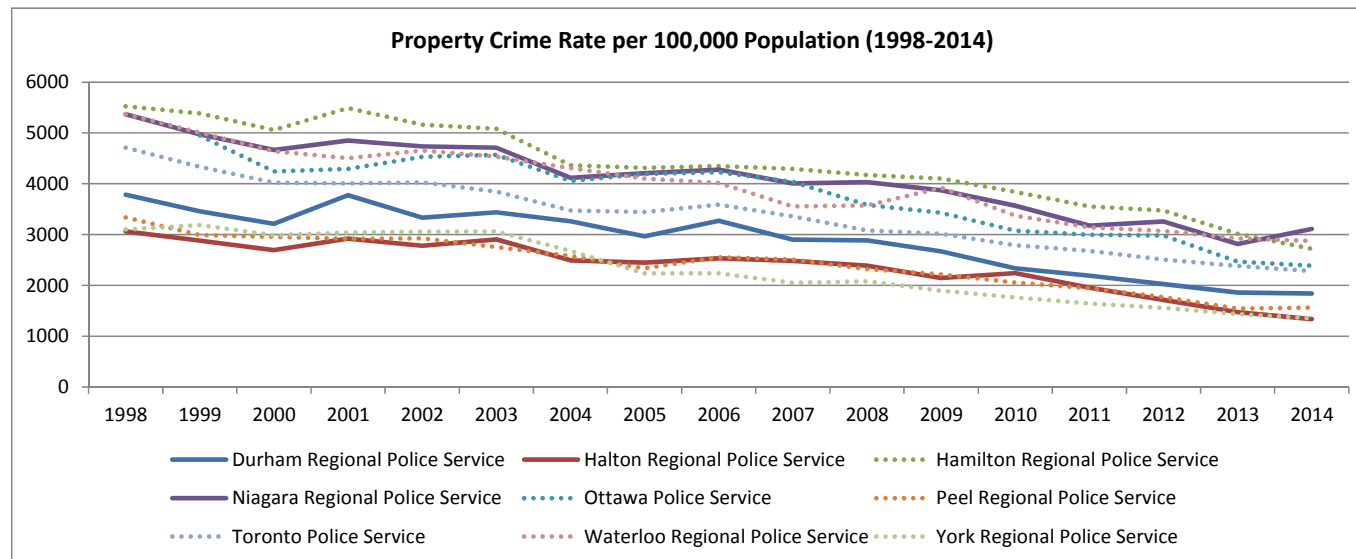
Durham Regional Police continues to rank fourth for its property crime rate amongst comparator services.

### Property Crime Rate per 100,000 Population

| Police Service:                       | 2010        |          | 2011        |          | 2012        |          | 2013        |          | 2014        |          | 2011 / 2010 | 2012 / 2011 | 2013 / 2012 | 2014 / 2013 |
|---------------------------------------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|-------------|-------------|-------------|
|                                       | Rate        | Rank     | Rate        | Rank     | Rate        | Rank     | Rate        | Rank     | Rate        | Rank     | % Change    | % Change    | % Change    | % Change    |
| Halton Regional Police Service        | 2240        | 3        | 1957        | 3        | 1715        | 2        | 1473        | 2        | 1339        | 1        | -12.6       | -12.4       | -14.1       | -9.1        |
| York Regional Police Service          | 1762        | 1        | 1646        | 1        | 1556        | 1        | 1440        | 1        | 1354        | 2        | -6.6        | -5.5        | -7.5        | -6.0        |
| Peel Regional Police Service          | 2058        | 2        | 1943        | 2        | 1769        | 3        | 1543        | 3        | 1565        | 3        | -5.6        | -9.0        | -12.8       | 1.4         |
| <b>Durham Regional Police Service</b> | <b>2338</b> | <b>4</b> | <b>2190</b> | <b>4</b> | <b>2025</b> | <b>4</b> | <b>1860</b> | <b>4</b> | <b>1838</b> | <b>4</b> | <b>-6.3</b> | <b>-7.5</b> | <b>-8.2</b> | <b>-1.2</b> |
| Toronto Police Service                | 2791        | 5        | 2679        | 5        | 2506        | 5        | 2381        | 5        | 2284        | 5        | -4.0        | -6.4        | -5.0        | -4.1        |
| Ottawa Police Service                 | 3078        | 6        | 2999        | 6        | 2982        | 6        | 2466        | 6        | 2387        | 6        | -2.6        | -0.6        | -17.3       | -3.2        |
| Hamilton Regional Police Service      | 3841        | 9        | 3553        | 9        | 3476        | 9        | 3014        | 9        | 2721        | 7        | -7.5        | -2.2        | -13.3       | -9.7        |
| Waterloo Regional Police Service      | 3373        | 7        | 3144        | 7        | 3072        | 7        | 2927        | 8        | 2874        | 8        | -6.8        | -2.3        | -4.7        | -1.8        |
| Niagara Regional Police Service       | 3571        | 8        | 3180        | 8        | 3257        | 8        | 2813        | 7        | 3112        | 9        | -11.0       | 2.4         | -13.6       | 10.6        |

Source: Statistics Canada. Table 252-0077 - Incident-based crime statistics, by detailed violations and police services, Ontario, annual, CANSIM (database). (accessed: 2015-08-25)

Note: Rates are rounded to the nearest whole number



For 2014, there is a 1.2% decrease in the property crime rate from 2013. The property crime rate continues to decline falling to 1838 incidents per 100,000 population.





## 2016 Business Plan Budget

## Durham Regional Police Service

### Crime Severity Index (CSI):

The Crime Severity Index (CSI) is a measure of crime that reflects the relative seriousness of individual offences and tracks changes in crime severity in Canada. It includes all Criminal Code violations, including traffic, as well as drug violations and all federal statutes reported to police. The seriousness, or weight, assigned to an incident is based on actual sentences handed down by the courts in all provinces and territories.

Using the CSI reduces the impact of high-volume, less-serious offences compared to traditional measures such as the crime rate. To facilitate comparisons, using 2006 as the base year, Statistics Canada standardizes the index to a national score of 100. Like the crime rate, a lower CSI value is better.

The following table contains Crime Severity Index figures for 2010 through 2014, with data from the eight-comparator police services. Durham Regional Police maintains its third ranking amongst comparator police services.

### Overall Crime Severity Index

| Police Service:                  | 2010 |      | 2011 |      | 2012 |      | 2013 |      | 2014 |      | 2011 / 2010 | 2012 / 2011 | 2013 / 2012 | 2014 / 2013 |
|----------------------------------|------|------|------|------|------|------|------|------|------|------|-------------|-------------|-------------|-------------|
|                                  | CSI  | Rank | CSI  | Rank | CSI  | Rank | CSI  | Rank | CSI  | Rank | % Change    | % Change    | % Change    | % Change    |
| Halton Regional Police Service   | 37.2 | 1    | 34.0 | 1    | 28.4 | 1    | 25.5 | 1    | 24.1 | 1    | -8.8        | -16.5       | -10.3       | -5.5        |
| York Regional Police Service     | 42.7 | 2    | 38.8 | 2    | 35.7 | 2    | 32.5 | 2    | 30.7 | 2    | -9.2        | -7.8        | -9.2        | -5.5        |
| Durham Regional Police Service   | 51.9 | 3    | 47.9 | 3    | 45.1 | 3    | 40.7 | 3    | 38.4 | 3    | -7.7        | -5.7        | -9.8        | -5.6        |
| Peel Regional Police Service     | 52.2 | 4    | 52.4 | 4    | 48.2 | 4    | 42.3 | 4    | 40.8 | 4    | 0.3         | -7.9        | -12.3       | -3.5        |
| Ottawa Police Service            | 61.3 | 5    | 58.7 | 5    | 58.8 | 5    | 49.4 | 5    | 45.8 | 5    | -4.3        | 0.1         | -16.0       | -7.3        |
| Waterloo Regional Police Service | 68.4 | 6    | 63.7 | 7    | 59.1 | 6    | 57.1 | 6    | 54.9 | 6    | -6.8        | -7.3        | -3.3        | -3.8        |
| Toronto Police Service           | 75.0 | 8    | 68.5 | 8    | 65.5 | 8    | 58.5 | 8    | 56.0 | 7    | -8.6        | -4.4        | -10.7       | -4.2        |
| Niagara Regional Police Service  | 70.0 | 7    | 61.1 | 6    | 63.9 | 7    | 57.2 | 7    | 57.0 | 8    | -12.8       | 4.6         | -10.4       | -0.4        |
| Hamilton Regional Police Service | 82.7 | 9    | 74.7 | 9    | 71.8 | 9    | 64.7 | 9    | 59.7 | 9    | -9.7        | -3.8        | -9.9        | -7.7        |

Source: Statistics Canada. *Table 252-0085 Crime severity index and weighted clearance rates, by police service, Ontario, annual, CANSIM (database).* (accessed: 2015-08-26)



# 2016 Business Plan Budget

## Durham Regional Police Service

### Clearance Rate:

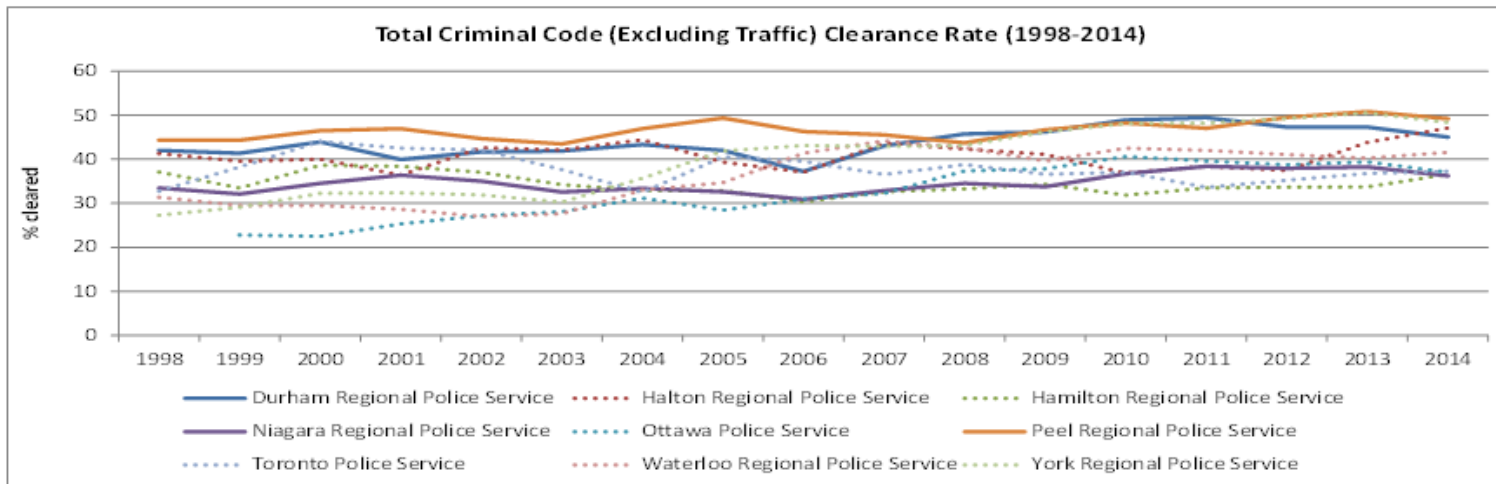
A clearance rate is the calculation of the number of incidents cleared, by charge or otherwise, during the year as a percentage of incidents known to and substantiated by police services that year. A higher clearance rate is better.

The following table contains clearance rate statistics for 2010 through 2014, with data from the eight-comparator police services. In 2014, the Durham Regional Police ranked fourth amongst comparator police services for clearance rate.

**Total Criminal Code (Excluding Traffic) Clearance Rate**

| Police Service:                  | 2010   |      | 2011   |      | 2012   |      | 2013   |      | 2014   |      | 2011 / 2010 | 2012 / 2011 | 2013 / 2012 | 2014 / 2013 |
|----------------------------------|--------|------|--------|------|--------|------|--------|------|--------|------|-------------|-------------|-------------|-------------|
|                                  | Rate % | Rank | Rate % | Rank | Rate % | Rank | Rate % | Rank | Rate % | Rank | % Change    | % Change    | % Change    | % Change    |
| Peel Regional Police Service     | 48.2   | 2    | 47.0   | 3    | 49.5   | 1    | 50.8   | 1    | 49.2   | 1    | -2.5        | 5.3         | 2.6         | -3.1        |
| York Regional Police Service     | 48.1   | 3    | 48.2   | 2    | 49.3   | 2    | 50.5   | 2    | 48.4   | 2    | 0.2         | 2.2         | 2.6         | -4.3        |
| Halton Regional Police Service   | 36.9   | 7    | 38.4   | 6    | 37.5   | 7    | 43.8   | 4    | 47.1   | 3    | 4.1         | -2.4        | 17.0        | 7.4         |
| Durham Regional Police Service   | 48.9   | 1    | 49.5   | 1    | 47.3   | 3    | 47.3   | 3    | 45.0   | 4    | 1.2         | -4.4        | 0.0         | -4.8        |
| Waterloo Regional Police Service | 42.5   | 4    | 42.0   | 4    | 41.1   | 4    | 40.3   | 5    | 41.6   | 5    | -1.2        | -2.3        | -2.0        | 3.2         |
| Toronto Police Service           | 37.0   | 6    | 33.6   | 8    | 35.2   | 8    | 36.8   | 8    | 37.2   | 6    | -9.2        | 4.7         | 4.5         | 1.2         |
| Ottawa Police Service            | 40.6   | 5    | 39.6   | 5    | 38.7   | 5    | 39.4   | 6    | 37.0   | 7    | -2.4        | -2.2        | 1.8         | -6.1        |
| Hamilton Regional Police Service | 31.9   | 9    | 33.5   | 9    | 33.7   | 9    | 33.7   | 9    | 36.6   | 8    | 5.0         | 0.6         | 0.2         | 8.5         |
| Niagara Regional Police Service  | 36.7   | 8    | 38.4   | 7    | 38.0   | 6    | 38.2   | 7    | 36.2   | 9    | 4.5         | -1.1        | 0.7         | -5.2        |

Source: Statistics Canada. Table 252-0077 - Incident-based crime statistics, by detailed violations and police services, Ontario, annual, CANSIM (database). (accessed: 2015-08-26)





## 2016 Business Plan Budget

## Durham Regional Police Service

### Weighted Clearance Rate:

The weighted clearance rate enhances the comparability of clearance rates - the proportion of crimes solved by police - among police services. Similar to the concept behind the Crime Severity Index, the weighted clearance rate means that serious crimes solved by police count for more than the solving of less serious crimes. Like the traditional clearance rate, a higher rate is better.

The following table contains weighted clearance rate statistics for 2010 through 2014, with data from the eight-comparator Police Services.

### Weighted Clearance Rate

| Police Service:                  | 2010 |      | 2011 |      | 2012 |      | 2013 |      | 2014 |      | 2011 / 2010 | 2012 / 2011 | 2013 / 2012 | 2014 / 2013 |
|----------------------------------|------|------|------|------|------|------|------|------|------|------|-------------|-------------|-------------|-------------|
|                                  | WCR  | Rank | WCR  | Rank | WCR  | Rank | WCR  | Rank | WCR  | Rank | % Change    | % Change    | % Change    | % Change    |
| Halton Regional Police Service   | 38.6 | 6    | 41.8 | 5    | 40.5 | 4    | 44.4 | 4    | 47.8 | 1    | 8.2         | -3.0        | 9.7         | 7.6         |
| Durham Regional Police Service   | 48.9 | 1    | 50.6 | 1    | 49.0 | 1    | 46.3 | 2    | 44.8 | 2    | 3.5         | -3.2        | -5.4        | -3.2        |
| York Regional Police Service     | 46.3 | 2    | 45.0 | 2    | 45.2 | 2    | 46.6 | 1    | 44.0 | 3    | -2.8        | 0.4         | 3.0         | -5.6        |
| Peel Regional Police Service     | 41.9 | 4    | 43.2 | 3    | 44.3 | 3    | 45.3 | 3    | 43.5 | 4    | 3.0         | 2.6         | 2.4         | -4.0        |
| Waterloo Regional Police Service | 42.7 | 3    | 42.8 | 4    | 39.9 | 5    | 39.9 | 5    | 39.7 | 5    | 0.4         | -6.9        | 0.0         | -0.5        |
| Toronto Police Service           | 37.8 | 7    | 36.4 | 8    | 38.8 | 7    | 39.6 | 6    | 38.5 | 6    | -3.7        | 6.6         | 2.0         | -2.7        |
| Ottawa Police Service            | 41.2 | 5    | 38.7 | 6    | 39.0 | 6    | 39.4 | 7    | 38.3 | 7    | -6.0        | 0.6         | 1.2         | -3.0        |
| Niagara Regional Police Service  | 35.4 | 8    | 38.3 | 7    | 38.0 | 8    | 36.8 | 8    | 35.4 | 8    | 7.9         | -0.7        | -3.1        | -3.7        |
| Hamilton Regional Police Service | 32.1 | 9    | 33.8 | 9    | 34.9 | 9    | 32.4 | 9    | 33.2 | 9    | 5.5         | 3.2         | -7.1        | 2.4         |

Source: Statistics Canada. *Table 252-0085 Crime severity index and weighted clearance rates, by police service, Ontario, annual, CANSIM (database).* (accessed: 2015-08-26)

For the second year, Durham Regional Police Service ranks second amongst comparator police services for weighted clearance rates.



## 2016 Business Plan Budget

## Durham Regional Police Service

### Response Time to Emergency Calls:

Response time is defined as the number of minutes it takes a unit(s) 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 1 call through the regular dispatch queue. These exclude follow-up, duplicates and those calls that were cancelled by dispatch.

The following table shows various time thresholds (from eight to twelve minutes) and the percentage of emergency calls for service that had a response time less than the threshold by division.

| Response Time   |       | Under 8 minutes | Under 9 minutes | Under 10 minutes | Under 11 minutes | Under 12 minutes |
|-----------------|-------|-----------------|-----------------|------------------|------------------|------------------|
| DRPS            | 2013  | 61%             | 68%             | 75%              | 79%              | 83%              |
|                 | 2014  | 55%             | 63%             | 70%              | 76%              | 80%              |
|                 | 2015* | 57%             | 65%             | 72%              | 76%              | 81%              |
| 15 North        | 2013  | 32%             | 40%             | 48%              | 54%              | 58%              |
|                 | 2014  | 32%             | 39%             | 45%              | 51%              | 55%              |
|                 | 2015  | 34%             | 40%             | 45%              | 50%              | 53%              |
| 16 East         | 2013  | 54%             | 61%             | 65%              | 70%              | 74%              |
|                 | 2014  | 50%             | 55%             | 60%              | 66%              | 73%              |
|                 | 2015  | 45%             | 55%             | 63%              | 67%              | 71%              |
| 17 Central East | 2013  | 76%             | 82%             | 88%              | 91%              | 93%              |
|                 | 2014  | 68%             | 76%             | 82%              | 86%              | 89%              |
|                 | 2015  | 69%             | 76%             | 81%              | 86%              | 89%              |
| 18 Central West | 2013  | 60%             | 67%             | 74%              | 78%              | 83%              |
|                 | 2014  | 54%             | 64%             | 70%              | 76%              | 81%              |
|                 | 2015  | 57%             | 65%             | 72%              | 77%              | 82%              |
| 19 West         | 2013  | 60%             | 68%             | 76%              | 82%              | 86%              |
|                 | 2014  | 50%             | 60%             | 68%              | 75%              | 81%              |
|                 | 2015  | 57%             | 65%             | 74%              | 78%              | 83%              |

Source: DRPS Versadex Data Mart

\* 2015: January 1<sup>st</sup> 2015 to July 31<sup>st</sup> 2015

In 2014, there were 5416 emergency calls; of these 4798 have measurable response times used in the analysis of emergency calls for service and 90% of these calls for service had a response time that was less than 15 minutes. The average emergency response time in 2014 was nine minutes (median time was seven minutes).

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. Response time to emergency calls cannot be compared amongst police services.



## 2016 Business Plan Budget

## Durham Regional Police Service

### Motor Vehicle Collision Injuries and Fatalities

The following table shows the number of motor vehicle collisions with injury and the number of motor vehicle collision fatalities for the last five years.

The number of motor vehicle collisions involving injury decreased by 1.7% in 2014 from 2013.

#### Number of Motor Vehicle Collision with Injury and Motor Vehicle Collision Fatalities

|   | 2010 | 2011 | 2012 | 2013 | 2014 | % Change '14 / '13 | YTD July 31 |      |      | % Change '14 YTD – '13 YTD |
|---|------|------|------|------|------|--------------------|-------------|------|------|----------------------------|
|   |      |      |      |      |      |                    | 2013        | 2014 | 2015 |                            |
| MOTOR VEHICLE COLLISION – INJURY                                | 1556 | 1545 | 1657 | 1681 | 1653 | -1.7               | 931         | 931  | 926  | -0.5                       |
| MOTOR VEHICLE COLLISION – FATALITIES (NON-MEDICAL) <sup>1</sup> | 32   | 20   | 17   | 24   | 18   | -25                | 11          | 6    | 12   | 100                        |

<sup>1</sup>As reported in DRPS TSB Call-Out Sheet

|  | 2013                | 2014 |
|--|---------------------|------|
| Contributing Causes of Fatal MVC<br>(may have multiple factors)                    | Alcohol             | 1    |
|  | Drug                | 0    |
|  | Distraction         | 1    |
|  | Speed               | 6    |
|  | Environment (Roads) | 1    |
|  | Weather             | 1    |
|  | Driver Error        | 10   |
| Contributing Causes to Death or Injury in Fatal MVC<br>(may have multiple factors) | Seatbelt            | 9    |
|  | Age                 | 0    |
|  | Fire                | 0    |
|  | Vehicle Condition   | 2    |

#### Contributing Causes to Fatal Collisions

There were six less fatalities on our roads in 2014 than in 2013. This table illustrates contributors to the collisions and fatality, as recorded in the 2013 and 2014 Traffic Services Branch Call Out sheets.

Motor vehicle collisions are not a criminal offence and as such are not available through CCJS for comparison to other police services.



## 2016 Business Plan Budget

Durham Regional Police  
Service

### Sense of Security

The Durham Regional Police Service conducts a public opinion survey during the business planning process that evaluates the sense of security felt by our community members and assesses our delivery of service. In accordance with this schedule, the DRPS is conducting a region-wide survey this fall.

The most recent survey ran from November 1, 2012 to March 15, 2013 with a favorable response. Participants were asked about their feeling of safety during the day and during the night for seven different locations. For each location, both day and night, a higher percentage of participants usually or always felt safe in 2012 than in 2010. Over 90% of respondents said that they feel safe in their residence, both day and night, and in public buildings and their local mall or plaza during the day.

Over three quarters (77%) of respondents said that they feel the roads are usually or always safe in the 2012 survey. In 2010, only 64% of respondents said that they felt the roads are usually or always safe. When asked to select from a list the traffic problem of greatest concern in their neighborhood, over a quarter (27%) of participants selected speeding.

The Board received the summary of results of the 2012 DRPS Public Opinion Survey at the July 8, 2013 public meeting. (M225-13 refers)



## 2016 Business Plan Budget

Durham Regional Police  
Service

### **BASIC STAFFING PRINCIPLES:**

- Flexible deployment is based on the needs of the community. The combination of specialists and generalists changes over time and place as community needs change. For example, when a serious crime occurs, staff are brought from all policing areas across the Region to work on solving the crime.
- Front-line officers need an appropriate level of support to achieve their goals and this is a fact of life in policing as it is in any other service organization. Civilians work in both front-line policing functions (like call dispatching and front desk) as well as specialized functions supporting front-line service providers.
- Right skills for the job; The Service has both sworn and civilian members. The ratio of sworn to civilian members is 2.8:1 which is similar to comparable police services in Ontario.
- As the Service grows, specialist civilian roles assume more functions allowing sworn members to focus on operational rather than support tasks.

### **Major Capital Projects (see detailed capital schedule at the end of this package):**

The Service's most recent completed building project was the Operations Training Center which was completed and opened in 2013. (Firearms training, Communications/911 Centre and Information Technology back-up). Current projects underway include the Clarington Phase 1 building which commenced construction in 2013 and is expected to be occupied in late 2015. These buildings replace the East (Clarington) Division and the Forensic Investigation Facility. The Next Generation Common Communications Platform (NGCCP) commenced operation in 2014.

The 2015 Capital Budget and 2016 Capital Forecast combined contain \$60 million for the development of Clarington Phase 2, which includes the design of the replacement for 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 Crime Management functions.

In 2018 the Capital Forecast shows the start of Phase 2 of the Operations Training Centre to have essentially all training in one location.

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 2016 – 2025 Capital Forecast. Debt service costs related to the capital plan are found on page 62.



### BOARD ENDS POLICIES EFFECTIVE JANUARY 1, 2011

#### 1) Community Safety

##### Policy Statement

The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

##### Reporting

The following measures will be considered in an assessment of community safety:

- Overall crime rate
- Violent crime rate
- Property crime rate
- Crime severity index
- Clearance rate
- Weighted clearance rate
- Response time to emergency calls
- Motor vehicle collision injury and fatality rates

The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.

An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.

The Chief shall report annually on outcomes resulting from this policy.





### 2) Community Policing

#### Policy Statement

The mission, philosophy and values of the Durham Regional Police Service emphasize the importance of working in partnership with citizens communities. Working in collaboration with community partners fosters trust and confidence in the police.

It is the policy of the Durham Regional Police Services Board that police services in Durham Region shall be delivered in partnership with communities and citizens to proactively address and resolve community problems. These partnerships will focus on the root causes of crime, aim to reduce fear of crime, and maintain and enhance high levels of community safety.

#### Reporting

An assessment of community policing in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

### 3) Assistance to Victims of Crime

#### Policy Statement

The police are often the first point of contact within the criminal justice system for victims of crime, who have a wide range of needs based on their own unique circumstances. Having experienced the trauma of being victimized, all victims deserve special care and attention.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service will extend victims of crime an abundance of respect and understanding and appropriate levels of support and services.

#### Reporting

An assessment of assistance to victims of crime in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

### 4) Community Diversity

#### Policy Statement

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.



## 2016 Business Plan Budget

## 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.



## 2016 Business Plan Budget

Durham Regional Police  
Service

**2014-2016 Business Plan** (Approved and Issued on Dec 9, 2013)

### Community Safety Commitment

#### Quick Facts

- Durham Region is over 2500 square kilometers in area and is served by 5 Divisions and over 1100 Uniform and Civilian members
- There are over 5000 km of roads and streets in Durham and in 2012 a police vehicle has driven on all of them at some point in time
- In 2012 our police vehicles accumulated a total of almost 9.5 million kilometers of travel and patrol
- In 2012 we responded to over 104,000 citizen generated calls for service
- DRPS has the highest weighted crime clearance rate in Canada
- 80% of the respondents of our external survey said they were satisfied with the quality of police in Durham Region
- Over 34,000 Criminal Information Requests were processed by the DRPS in 2012
- DRPS had 248 opportunities for youth for coop placement, summer jobs and Youth in Policing programs in 2012
- In 2012 the Crime Prevention/Community Service Unit spent almost 10,000 hours on crime prevention projects, made 6,000 phone consultations with members of the public and responded to 6,500 public inquiries via email
- The Victim Services Unit provided 6,741 referral to community agencies and helped 5,264 residents
- Volunteers in the Victim Services Unit donated 22,965 hours of time to help ensure 24/7 service delivery
- Our 70 member Auxiliary unit provided 18,000 hours of volunteer service at over 200 community events
- 39 uniform officers and 41 civilian communicators were honoured with the Lightning Bolt Award for their efforts that occurred in the past year. Awards are given to police, fire and ambulance (EMS) personnel in the region, as well as citizens who assisted in saving lives those who suffered a cardiac arrest.



## 2016 Business Plan Budget

Durham Regional Police  
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### Message from the Chair

On behalf of the Police Services Board, I am delighted to present the 2014-16 Business Plan for the Durham Regional Police Service – our Community Safety Commitment. The Plan identifies our policing priorities and will serve as our compass for how police services are provided across our Region for the next three years.

We are fortunate to live in safe and inclusive communities across Durham Region, and we owe a debt of gratitude to our police members who strive each day to maintain and promote safety in our neighbourhoods. But community safety is not exclusively a policing responsibility. Our police officers and the civilian members who support them must continue to work closely with community partners to reduce victimization and resolve problems that may lead to criminal behaviour. This partnership is the foundation for the problem-oriented policing approach that we have adopted to address the root causes of crime. Our Business Plan recognizes that trust and respect between the police and the community are the building blocks for successful partnerships.

There are five key priorities identified in the 2014-16 Business Plan: community presence, community engagement, youth, professionalism and accountability, and measuring our effect.

This Plan is the result of extensive input from our communities. From town halls, to one-on-one interactions at festivals and fairs, to a large stakeholder session and a comprehensive on-line survey, extensive feedback was gathered to ensure that the owners of the Durham Regional Police Service – the taxpayers of our Region – have a say into the delivery of police services to their communities.

We look forward to continuing to achieving positive community safety results for the people of Durham Region at a reasonable cost.

Roger Anderson



## 2016 Business Plan Budget

Durham Regional Police  
Service

### Message from the Chief Constable

As your Police Service, our members strive to ensure that we put action into our words, to be leaders in community safety. Every day our members work with the community, to support our goal of having the safest community to live work and play. The role we play is as diverse as the community we represent and our plan leverages what you have told us you see are priorities.

The word community features prominently in our plan and its use was purposeful. Our community presence represents our visible attendance in helping to reduce crime and address the concerns residents and visitors have over crime. Ensuring that we are present and visible in the community is one of the commitments you have talked to us about and one that is vital to our success.

To be present in the community is only one facet of what we do, in order to be effective we must also ensure that we continue to engage with as many people as possible. While our presence will help to reduce crime we will work together to support victims of crime with our community partners.

Durham Regional Police has always maintained a strong connection with our youth and we will continue to play a role in developing future leaders. Our plan encompasses guiding youth to make the right choices as well as working with the community to make sure the youth have the tools to succeed.

As the holders of your public trust, we understand the honour and privilege that comes with that as well as the need to ensure we hold ourselves accountable for everything we do. Our plan confirms that our actions reflect our words, in everything from entrenching continuous improvement in providing services to how we interact with you on a day to day basis. This Business Plan represents our community safety commitment to Durham Region

Chief Constable Mike Ewles (Retired May 31, 2014)



## 2016 Business Plan Budget

Durham Regional Police  
Service

### Message from the Senior Officers Association

The Durham Regional Police Senior Officers' Association is firmly committed to working with all our members and the community to provide excellent police service delivery in support of the 2014 - 2016 Business Plan - a comprehensive community safety strategy.

The Business Plan, developed through extensive community consultations, reflects the public safety priorities of our Police Service. Balanced with evidence-based support, these priorities not only guide us in addressing community safety needs, but ensure continued public confidence in our ability to deliver highly effective police services.

Our members deliver police services in a challenging environment where fiscal and performance accountability are ever-present requirements in the daily leadership of the Durham Regional Police. Our priority is to ensure that the strategies identified in the Business Plan will meet the safety needs of our community in a cost effective manner through the expertise our members.

As a senior leadership group, it is our privilege to work with the highly dedicated members of our Police Service, with the Business Plan as our framework, to make the Region of Durham the safest community for people to live, work and play.

Superintendent Joseph Maiorano  
Past President  
Durham Regional Police Senior Officers' Association



## 2016 Business Plan Budget

Durham Regional Police  
Service

### Message from the Durham Regional Police Association

The Durham Regional Police Association members offer a tremendous amount of professional experience and are proud to have been part of the current Business Plan for 2014 – 2016.

Business plans not only identify a police services commitment to the public, but also provide a clearer view of what is expected of the men and women who police the streets of our communities and who provide the ever important behind the scenes support. It is important for the public to know that our members receive the highest quality of ongoing training which enables them to provide a high level of community safety.

Willingness to redefine goals, amend strategies and update ones approach are methods in which a police service identifies with changing demographics, social media issues, community safety and the well-being of all members of the public. With over 80% of the public satisfied with policing in Durham, reviewing business practices offers stability and assurance that our members strive to exceed industry standards.

The Association recognized the importance of a well-designed business plan, and, we will continue to work with the Service in a move-forward direction to offer the best for our members and the public.

Randy Henning  
President  
Durham Regional Police Association



## 2016 Business Plan Budget

Durham Regional Police  
Service

### Overview

Every police services Board in Ontario is required to complete a Business Plan at least once every 3 years that addresses a series of Provincial Adequacy standards. As your Service we must strive not just to meet those standards but to exceed them. This 3 year plan takes the feedback we heard from you and puts it into a public document that says what we will focus on. As your police Service we will ensure that we meet or exceed every standard, but additionally we will also spend time addressing areas that you asked us to look at.

### The three big questions. What did we hear?

We took a different approach in how we got your feedback and captured your thoughts on the things you wanted us to focus on. Members of the DRPS spoke with over 500 people at community fairs, public events, and when people were out in the community with their friends and families and asked three simple but comprehensive questions:

**What do we do well, What could we do better and What should we focus on.**

As a Service we strive to hear from as many of the people we support as possible, and we have done that in a variety of ways. We began with a stakeholders meeting where we invited over 70 representatives from agencies and groups across the Region. We also held a series of publicly advertised town halls where we looked for your input into what matters to you. In addition to these we also sent out a more detailed survey to over 100,000 households that included our 'three big questions' and also allowed people to add additional detail about themselves and their concerns.

When we asked what we do well many people felt that we excelled at responding to calls, were available when needed and did a good job at keeping the community safe. You told us that we were at many of your community events, did well at RIDE checks and were available in schools.

When we asked what we could do better several themes emerged, including even more visible presence, more time spent with youth and in schools and more attention to ensuring safe roads. You asked us to be approachable and communicate better with you on crime and safety.

Our third question, and one that much of our **Community Safety Commitment** is based upon, reinforced several themes for your priorities. When we asked what we should focus on, one of the most overwhelming answers were that of Youth and the issues affecting young people. You also told us that any and all of our interactions with the community are our opportunity to make an impression. You told us that we need to explain in plain language what we will do over the course of the next three years to uphold our commitment to working with you to provide the safest community to live work and play.





### What's different in this plan?

This plan does not address everything that we do, but rather lays out those things that you asked us to focus on. The DRPS addresses crime, crime prevention, traffic, helping victims of crime and all of our core functions daily. This document is our commitment to do more, to give a renewed focus on all aspects of making our communities safe.

We've written this plan in a different style than previous ones and this is our plain language commitment to do what we say we will do when we say we will do it. The plan itself is being called a commitment because that is exactly what it represents, our commitment to those we serve.

We must be responsible with the trust and the resources you as a community give us and the framework for that is built on the foundation of continuous improvement. Simply put this commitment is based on a trinity of tenets: Our Promise, Our Priorities, and Our Principles. Our Community Safety Commitment is our promise to the public we serve. Our priorities, which you have given us are laid out in this plan and are the pillars of our commitment. Our principles of continuous improvement and organizational accountability are the foundation that, together, we build the future of our communities on.

The word community is used often in this document, it represents more than the sum of its parts and its individual members. It is a representation, as best as we define to be inclusive of everyone from residents to visitors of our Region. Our priorities are broad statements that capture our shared goals, however there is also a need for greater detail. As a Region we represent diversity of people, places and neighborhoods and to ensure we leverage the strength of that every Police Division in our Region will produce a yearly public Community Safety Plan tailored to the needs of our individual communities that put actions into our Community Safety Commitment.

### The Continuous Improvement Program (CIP)

Expectations of the services we provide increase yearly and as your police service we understand that we need to be as effective as possible. We have placed ourselves under the microscope in a process we call the Continuous Improvement Program (CIP). Essential to our community commitment is a clear path forward. In looking at continuous improvement our core foundation contains three key pillars. These pillars are: no 'sacred cows', staged corporate wide review, extensive consultation and formal reporting.

To ensure clarity on these three pillars the definition of each is as follows:

- No 'sacred cows'- Everything is on the table. Every position, every program will be reviewed. The need to establish a clear understanding of what value is produced and its connection to providing or supporting community safety will be a must. The only position exempt will be the Chief Constable as it is dictated by the Police Services Act.
- Staged corporate wide review – The review will be in a constant state of action and implementation. While one area is being reviewed another will be implementing the recommendations identified by the review. This is different than past processes where the reviews were often completed in their entirety prior to recommendations being accepted and implemented. By implementing in a staged approach organizational improvements can be captured in a more timely fashion.
- Extensive consultation and formal reporting – depending on the area being reviewed the resources required (internal and external) will vary. Expertise secured will be area specific to ensure the best assessment possible regarding public value created and the Service's best plan to enhance and support community safety.



## 2016 Business Plan Budget

Durham Regional Police  
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### **The Continuous Improvement Program (CIP) (continued)**

The CIP will have two distinct and equally important parts.

The first part will focus on defining the value produced and identify opportunities for improvement. The entire organization will be subjected to this part and every aspect will be reviewed.

The second part will focus on prioritizing the activities of the organization and identifying what are our core activities.

In looking at each part the questions to be asked and answered are:

#### Part 1 - Defining Value and Opportunities for Improvement

- Why we do what we do?
- What value it provides to our community?
- Can we do it more economically or more efficiently?

#### Part 2 - Defining the core

- What is mandated?
- What are our priorities?
- What is the relationship the activities have to providing core services?

Key to the success of the CIP will be its ability to deliver a transformational result that provides significant, long term measurable benefits. The Service will analyze our organizational capacity and community needs. We will use a systems-based approach requiring substantial evidence to support our future direction. With this in mind it is recognized that this approach does take longer to implement than approaches with a more subdued impact. As a result it requires a commitment beyond the tenure of one leadership executive and one plan.

Continuous improvement is a commitment that must run throughout the organization. With the partnerships the Service has developed, the access to external expertise and the internal skill at our disposal, developing and implementing a CIP focus on long term success is possible. The Continuous Improvement Program must be more than a single action; it must become part of the process of policing in the DRPS for now and into the future. This Community Safety Commitment enshrines this concept and becomes a cornerstone for organizational accountability within the DRPS.

Ensuring a sustainable result will depend on our ability to plan, assess and implement. A transformational approach to improvement will assist the Service to chart a course of action that will serve our community well for years to come.



## 2016 Business Plan Budget

Durham Regional Police  
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### Defining Our Commitment

You have asked us through forums and interactions for more easily understandable ways to convey what we will do to support our commitment to community safety and that is captured in the broad language below of our Promise, Our Priorities and Our Principles. The word community is used often, in part because you have used it with us and in part because we are also part of your community.

### Our Promise

Our Promise is simple and defined in our Vision Statement: To have the safest community to live work and play.

### Our Priorities

We have listened to what you have told us and have developed four broad areas for us to focus on in partnership with you:

- Community Presence – enforcing the law and being more visible
- Community Engagement – leveraging our diversity to provide education, problem solve and reduce crime and the fear of crime
- The Community of our Youth – doing our part to help youth succeed to become our future leaders
- Our Commitment to Professionalism and Accountability by our members and our Service

### Our Principles

Our commitment to you is built on the foundation of our Continuous Improvement Program and those sustainable results are welded to our priority of **Professionalism and Accountability**



## 2016 Business Plan Budget

Durham Regional Police  
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### 1 Community Presence

Robert Peel, the founder of modern policing said, “The police are the public and the public are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.” For DRPS that principle is first and foremost and builds on our function of law enforcement. We cannot do that alone and we must maintain a relationship with the public that we serve and build trust and mutual respect while we perform our part for community safety. Our Community Presence Priority then, encompasses our efforts to be publicly visible, while we uphold the law and that promise.

We will:

- 1.0 Increase our visibility to the public with more foot and bicycle patrols in your communities
- 1.1 Ensure our roadways are safe through enforcement and education
- 1.2 Use analysis and intelligence led policing to target crime and reduce crime
- 1.3 Increase our clearance rate or the number of crimes we solve
- 1.4 Ensure that we identify and monitor high risk offenders
- 1.5 Provide a visible marked patrol presence

### 2 Community Engagement

Chief Constable Ewles has said, when talking about the DRPS, that, “Our function is this: To provide support to ensure community safety or to directly provide community safety.” Our priority of Community engagement spans those ideas. We know that every impression we make, every contact we have with a member of the public is a chance to build relationships and to educate you on how to help us solve and prevent crime.

We will:

- 2.0 Use a variety of ways to interact with the public beyond traditional media
- 2.1 Provide regularly published crime figures in context on our Region and Divisions
- 2.2 Produce Public Community Safety Plans for each division in January each year to give you details and progress on our Commitment
- 2.3 Be an approachable police service
- 2.4 Increase public awareness of crime and crime prevention
- 2.5 Work with community groups to support victims of crime



### 3 The Community of Our Youth

Takayuki Ikkaku, Arisa Hosaka and Toshihiro Kawabata, the developers of *Animal Crossing: Wild World* state, “There's something amazing about the passion of youth and its power to sustain. If there's a more powerful energy source, I don't know about it.” We recognize the connection between our youth and our future and it's imperative we find ways to open dialogue and provide the tools for our youth to succeed. Our Youth priority contains the framework to protect our youth and allow them that opportunity to shape our community.

We will:

- 3.0 Help create community leaders within our Youth
- 3.1 Identify and address issues specific to Youth to protect them from harm
- 3.2 Ensure a sustainable Youth in Policing Program (YIP) that is a model for other Services
- 3.3 Take every opportunity to interact with our youth in a way that garners mutual understanding
- 3.4 Work with our community partners to provide youth with the tools to succeed
- 3.5 Provide learning opportunities for our youth to help them make safe choices



## 2016 Business Plan Budget

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### 4 Commitment to Professionalism and Accountability

In the 1800's William Pollard wrote, "It is the responsibility of leadership to provide opportunity, and the responsibility of individuals to contribute." As servants of the public, we are always accountable to the people we serve, from those members who work directly with you by providing community safety to those in all ranks and positions supporting community safety. We interact with you in many ways, from an officer talking with you over found property to a civilian member at our front desk. We recognize that every time we interact with you is an opportunity to make a connection with the people we serve. We will model our actions on our stated values: While learning from each other, we will achieve excellence through pride, respect, understanding and ethical behaviour.

Our framework of Continuous Improvement bolsters our accountability; however, we also recognize that we must be as open and transparent as possible. Public Community Patrol Plans will augment our commitment to responding to your needs. We also understand our environment, regionally, provincially and federally and our responsibility to gain maximum effect in everything that we do. The priorities in this Community Safety Commitment are independent of our budget. Apart from the law enforcement practices we have as our core functions that we will achieve, these priorities will remain as a focus.

Information is critical for us to communicate and to do our job effectively, and as part of our commitment, we will develop an information technology plan to keep pace with evolving needs. Equally important is to confirm we have facilities that meet the needs of our communities and we will develop facilities and capital plans that respond to that purpose.

We will:

- 4.0 Ensure the actions of every person in your police service are consistent with our stated values of pride, respect, understanding and ethical behaviour.
- 4.1 Improve our ability to respond to your concerns and gather your input on the services we provide
- 4.2 Work with you to find ways to improve how we deliver our plans and our results
- 4.3 Make Continuous Improvement part of the process of everything we do
- 4.4 Produce a public information technology plan, updated yearly
- 4.5 Produce public, capital and facilities plans, updated yearly



## 2016 Business Plan Budget

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### 5 – Measuring Our Effect

Edward Tufte writes, “The commonality between science and art is in trying to see profoundly - to develop strategies of seeing and showing.” We have to show more than just numbers in our plan; we must demonstrate outcomes and illustrate them in a way that presents our progress clearly. Each Divisional Community Safety Plan will have metrics and measures to do that and they will be supplemented with Regional measures and our Continuous Improvement Program to reveal the bigger picture.

We will:

- 5.0 Use public surveys to ask you how we are meeting your needs and attaining our priorities
- 5.1 Provide data on crime, in context, for your divisions and your Region
- 5.2 Provide public forums to gain a better understanding of your issues
- 5.3 Present frequent, easily understandable scorecards on our progress for our Business Plan
- 5.4 Publish traditional indicators on crime, calls and disorder such as crime and clearance rates
- 5.5 Provide details on the results of our Continuous Improvement Program

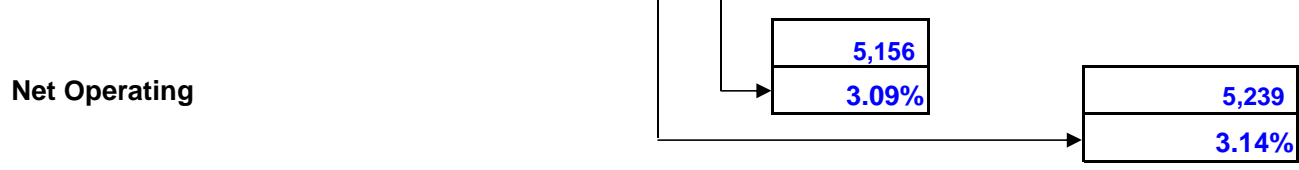
**PROGRAM SUMMARY**



**2016 Business Plan**

**Durham Regional Police Service**

| By Program<br>(\$,000's)          | 2015              |                 | 2016            |                |                 |
|-----------------------------------|-------------------|-----------------|-----------------|----------------|-----------------|
|                                   | Estimated Actuals | Approved Budget | Base Budget     | Program Change | Proposed Budget |
| <b>Expenditure Programs</b>       | \$                | \$              | \$              | \$             | \$              |
| 1 Community Policing              | 77,742            | 76,890          | 79,826          | (656)          | 79,170          |
| 2 Crime Management                | 25,960            | 26,131          | 27,003          | 656            | 27,659          |
| 3 Patrol Operations               | 9,796             | 9,687           | 9,361           | -              | 9,361           |
| 4 Operational Support             | 26,207            | 25,996          | 26,820          | 36             | 26,856          |
| 5 NextGen CCP                     | 532               | 601             | 723             | -              | 723             |
| 6 Administrative Support          | 17,398            | 14,830          | 15,339          | -              | 15,339          |
| 7 Business Services               | 18,022            | 20,021          | 20,476          | -              | 20,476          |
| 8 Executive Branch                | 5,069             | 5,232           | 5,410           | 46             | 5,457           |
| 9 Police Services Board           | 573               | 470             | 470             | -              | 470             |
| 10 Headquarters Shared Cost       | 1,420             | 1,523           | 1,553           | -              | 1,553           |
| <b>Total Expenditure Programs</b> | <b>182,718</b>    | <b>181,381</b>  | <b>186,980</b>  | <b>82</b>      | <b>187,062</b>  |
| <b>Revenue/Recovery Programs</b>  |                   |                 |                 |                |                 |
| 11 Provincial Subsidy             | (10,002)          | (7,273)         | (7,582)         | -              | (7,582)         |
| 11 Fees & Charges                 | (3,819)           | (3,354)         | (3,478)         | -              | (3,478)         |
| 11 Other                          | (1,202)           | (977)           | (897)           | -              | (897)           |
| 11 Interdepartment Crosscharges   | (2,818)           | (2,822)         | (2,912)         | -              | (2,912)         |
| <b>Total Revenue Programs</b>     | <b>(17,841)</b>   | <b>(14,426)</b> | <b>(14,869)</b> | <b>-</b>       | <b>(14,869)</b> |
| <b>Net Program Costs</b>          | <b>164,877</b>    | <b>166,954</b>  | <b>172,111</b>  | <b>82</b>      | <b>172,193</b>  |



See Over for Total Budget →



**PROGRAM SUMMARY**



**2016 Business Plan**

**Durham Regional Police Service**

| By Program<br>(\$,000's)                                | 2015              |                 | 2016         |                |                 |
|---|-------------------|-----------------|--------------|----------------|-----------------|
|   | Estimated Actuals | Approved Budget | Base Budget  | Program Change | Proposed Budget |
| <b>Internal Funding From Police and Region Reserves</b> |                   |                 |              |                |                 |
| 11 Contribution Helicopter Mtce Rsrv                    | 150               | 150             | 150          | -              | 150             |
| 11 Recovery Helicopter Mtce Rsrv                        |                   | (807)           | (215)        | -              | (215)           |
| <b>12 - Debt Service</b>                                | 11,114            | 11,105          | 12,000       | -              | 12,000          |
| <b>Tangible Capital Asset Costs</b>                     |                   |                 |              |                |                 |
| 13 Replacement  | 4,220             | 3,103           | 3,020        | 351            | 3,371           |
| <b>Revised Net Program Costs</b>                        | 180,361           | 180,505         | 187,065      | 434            | 187,499         |
|   |                   |                 | <b>6,560</b> |                |                 |
|   |                   |                 | <b>3.63%</b> |                |                 |
|   |                   |                 |              |                | <b>6,994</b>    |
|   |                   |                 |              |                | <b>3.87%</b>    |

**Summary of Base Budget Changes**

|                        |     |              |              |  |
|------------------------|-----|--------------|--------------|--|
| Salaries & Benefits    | (1) | 2.79%        | 5,038        | Wages and benefits   |
| Operating Expenditures |     | 0.31%        | 561          | Increase primarily due to full year operations for Clarington Complex Ph 1         |
| Debt Service           |     | 0.50%        | 895          | Accelerated Debt Service for Clarington Complex Ph 1                               |
| Capital Assets         |     | -0.05%       | (83)         | Reduction due primarily to Body Worn Camera Pilot Project of 2015                  |
| Revenues               | (2) | -0.25%       | (443)        | Increased Courts Subsidy and User Fee revenue, offset by removal of DRAVIS funding |
| Recovery from Reserves |     | 0.33%        | 592          | Reduction due to lower spending on Air One maintenance compared to 2015            |
|                        |     | <u>3.63%</u> | <u>6,560</u> |  |

The Collective Bargaining Agreements for the DRPA and the SOA ended Dec 2014 and new (1) agreements have not yet been established. An estimate for wage and benefit impact is included in the budget.

Driven primarily by increased Courts Subsidy funding of \$763k in 2016, in addition to increased (2) revenues from user fees (i.e. Criminal Information Requests) \$141k, offset by the removal of funding for DRAVIS \$461k. Funding under the DRAVIS grant is not included in the 2016 budget, due to a new Provincial funding strategy. 2015 Budget included \$461k and actual funding was \$368k.

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Durham Regional Police Service

The Service has eliminated all new requests for increase of staff.

#### Program Changes for 2016 Budget

\$000's

##### PERSONNEL STRENGTH

Police Authorized Strength for 2016 is maintained without change at the 2015 approved level of 871. Total 2016 Civilian FTE's is 373 representing 304 full time members, plus the equivalent of 69 FTE's in part-time support. Authorized staff has not increased since 2011. In the 2010 Budget a single position was added. In the 2015 Budget, an approved Program Change eliminated 2 Civilian positions, which reduced civilian authorized strength from 306 to 304 full time.

#### Program 1 - Community Policing

##### Central East, Central West, West Divisions Budget Case 5

Redeployment of 5 uniform staff to a new Domestic Violence Investigations Unit maintained in the Crime Management Program (see below).

|                  |  |              |
|------------------|--|--------------|
| <b>Personnel</b> | Reduction of staffing costs for 5 uniform officers moving to new Domestic Violence unit within Crime Management. | (656)        |
|                  | Total Program change 2016  | <b>(656)</b> |

#### Program 2 - Crime Management

##### Major Crime Budget Case 5

Establishment of a new unit within the Crime Management Program, which will specialize on the investigation, management and review of domestic violence occurrences. The total staffing complement will be 10 uniform members, half of which will be re-deployed from existing units within the Community Policing Program (see above).

|                  |  |            |
|------------------|--|------------|
| <b>Personnel</b> | Increase in staffing costs for 5 uniform officers moving from Community Policing program to form part of the new Domestic Violence Unit. | 656        |
|                  | Total Program change 2016  | <b>656</b> |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Durham Regional Police Service

#### Program 4 - Operational Support

##### Information Technology      Budget Case 4

Improved caller location information is needed when contact to Emergency Services is initiated from a Regional Police Facility. Location information currently displays as the location of the network server and not the physical location where a call is being made.

|                  |  |           |
|------------------|--|-----------|
| <b>Operating</b> | Enhanced 911 software warranty for servers \$30k and licensing costs for smartphones \$6k. | 36        |
|                  | Total Program change 2016  | <b>36</b> |

#### Program 8 - Executive Branch

##### Executive Unit      Budget Case 1

Development of a new, refreshed corporate branding/recruiting/marketing program to increase the focus on Diversity Initiatives, such as the Fair and Impartial Policing program.

|                  |  |           |
|------------------|--|-----------|
| <b>Operating</b> | Anticipated costs for various services to develop the branding process \$46,436. | 46        |
|                  | Total Program change 2016  | <b>46</b> |

#### Program 13 - Capital

The ongoing proactive and preventive repair program for Police Facilities requires approximately \$1 million per year, based on the results of building condition surveys. However, the required amount has not yet been fully incorporated into the base budget. A program change in the amount of \$35k is requested in order to bring the amount to \$415k for 2016 (from \$380k in 2015), which is required in order to properly maintain facilities.

|                |                                |               |
|----------------|--------------------------------|---------------|
|                | <b>Facilities</b>              | Budget Case 3 |
| <b>Capital</b> | Facility Building Improvements | 35            |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Durham Regional Police Service

Fleet vehicles are replaced based on an established replacement policy, which minimizes lifetime cost of ownership. However, the base budget amount is insufficient to replace vehicles when required. Delayed vehicle replacement increases maintenance and repair costs and impacts disposal proceeds. A program change in the amount of \$316k for 11 vehicles is requested in order to bring the budgeted amount closer to full funding under the replacement policy to meet the replacement needs for Fleet vehicles.

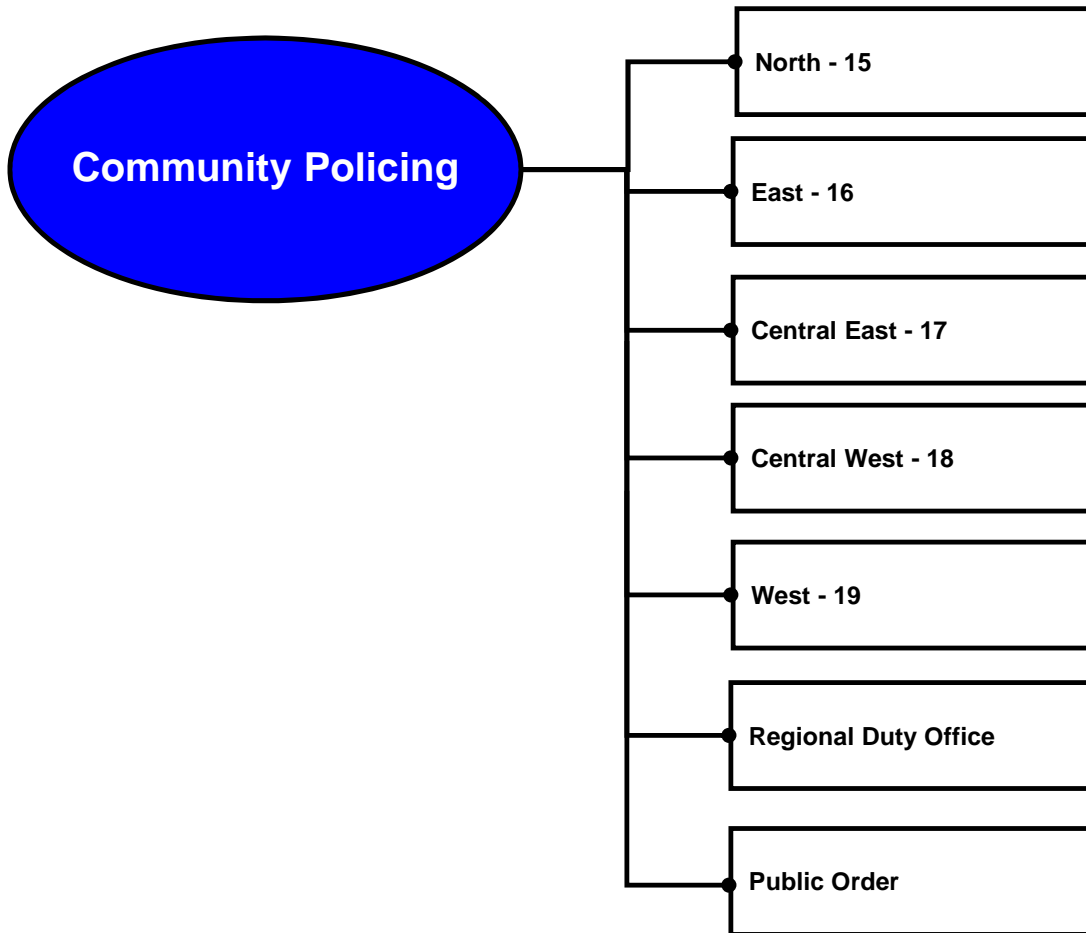
|                | <b>Fleet</b>   | Budget Case 3                        |
|----------------|--|--------------------------------------|
| <b>Capital</b> | Replacement of 11 Fleet vehicles based on established replacement policy | 316                                  |
|                |  | Total Program change 2016 <b>351</b> |

|  | <u>\$,000's</u> | <u>% Change over 2015 Budget</u>          |
|--|-----------------|---|
| <b>2016 Budget Summary - Total Program Changes</b> |                 |   |
| For - Personnel                                    | -               | 0.00%                                     |
| For - Operating                                    | 82              | 0.05%                                     |
| For - Capital                                      | 351             | 0.19%                                     |
| For - Recovery from Reserves                       | -               | 0.00%                                     |
| For - Revenue                                      | -               | 0.00%                                     |
| <b>Program Change total over 2015 Budget</b>       | <b>434</b>      | <b>0.24%</b>                              |
|  |                 | <b>Total Program Changes for 2016 434</b> |



**2016 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure):**

- ♦ Community Policing consists of the five Police Divisions, Regional Duty Inspectors and the Public Order Unit. Their responsibility is emergency response, crime prevention, and maintaining public order, with officers and staff dedicated to uniform patrol and 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.
- ♦ Community Safety - 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.
- ♦ The Duty Inspectors provide leadership and supervision for front line policing operations 24 hours a day.
- ♦ Public Order Unit provides as needed, support on a call up basis for situations requiring larger scale control.

**PROGRAM 1  
COMMUNITY POLICING**



**2016 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 2 Superintendents (in Executive Budget), 9 Inspectors, 17 Staff Sergeants, 7 Detective Sergeants, 40 Sergeants, 26 Detectives, 28 Detective Constables, 452 Constables, 24 Civilians (Total Staff: 603)
- ◆ Fleet: 119 marked patrol (111 for patrol officers and 8 for supervisors), 38 unmarked, 7 Pay Duty, 22 trucks/vans, 4 ATV, 2 snowmobiles, 4 trailers, 1 POU command vehicle
- ◆ Software: Versadex CAD/RMS system.

**Performance Measurements**

| <u>End and Measurement</u>   | <u>Rankings</u> |             |  |
|--|-----------------|-------------|--|
|  | <u>2013</u>     | <u>2014</u> | <u>2015</u> <u>Plan 2016</u>                 |
| Community Safety-Crime Prevention (Crime Rate Per 100,000 residents) | 2,895 4th       | 2,813 4th   | Crime Rates in the Lowest 50% of Comparators |

**Detailed cost of Program:**

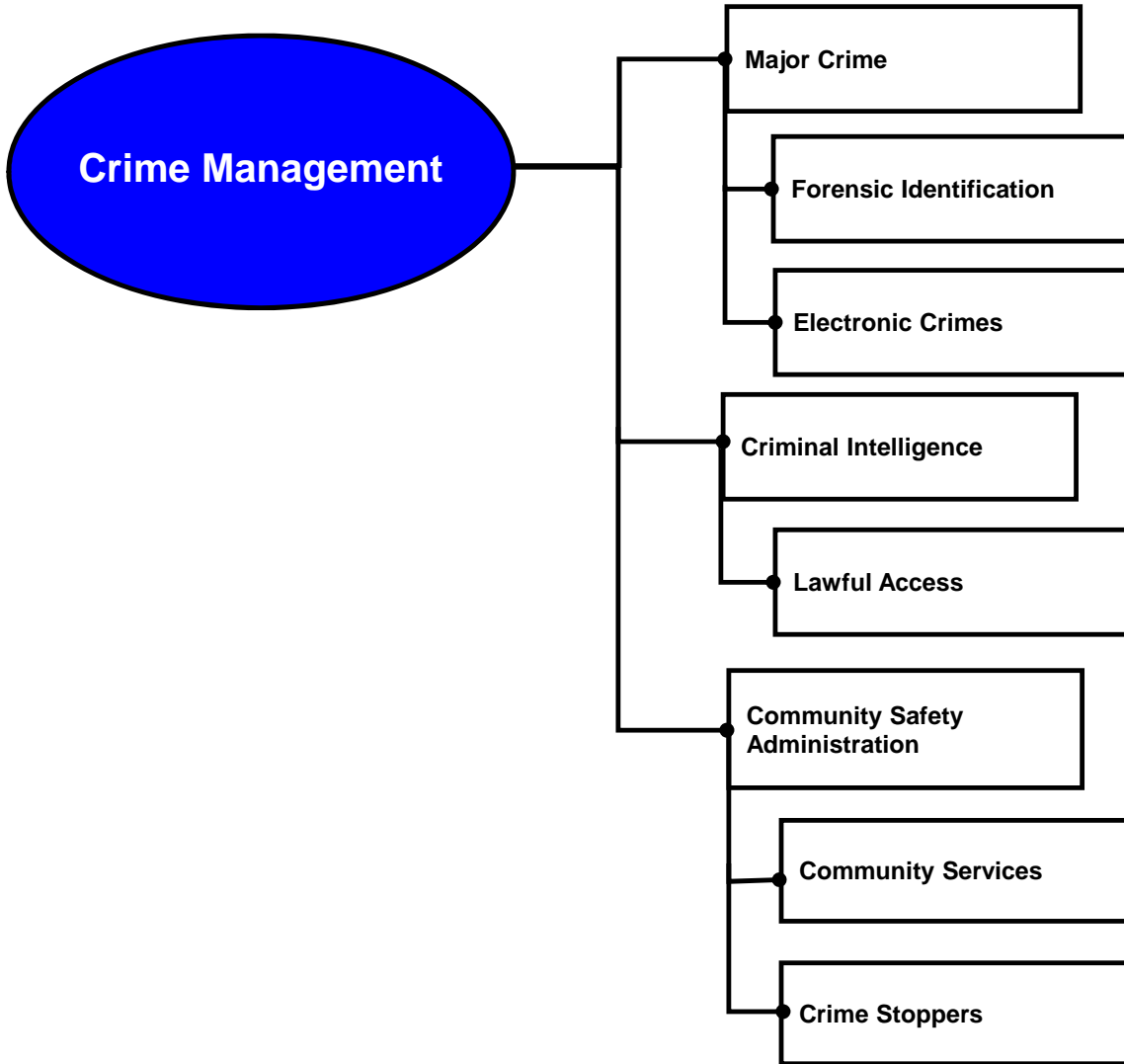
(\$,000's)

|                        | <b>2015</b>              |                        | <b>2016</b>        |                       |                        |
|------------------------|--------------------------|------------------------|--------------------|-----------------------|------------------------|
|                        | <b>Estimated Actuals</b> | <b>Approved Budget</b> | <b>Base Budget</b> | <b>Program Change</b> | <b>Proposed Budget</b> |
| Personnel Expenditures | 77,491                   | 76,631                 | 79,568             | (656)                 | 78,912                 |
| Personnel Related      | 83                       | 80                     | 79                 | -                     | 79                     |
| Communications         | 30                       | 30                     | 30                 | -                     | 30                     |
| Supplies               | 137                      | 144                    | 144                | -                     | 144                    |
| Vehicle Operations     | 1                        | 4                      | 4                  | -                     | 4                      |
| <b>Gross Cost</b>      | <b>77,742</b>            | <b>76,890</b>          | <b>79,826</b>      | <b>(656)</b>          | <b>79,170</b>          |



**2016 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.



**2016 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Activities (Means to Achieving Ends)**

- ◆ **Crime Management** is comprised of three functional areas: **Major Crime, Criminal Intelligence** and **Community Safety Administration**
- ◆ **Major Crime** is tasked with the investigation of: Homicides; Sexual Assaults and Child Abuse; Robberies of financial institutions, armoured vehicles and robberies of a serial nature; Major Frauds and Counterfeit; E-Crimes including Computer Crime and Child Pornography; and crime scene investigation through the Forensic Identification Unit.
- ◆ **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.
- ◆ **Community Safety Administration** contributes to community safety by providing support to criminal investigations through: Offender Management, Polygraph Examination, Warrant Liaison, and support to victims of crime through the Vulnerable Persons Unit, Community Services (including the Kid's Safety Village) and Crime Stoppers.  
The Superintendent of Crime Management also has a shared responsibility for investigations carried out in Policing Operations. Those include work done by front-line officers and CIB units.
- ◆ **Primary Crime Prevention:** Co-ordination of regional community services and crime prevention programs including Neighbourhood Watch, Kid's Safety Village and School Liaison.
- ◆ Crime Stoppers assists Law Enforcement by getting tips from the public to solve crimes.

**Description of Program Resources**

- ◆ Human Resources: 1 Superintendent (in Executive Budget), 3 Inspectors, 8 Detective Sergeants, 1 Staff Sergeant, 40 Detectives, 4 Sergeant, 92 Detective Constables, 9 Constables, 27 Civilian. (Total Staff: 184)
- ◆ Fleet: 42 unmarked, 55 specialty cars/trucks/vans, 2 trailer, 2 Forensic mobile unit

**Performance Measurements**

| <b>End and Measurement</b>   | <b>2013</b> | <b>2014</b> | <b>Plan 2015</b> | <b>Plan 2016</b>                             |
|--|-------------|-------------|------------------|--|
| Community Safety-Crime Prevention (Crime Rate Per 100,000 residents) | 2,895 4th   | 2,813 4th   |                  | Crime Rates in the Lowest 50% of Comparators |
| Community Safety-Law Enforcement (Clearance Rate)                    | 46.3%       | 44.8%       |                  | Clearance Rate in the Top 50% of Comparators |



**PROGRAM 2  
CRIME MANAGEMENT**



**2016 Program Detail**

**Durham Regional Police  
Service**

**Detailed cost of Program:**

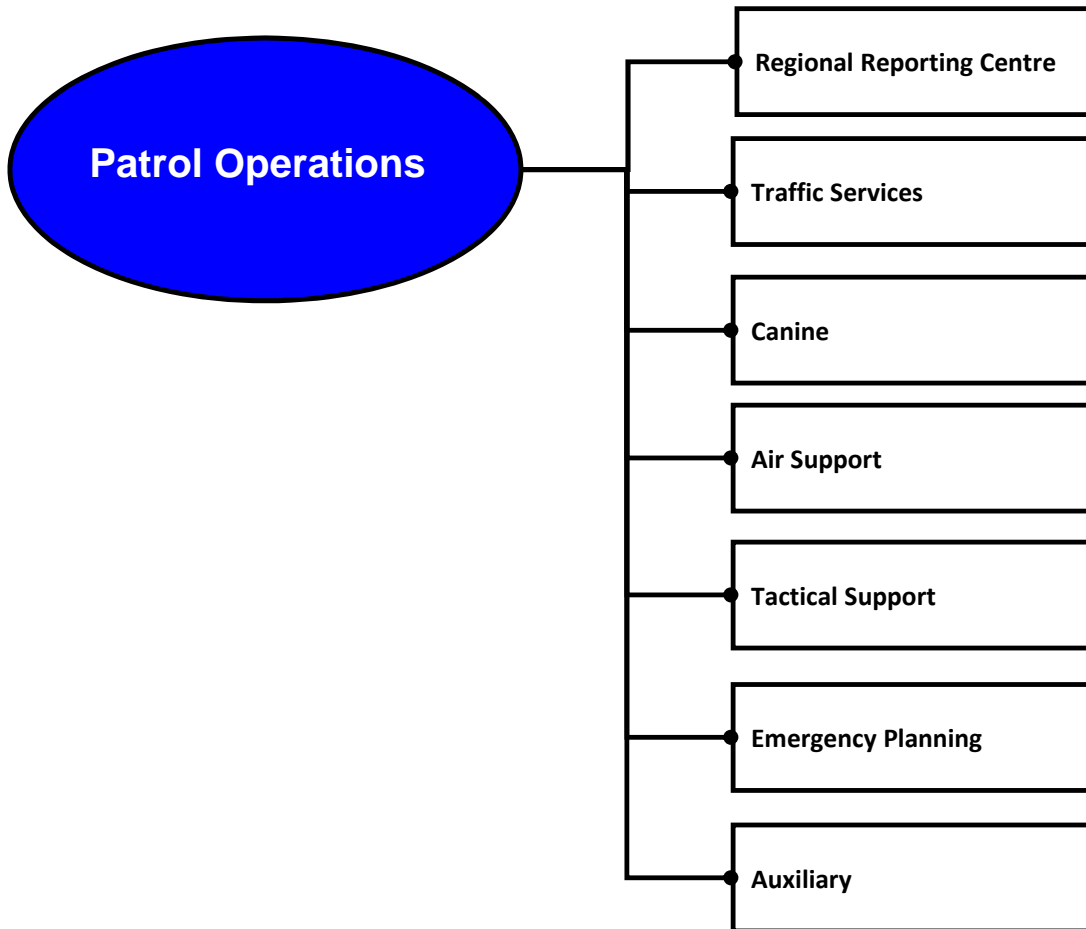
(\$,000's)

|                          | <b>2015</b>      |                 | <b>2016</b>   |                |                 |
|--------------------------|------------------|-----------------|---------------|----------------|-----------------|
|                          | <b>Estimated</b> | <b>Approved</b> | <b>Base</b>   | <b>Program</b> | <b>Proposed</b> |
|                          | <b>Actuals</b>   | <b>Budget</b>   | <b>Budget</b> | <b>Change</b>  | <b>Budget</b>   |
| Personnel Expenditures   | 24,732           | 24,786          | 25,683        | 656            | 26,339          |
| Personnel Related        | 73               | 67              | 63            | -              | 63              |
| Communications           | 205              | 260             | 261           | -              | 261             |
| Supplies                 | 327              | 357             | 360           | -              | 360             |
| Computer Mtce & Repairs  | 164              | 220             | 203           | -              | 203             |
| Equipment Mtce & Repairs | 73               | 112             | 89            | -              | 89              |
| Vehicle Operations       | 55               | 47              | 56            | -              | 56              |
| Professional Service     | 332              | 282             | 288           | -              | 288             |
| <b>Gross Cost</b>        | <b>25,960</b>    | <b>26,131</b>   | <b>27,003</b> | <b>656</b>     | <b>27,659</b>   |



**2016 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

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Regional Reporting Centre houses the Central Alternate Response Unit which provides a timely appropriate response to non-urgent calls for service as well as the Collision Reporting Centre.
- ◆ Auxiliary are highly trained uniformed volunteers who enhance police service availability for public events. They contribute in excess of 15,000 hours per year to support police work.
- ◆ Traffic Services provides education and enforcement as well as investigation and reconstruction of serious injury and fatal vehicle collisions.
- ◆ Tactical Support/Explosive Disposal Unit responds to dangerous and armed persons, hostage incidents, and bomb calls.
- ◆ Air Support provides surveillance capability and support.
- ◆ Canine provides search and tracking support.
- ◆ Emergency Planning for disaster response

**PROGRAM 3  
PATROL OPERATIONS**



**2016 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 1 Inspector, 2 Staff Sergeants, 6 Sergeants, 34 Detective Constables, 14 Constables, 1 Civilian (Total Staff:58)
- ◆ Fleet: 6 marked patrol, 7 unmarked, 13 trucks/vans, 2 boats, 3 motorcycles, 4 trailers, 1 mobile RIDE unit, 1 collision reconstruction unit and 1 helicopter.

**Performance Measurements**

- ◆ These units provide support to Community Policing to aid them in Emergency Response.

**Detailed cost of Program:**

(\$,000's)

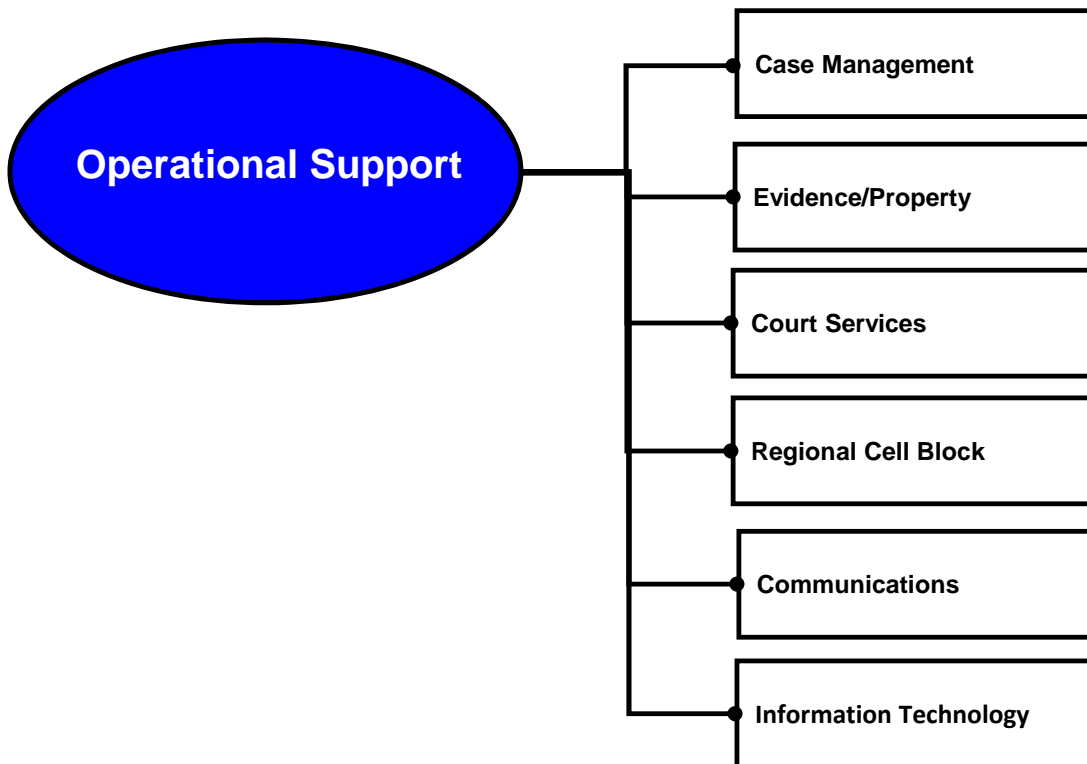
|                          | 2015         |              | 2016         |          |              |
|--------------------------|--------------|--------------|--------------|----------|--------------|
|                          | Estimated    | Approved     | Base         | Program  | Proposed     |
|                          | Actuals      | Budget       | Budget       | Change   | Budget       |
| Personnel Expenditures   | 7,919        | 7,786        | 8,058        | -        | 8,058        |
| Personnel Related        | 109          | 139          | 140          | -        | 140          |
| Communications           | 12           | 25           | 24           | -        | 24           |
| Supplies                 | 642          | 640          | 661          | -        | 661          |
| Computer Mtce & Repairs  | 6            | 4            | 5            | -        | 5            |
| Building & Grounds       | 1            | 2            | 2            | -        | 2            |
| Equipment Mtce & Repairs | 894          | 858          | 248          | -        | 248          |
| Vehicle Operations       | 93           | 137          | 126          | -        | 126          |
| Professional Service     | 45           | 20           | 20           | -        | 20           |
| Leased Facilities        | 7            | 8            | 8            | -        | 8            |
| Financial Expenses       | 68           | 68           | 70           | -        | 70           |
| <b>Gross Cost</b>        | <b>9,796</b> | <b>9,687</b> | <b>9,361</b> | <b>-</b> | <b>9,361</b> |
| Contribution to Reserve  | 150          | 150          | 150          | -        | 150          |
| Withdrawal from Reserve  | -            | (807)        | (215)        | -        | (215)        |
| Summary                  | <b>9,946</b> | <b>9,030</b> | <b>9,296</b> | <b>-</b> | <b>9,296</b> |

## PROGRAM 4 OPERATIONAL SUPPORT



2016 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.
- ◆ 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.

**PROGRAM 4  
OPERATIONAL SUPPORT**



**2016 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 1 Superintendent (in Executive Budget), 2 Inspectors, 2 Staff Sergeants, 13 Sergeants, 18 Constables, 2 Civilian Managers, 130 Civilians. (Total Staff: 167)
- ◆ Fleet: 4 unmarked, 8 trucks/vans

**Performance Measurements**

- ◆ Operational Support provides support to the police service and has joint responsibility for achievement of the Board Ends.
- ◆ The Police Communications Unit answers all Regional 9-1-1 calls and routes them to Police, Fire or Ambulance.
- ◆ The following costs are incurred in the Police Communications budget and then recovered from (charged to) 9-1-1 budget.  
 Personnel Expenditures                      \$    2,912      21 Communicators and 5 Supervisors
- ◆ This recovery is shown on the Program Summary as Program 11.

**Detailed cost of Program:**

(\$,000's)

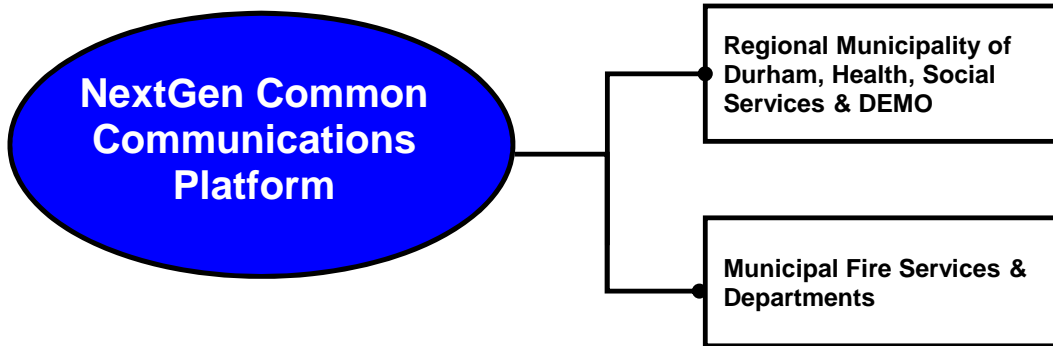
|                          | <b>2015</b>              |                        | <b>2016</b>        |                       |                        |
|--------------------------|--------------------------|------------------------|--------------------|-----------------------|------------------------|
|                          | <b>Estimated Actuals</b> | <b>Approved Budget</b> | <b>Base Budget</b> | <b>Program Change</b> | <b>Proposed Budget</b> |
| Personnel Expenditures   | 23,033                   | 22,738                 | 23,503             | -                     | 23,503                 |
| Personnel Related        | 22                       | 25                     | 26                 | -                     | 26                     |
| Communications           | 1,426                    | 1,531                  | 1,490              | 6                     | 1,496                  |
| Supplies                 | 95                       | 110                    | 110                | -                     | 110                    |
| Food                     | 21                       | 27                     | 25                 | -                     | 25                     |
| Computer Mtce & Repairs  | 1,258                    | 1,260                  | 1,320              | -                     | 1,320                  |
| Equipment Mtce & Repairs | 248                      | 267                    | 307                | 30                    | 337                    |
| Professional Service     | 103                      | 40                     | 39                 | -                     | 39                     |
| <b>Gross Cost</b>        | <b>26,207</b>            | <b>25,996</b>          | <b>26,820</b>      | <b>36</b>             | <b>26,856</b>          |

# PROGRAM 5 NEXTGEN COMMON COMMUNICATIONS PLATFORM



## 2016 Program Detail

## Durham Regional Police Service



### Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ To ensure and enhance safety within the communities of the Region of Durham through partnerships with public safety agencies.
- ◆ The citizens of Durham Region have a safe community in which to live and work at a cost that is competitive with similar communities in Ontario.
- ◆ The single, unified, regional radio communications system supports mission critical communications for the Durham Region Police Service (DRPS), the Region's eight (8) municipal fire service agencies, as well as the Region's and Municipalities local government departments, with the potential to add on other agencies involved in the community. The communications system replaced several existing disparate systems, and provides enhanced two-way land mobile radio communications capabilities to all users and seamless communications interoperability.

### Description of Program Activities (Means to Achieving Ends)

- ◆ Design, purchase, installation and implementation of a unified Interoperable Communications Radio System. This includes tower sites (owned, leased and shared), Dispatch Centres (Police and Fire), and user equipment.
- ◆ 2 year warranty period will end in 2016 and the 13 year extended maintenance period with the vendor which includes software and hardware refreshes, guaranteed monitoring, repair and maintenance of the System, begins September 2016, which results in an increase to the computer maintenance budget of \$224k.
- ◆ 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 Technician (RST) hired for the purpose.

# PROGRAM 5 NEXTGEN COMMON COMMUNICATIONS PLATFORM



## 2016 Program Detail

## Durham Regional Police Service

### Special Budget Considerations

- ◆ The NextGen Radio Communications budget is created by the RST and the Radio Communications Interoperability Coordinator (RCIC) under the direction of the Steering Committee.
- ◆ 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 54.27% of the shared costs plus the Police specific costs.

### Description of Program Resources

#### Partners:

City of Pickering  
Pickering Fire  
Ajax Fire  
Town of Whitby  
Whitby Fire  
City of Oshawa  
Oshawa Fire  
Town of Clarington  
Clarington Fire  
Scugog Fire  
Brock Fire  
Uxbridge Fire  
RMOD - Durham Works  
Durham Health  
Durham Social Services  
DEMO

#### Human Resources:

-1 Radio System Technician (RST) (Contracted to the DRPS)  
-8 Regional Communication Interoperability Steering Committee (part time function)

#### Fleet:

1 unmarked DRPS fleet vehicle available to the RST.

- ◆ 2,926 units of user equipment
- ◆ 2 System Cores (Redundant and Geographically separated for enhanced reliability and availability)
- ◆ 4 Dispatch Centres (2 Police, 2 Fire)
- ◆ 14 Leased Tower Sites
- ◆ 14 Partner owned Tower Sites
- ◆ 8 of the sites are shared with the Region's Water SCADA network

**PROGRAM 5**  
**NEXTGEN COMMON COMMUNICATIONS PLATFORM**



**2016 Program Detail**

**Durham Regional Police  
Service**

**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.

**Detailed cost of Program:**

(\$,000's)

|                               | 2015              |                 | 2016         |                |                 |
|-------------------------------|-------------------|-----------------|--------------|----------------|-----------------|
|                               | Estimated Actuals | Approved Budget | Base Budget  | Program Change | Proposed Budget |
| Personnel Related             | 2                 | 13              | 10           | -              | 10              |
| Communications                | 30                | 29              | 30           | -              | 30              |
| Supplies                      | 33                | 41              | 14           | -              | 14              |
| Utilities                     | 58                | 74              | 74           | -              | 74              |
| Computer Mtce & Repairs       | 165               | 194             | 446          | -              | 446             |
| Building & Grounds            | 17                | 22              | 22           | -              | 22              |
| Equipment Mtce & Repairs      | 12                | 121             | 122          | -              | 122             |
| Vehicle Operations            | 1                 | 3               | 2            | -              | 2               |
| Professional Service          | 178               | 163             | 163          | -              | 163             |
| Leased Facilities             | 356               | 371             | 380          | -              | 380             |
| Financial Expenses            | 15                | 15              | 16           | -              | 16              |
| <b>Gross Cost</b>             | <b>868</b>        | <b>1,047</b>    | <b>1,281</b> | <b>-</b>       | <b>1,281</b>    |
| Tangible Capital Assets - New | 75                | -               | -            | -              | -               |
| <b>Total Expenses</b>         | <b>943</b>        | <b>1,047</b>    | <b>1,281</b> | <b>-</b>       | <b>1,281</b>    |
| Lease Recovery                | (7)               |                 | (10)         | -              | (10)            |
| <b>Net Expenses</b>           | <b>936</b>        | <b>1,047</b>    | <b>1,271</b> | <b>-</b>       | <b>1,271</b>    |



**PROGRAM 5**  
**NEXTGEN COMMON COMMUNICATIONS PLATFORM**



**2016 Program Detail**

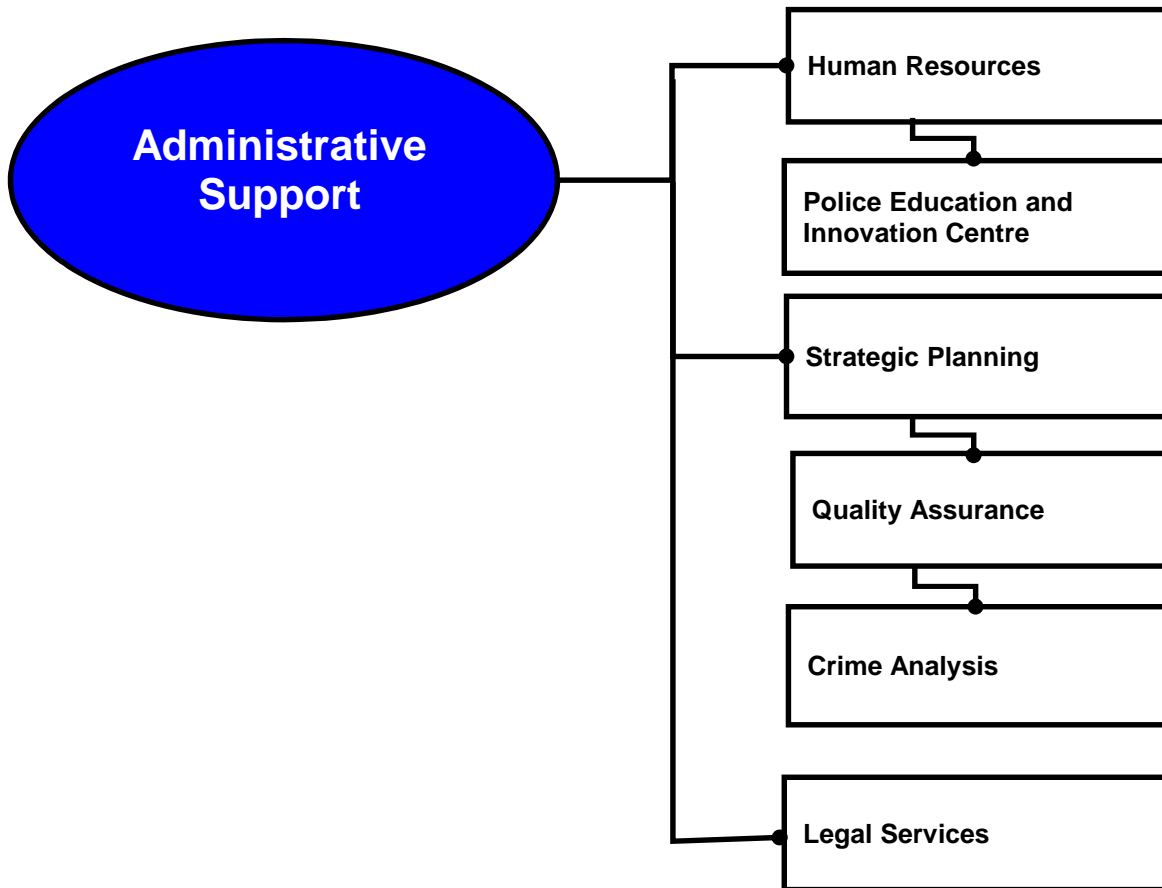
**Durham Regional Police Service**

| Detailed Revenue:<br>Partner Share: | 2015                 |                    | 2016           |                   |                    |
|-------------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
|                                     | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| City of Pickering                   | (18)                 | (20)               | (25.4)         | -                 | (25.4)             |
| Pickering Fire                      | (27)                 | (30)               | (36.5)         | -                 | (36.5)             |
| Ajax Fire                           | (28)                 | (32)               | (38.8)         | -                 | (38.8)             |
| Town of Whitby                      | (43)                 | (48)               | (74.6)         | -                 | (74.6)             |
| Whitby Fire                         | (23)                 | (26)               | (32.0)         | -                 | (32.0)             |
| City of Oshawa                      | (64)                 | (71)               | (103.7)        | -                 | (103.7)            |
| Oshawa Fire                         | (43)                 | (48)               | (44.5)         | -                 | (44.5)             |
| Town of Clarington                  | (20)                 | (23)               | (27.9)         | -                 | (27.9)             |
| Clarington Fire                     | (37)                 | (41)               | (51.6)         | -                 | (51.6)             |
| Scugog Fire                         | (21)                 | (23)               | (29.5)         | -                 | (29.5)             |
| Brock Fire                          | (20)                 | (22)               | (27.5)         | -                 | (27.5)             |
| Uxbridge Fire                       | (15)                 | (16)               | (20.1)         | -                 | (20.1)             |
| RMOD - Durham Works                 | (36)                 | (38)               | (25.8)         | -                 | (25.8)             |
| Durham Health                       | (3)                  | (3)                | (4.1)          | -                 | (4.1)              |
| Durham Social Services              | (3)                  | (3)                | (4.1)          | -                 | (4.1)              |
| DEMO                                | (1)                  | (2)                | (2.0)          | -                 | (2.0)              |
| REVENUE & RECOVERY                  | (404)                | (445)              | (548)          | -                 | (548)              |
| <b>Net DRPS Cost:</b>               | 532                  | 601                | 723            | -                 | 723                |



**2016 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ Provision of Human Resource management ensuring the Service complies with all employment legislation and maintains a suitable work environment that enforces our value statement and helps achieve our goals through teamwork.
- ◆ Ensure that strategies are implemented to develop a business plan consistent with the requirements of the Adequacy Standards Regulations.
- ◆ Provision of Quality Assurance, including the internal audit function, independently of the operational units providing direct service to citizens.
- ◆ Crime Analysis provides front line police with information on crime trends to focus on problem-solving.
- ◆ Police Education and Innovation Centre provides mandatory training, e-learning, as well as coordinating external training.
- ◆ Legal Services provides independent advice to the Chief and the Board.

**Description of Program Resources**

- ◆ Human Resources: 1 Chief Administrative Officer (in Executive Budget), 1 Directors, 5 Civilian Managers, 2 Staff Sergeants, 6 Sergeants, 16 Constables, 31 Civilians (Total Staff: 61).
- ◆ Fleet: 1 marked, 7 unmarked, 11 trucks/vans

**PROGRAM 6  
ADMINISTRATIVE SUPPORT**



**2016 Program Detail**

**Durham Regional Police  
Service**

**Detailed cost of Program:**

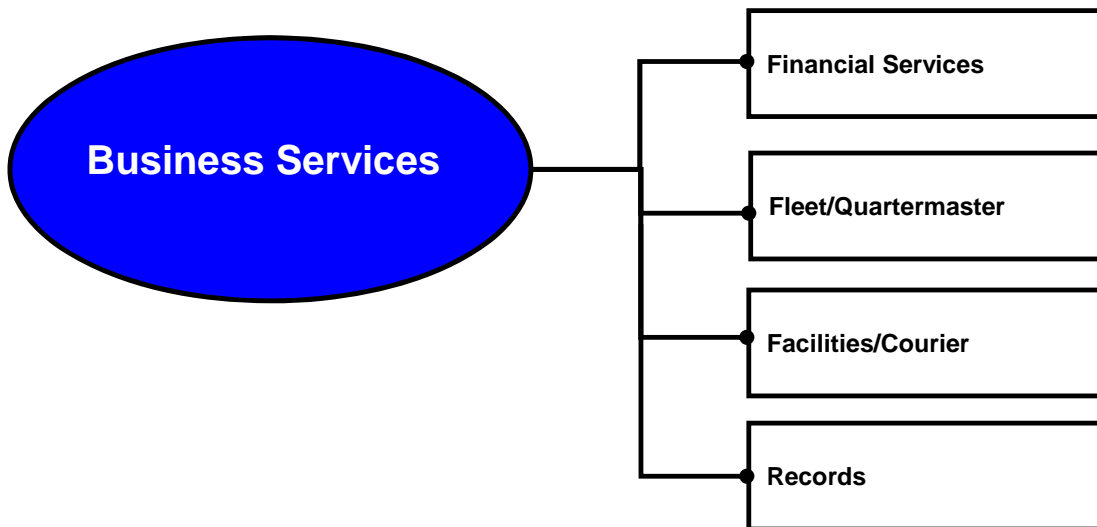
(\$,000's)

|                          | 2015                 |                    | 2016           |                   |                    |
|--------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
|                          | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| Personnel Expenditures   | 13,257               | 11,659             | 12,126         | -                 | 12,126             |
| Personnel Related        | 1,198                | 1,099              | 1,102          | -                 | 1,102              |
| Communications           | 116                  | 101                | 104            | -                 | 104                |
| Supplies                 | 413                  | 396                | 393            | -                 | 393                |
| Computer Mtce & Repairs  | 40                   | 47                 | 52             | -                 | 52                 |
| Equipment Mtce & Repairs | 26                   | 20                 | 22             | -                 | 22                 |
| Vehicle Operations       | 4                    | 6                  | 5              | -                 | 5                  |
| Professional Services    | 2,215                | 1,371              | 1,375          | -                 | 1,375              |
| Minor Assets & Equipment | -                    | 2                  | -              | -                 | -                  |
| Inter Departmental       | 129                  | 129                | 159            | -                 | 159                |
| <b>Gross Cost</b>        | <b>17,398</b>        | <b>14,830</b>      | <b>15,339</b>  | <b>-</b>          | <b>15,339</b>      |



**2016 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, 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 Information Services to ensure the Service meets its obligations under Information/Privacy legislation and CPIC By-laws.
- ◆ Acquisition, management and disposal of vehicles including regular maintenance and fuel procurement.
- ◆ Acquisition and distribution of police uniforms, equipment and supplies.
- ◆ Building planning, acquisition and maintenance.
- ◆ Internal mail delivery and supplies delivery.

**PROGRAM 7  
BUSINESS SERVICES**



**2016 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 1 Civilian Director (in Executive Budget), 4 Civilian Managers, 68 Civilians. (Total Staff: 72)
- ◆ Fleet: 6 marked patrol vehicles available to lend to divisions, 6 unmarked, 7 trucks/vans, 3 historical units, 1 trailer
- ◆ Financial Information Management Systems Software provided by Region, Fleet Management software, Computer Aided Design software for Facilities, SentryFile for electronic file storage.

**Performance Measurements**

**Performance Outcomes:**

**Cost of Policing**

These functions are benchmarked against other police services in order to improve efficiency and effectiveness.

|               | <u>Fleet Operating costs</u> |           | <u>Facilities Operating Costs</u> |                |
|---------------|------------------------------|-----------|-----------------------------------|----------------|
|               | 2015                         | 2016      | 2015                              | 2016           |
| Kilometres    | 9,116,032                    | 8,967,286 | Rent \$/sq Ft \$                  | 11.24 \$ 11.06 |
| Fuel \$/km \$ | 0.2143                       | \$ 0.2109 | Janitorial \$/sq Ft \$            | 2.15 \$ 2.41   |
| Mtce \$/km \$ | 0.1417                       | \$ 0.1420 | Maintenance \$/sq Ft \$           | 3.84 \$ 4.32   |
| Combined \$   | 0.3560                       | \$ 0.3529 | Utilities \$/sq Ft \$             | 4.08 \$ 4.49   |

|  |                            | 2013        | 2014        | <u>Projected</u> |            |
|--|----------------------------|-------------|-------------|------------------|------------|
|  | Cost of Policing (OMBI)    |             |             | 2015             | 2016       |
|  | Net Budget Cost per Capita | \$251 / 3rd | \$253 / 3rd | \$250            | \$254      |
|  |                            |             |             | Lowest 50%       | Lowest 50% |

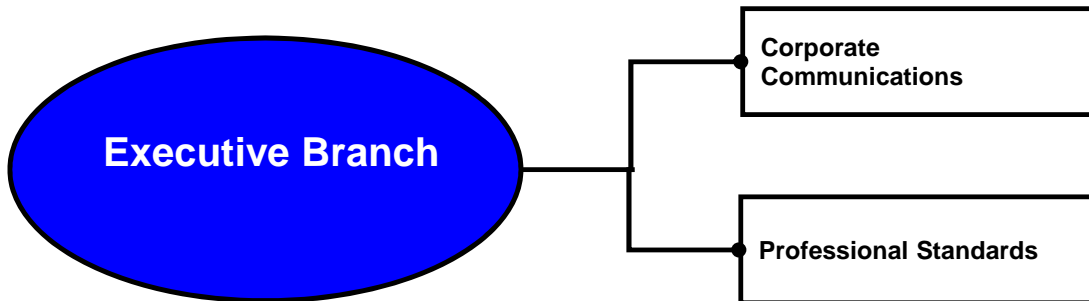
**Detailed cost of Program:**

| (\$,000's)               | <b>2015</b>              |                        | <b>2016</b>        |                       |                        |
|--------------------------|--------------------------|------------------------|--------------------|-----------------------|------------------------|
|                          | <b>Estimated Actuals</b> | <b>Approved Budget</b> | <b>Base Budget</b> | <b>Program Change</b> | <b>Proposed Budget</b> |
| Personnel Expenditures   | 8,140                    | 8,970                  | 8,492.80           | -                     | 8,492.80               |
| Personnel Related        | 584                      | 671                    | 680.42             | -                     | 680.42                 |
| Communications           | 148                      | 136                    | 129.38             | -                     | 129.38                 |
| Supplies                 | 118                      | 134                    | 137.28             | -                     | 137.28                 |
| Utilities                | 1,024                    | 1,233                  | 1,521.09           | -                     | 1,521.09               |
| Computer Mtce & Repairs  | 18                       | 11                     | 11.42              | -                     | 11.42                  |
| Materials & Services     | 180                      | 177                    | 189.90             | -                     | 189.90                 |
| Building & Grounds       | 1,220                    | 1,362                  | 1,733.45           | -                     | 1,733.45               |
| Equipment Mtce & Repairs | 8                        | 12                     | 11.30              | -                     | 11.30                  |
| Vehicle Operations       | 3,118                    | 3,744                  | 3,824.81           | -                     | 3,824.81               |
| Professional Service     | 156                      | 118                    | 127.48             | -                     | 127.48                 |
| Contracted Services      | 567                      | 689                    | 840.95             | -                     | 840.95                 |
| Leased Facilities        | 1,059                    | 1,099                  | 1,060.07           | -                     | 1,060.07               |
| Financial Expenses       | 1,679                    | 1,664                  | 1,714.31           | -                     | 1,714.31               |
| Minor Assets & Equipment | -                        | -                      | 1.30               | -                     | 1.30                   |
| <b>Gross Cost</b>        | <b>18,022</b>            | <b>20,021</b>          | <b>20,476</b>      | <b>-</b>              | <b>20,476</b>          |



**2016 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ To administer the Police Service and ensure it meets the Board's Ends policies in accordance with the Board's limitations policy, within Board approved spending.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Develop and implement creative strategies to improve the effective and efficient provision of service throughout the region. Document and disseminate those strategies for internal and external use. Measure actual versus planned outcomes, ensure the support functions for operational success are effective. Maintain a productive working relationship with Region staff.
- ◆ Regularly report to the Police Services Board for sharing of information on regular police service operations and status.
- ◆ Regularly meet with Senior Command officers and Unit Leaders to ensure that the operation of the Police Service is being conducted in accordance with the Police Services Act.
- ◆ Ensure that proper performance objectives are developed to consider factors such as, costs of operation, crime analysis and trends, calls for service analysis and trends, as well as social, demographic, and economic factors.
- ◆ Director of Corporate Communications provides independent advice to the Chief and the Board on public relations issues.
- ◆ Improvement to the use of information technology and systems to share information with other agencies, organizations and community groups.
- ◆ Development of practices to reduce the administrative workload of front-line officers.
- ◆ Develop and maintain the Staffing and Facilities plans to ensure resources are available to meet the objectives of the Adequacy Standards Regulations.
- ◆ Professional Standards investigates public complaints and internal discipline matters.

**PROGRAM 8  
EXECUTIVE BRANCH**



**2016 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; Crime Management; Patrol Operations; Operational Support), Business Services Director and Corporate Communications Director.
- ◆ Human Resources: Chief Constable, 2 Deputy Chiefs, 4 Superintendents, 1 CAO, 2 Civilian Directors, 3 Inspectors, 9 Sergeants, 8 Civilians; (Total Staff: 30)  
Fleet: 3 trucks/vans

**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.

**Detailed cost of Program:**

|                          | 2015                 |                    | 2016           |                   |                    |
|--------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
|                          | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| Personnel Expenditures   | 4,445                | 4,763              | 4,942          | -                 | 4,942              |
| Personnel Related        | 147                  | 112                | 110            | 6                 | 116                |
| Communications           | 99                   | 112                | 107            | 19                | 126                |
| Supplies                 | 204                  | 81                 | 87             | 8                 | 94                 |
| Equipment Mtce & Repairs | 3                    | -                  | -              | -                 | -                  |
| Vehicle Operations       | 51                   | 31                 | 32             | 14                | 47                 |
| Professional Service     | 120                  | 132                | 132            | -                 | 132                |
| <b>Gross Cost</b>        | <b>5,069</b>         | <b>5,232</b>       | <b>5,410</b>   | <b>46</b>         | <b>5,457</b>       |



**2016 Program Detail**

**Durham Regional Police  
Service**



**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 police 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 2016 is estimated to be \$470,000.

**Detailed cost of Program:**

|                        | 2015                 |                    | 2016           |                   |                    |
|------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
|                        | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| Personnel Expenditures | 273                  | 286                | 284            | -                 | 284                |
| Personnel Related      | 47                   | 50                 | 48             | -                 | 48                 |
| Communications         | 1                    | 6                  | 5              | -                 | 5                  |
| Supplies               | 29                   | 33                 | 39             | -                 | 39                 |
| Professional Service   | 223                  | 96                 | 93             | -                 | 93                 |
| <b>Gross Cost</b>      | <b>573</b>           | <b>470</b>         | <b>470</b>     | <b>-</b>          | <b>470</b>         |





**2016 Program Detail**

**Durham Regional Police  
Service**

**Headquarters  
Shared Cost**

| <b>Detailed cost of Program:</b><br>(\$,000's) | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
|  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| HQ Shared Costs                                | 1,420                        | 1,523                      | 1,553                  | -                         | 1,553                      |
| <b>Gross Cost</b>                              | <b>1,420</b>                 | <b>1,523</b>               | <b>1,553</b>           | <b>-</b>                  | <b>1,553</b>               |

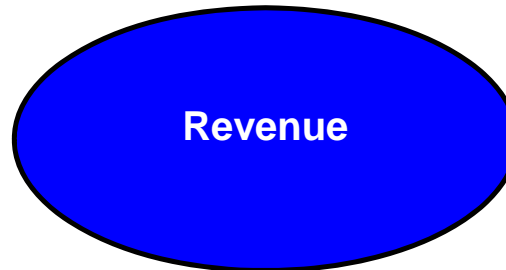
**This cost is incurred for the Police share of the building  
located at 605 Rossland Road East, Whitby.**

# PROGRAM 11 REVENUE/RECOVERY PROGRAMS



## 2016 Program Detail

## Durham Regional Police Service



### Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ The Financial Services unit oversees all revenue producing activities.
- ◆ The collection of Revenues and recoveries from available Grant programs.
- ◆ The generation of revenue from the sale of reports, fees for destruction of fingerprints/photographs, collection of Pay Duty Fees, and False Alarms program.

### Description of Program Activities (Means to Achieving Ends)

- ◆ Apply for Grants as they become available.
- ◆ Monitor and report according to Grant Program requirements.
- ◆ Review programs to identify and forecast revenues.

### Statement of Criteria

- ◆ The revenues and recoveries to the Police Service come primarily from the following sources:

#### Provincial Subsidies:

- ◆ Court Security Subsidy - the Provincial Government has implemented subsidies to be phased in starting in 2012. Durham Regional Police received \$708,382 for 2012, \$1,416,765 for 2013 and \$2,125,147 for 2014; at which time the grant expired. The Province renewed the grant for 2 additional years at \$3,052,537 for 2015, and \$3,815,671 for 2016.
- ◆ Community Policing grants include:
  - ◆ Community Policing Partnerships (CPP) funds the lesser of 50% of salary or \$30,000 per officer for 43 officers.
  - ◆ The Safer Communities-One Thousand Officers Partnership Program (SCOOPP) funds the lesser of 50% of salary or \$35,000 for 50 officers.
- ◆ R.I.D.E. Grants provide funding for overtime to enforce safe driving.
- ◆ Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet(prev. identified as "VJF")
- ◆ The Provincial Ministry of Children and Youth Services has approved funding for the Extra Judicial Measures (EJM) program as part of the restorative justice initiatives for alternative resolution and diversion programs and the Youth In Policing Incentive (YIPI) summer and after-school programs. For 2016 the YIPI Program was adjusted bringing the combined funding and expense to \$308K.
- ◆ Guns and Gangs - DRAVIS is the Durham Region portion of the Provincial Anti Violence Intervention Strategy which has been in operation since 2007 through the Ministry of Community Safety and Correctional Services. This provides funding for costs incurred on qualifying activities outside regular operations. The 2015 funding amount was confirmed at \$368k, which was \$93k lower than budgeted. The Ministry is working on a new funding model for 2016 and as a result, no funding under this program was included in the 2016 budget.

**PROGRAM 11  
REVENUE/RECOVERY PROGRAMS**



**2016 Program Detail**

**Durham Regional Police  
Service**

**Statement of Criteria (cont'd)**

**Provincial Subsidies (cont'd):**

- ◆ Lawful Access Equipment - Criminal Intelligence Service of Ontario (CISO) provides an annual funding to maintain equipment included as revenue of \$98K to offset matching costs.
- ◆ Great Blue Heron - subsidy for increased cost for policing in North Durham.

◆ **Other fees:**

The Financial Services Unit levies false alarm fees under Board By-Law through Alarm Monitoring companies.

◆ **Sale of report copies and services:**

Sales of Accident, Incident reports, and Criminal Record fees  
 Destruction fees  
 Other miscellaneous revenues  
 Freedom of Information processing fees  
 Pay Duty wages, administration and cruiser fees

| <b>Detailed Cost of Program</b><br>(\$,000's) | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
|   | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| Provincial Subsidy - Courts                   | (3,053)                      | (3,053)                    | (3,816)                | -                         | (3,816)                    |
| Provincial Grants - CPP                       | (1,290)                      | (1,290)                    | (1,290)                | -                         | (1,290)                    |
| Provincial Grants - SCOOPP                    | (1,750)                      | (1,750)                    | (1,750)                | -                         | (1,750)                    |
| Provincial Grants - RIDE                      | (43)                         | (43)                       | (44)                   | -                         | (44)                       |
| Provincial Grants - VJF                       | (136)                        | (157)                      | (157)                  | -                         | (157)                      |
| Provincial Grants - EJM                       | (101)                        | (119)                      | (119)                  | -                         | (119)                      |
| Provincial Grants - YIPI                      | (340)                        | (302)                      | (308)                  | -                         | (308)                      |
| Provincial Grants - DRAVIS                    | (336)                        | (461)                      | -                      | -                         | -                          |
| Provincial Subsidy - CISO                     | (98)                         | (98)                       | (98)                   | -                         | (98)                       |
| Provincial Subsidy - One Time                 | (2,854)                      |                            |                        |                           |                            |
| <b>PROVINCIAL SUBSIDY</b>                     | <b>(10,002)</b>              | <b>(7,273)</b>             | <b>(7,582)</b>         | -                         | <b>(7,582)</b>             |
| False Alarms                                  | (595)                        | (593)                      | (595)                  | -                         | (595)                      |
| Pay Duties - Admin                            | (212)                        | (145)                      | (159)                  | -                         | (159)                      |
| Pay Duties - Vehicle                          | (303)                        | (145)                      | (158)                  | -                         | (158)                      |
| Pay Duties - Wages                            | (1,056)                      | (896)                      | (796)                  | -                         | (796)                      |
| Accident/Incident Rpt.                        | (162)                        | (174)                      | (153)                  | -                         | (153)                      |
| Criminal Information Requests                 | (1,415)                      | (1,314)                    | (1,530)                | -                         | (1,530)                    |
| Miscellaneous Charges                         | (76)                         | (88)                       | (87)                   | -                         | (87)                       |
| <b>FEES &amp; CHARGES</b>                     | <b>(3,819)</b>               | <b>(3,354)</b>             | <b>(3,478)</b>         | -                         | <b>(3,478)</b>             |
| Blue Heron                                    | (580)                        | (580)                      | (580)                  | -                         | (580)                      |
| Fees Charged to Other Services                | (79)                         | (51)                       | (53)                   | -                         | (53)                       |
| Miscellaneous & One time revenu               | (543)                        | (346)                      | (265)                  | -                         | (265)                      |
| <b>OTHER</b>                                  | <b>(1,202)</b>               | <b>(977)</b>               | <b>(897)</b>           | -                         | <b>(897)</b>               |
| Interdepartment Cross Charges                 | (2,818)                      | (2,822)                    | (2,912)                | -                         | (2,912)                    |
| <b>INTERDEPARTMENTAL</b>                      | <b>(2,818)</b>               | <b>(2,822)</b>             | <b>(2,912)</b>         | -                         | <b>(2,912)</b>             |
| <b>Total Revenues</b>                         | <b>(17,841)</b>              | <b>(14,426)</b>            | <b>(14,869)</b>        | -                         | <b>(14,869)</b>            |



**2016 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

**PROGRAM 12  
DEBT SERVICE**



**2016 Program Detail**

**Durham Regional Police  
Service**

| <b>Detailed cost of Program:</b><br>(\$,000's) | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
|  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| Operations Training Centre                     | 1,179                        | 1,178                      | 1,175                  |                           | 1,175                      |
| NextGen  | 5,562                        | 5,557                      | 842                    |                           | 842                        |
| Clarington-Phase 1                             | 4,374                        | 4,370                      | 9,983                  |                           | 9,983                      |
| <b>Gross Cost</b>                              | <b>11,114</b>                | <b>11,105</b>              | <b>12,000</b>          | <b>-</b>                  | <b>12,000</b>              |

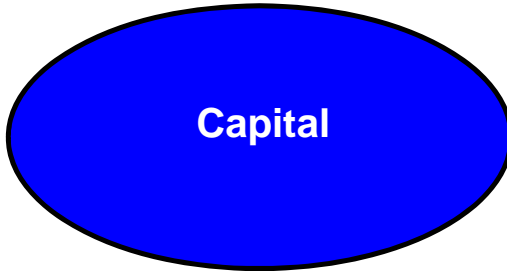
**Debt Service Forecast 2017, 2018, 2019**

| <b>Detailed cost of Program:</b><br>(\$,000's) | <b>2017<br/>Proposed<br/>Budget</b> | <b>2018<br/>Proposed<br/>Budget</b> | <b>2019<br/>Proposed<br/>Budget</b> |
|--|-------------------------------------|-------------------------------------|-------------------------------------|
| Operations Training Centre                     | 1,175                               | 1,175                               | 1,175                               |
| Operations Training Centre Phase 2             |                                     |                                     | 3,020                               |
| Clarington-Phase 1                             | 7,352                               | 4,558                               | 2,352                               |
| Clarington-Phase 2                             | 3,950                               | 7,900                               | 7,900                               |
| <b>Gross Cost</b>                              | <b>12,477</b>                       | <b>13,633</b>                       | <b>14,447</b>                       |



**2016 Program Detail**

**Durham Regional Police  
Service**



**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 5 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 4 years of service. Patrol vehicle computers after 4 years of service. Large system servers after 4 to 5 years. Laptop computers - 4 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)

|                        | 2015              |                 | 2016         |                |                 |
|------------------------|-------------------|-----------------|--------------|----------------|-----------------|
|                        | Estimated Actuals | Approved Budget | Base Budget  | Program Change | Proposed Budget |
| Community Policing     | 40                | -               | -            | -              | -               |
| Crime Management       | 413               | 222             | 225          | -              | 225             |
| Patrol Operations      | 194               | 57              | -            | -              | -               |
| Operational Support    | 578               | 709             | 653          | -              | 653             |
| Administrative Support | 89                | 73              | 92           | -              | 92              |
| Business Services      | 2,781             | 2,042           | 2,049        | 351            | 2,401           |
| Executive Branch       | 122               | -               | -            | -              | -               |
| Police Services Board  | 1                 | -               | -            | -              | -               |
| <b>Gross Cost</b>      | <b>4,220</b>      | <b>3,103</b>    | <b>3,020</b> | <b>351</b>     | <b>3,371</b>    |



**2016 Business Plan  
Tangible Capital Assets - New**

**Durham Regional Police  
Service**

| <b>Description</b>                |                                    | <b>Qty</b> | <b>Unit Cost</b> | <b>Total</b>          |
|-----------------------------------|------------------------------------|------------|------------------|-----------------------|
|                                   |                                    |            | <b>\$</b>        | <b>\$</b>             |
| <b><u>7-Business Services</u></b> |                                    |            |                  |                       |
| 1                                 | Marked patrol                      | 4          | 31,675           | 126,700               |
| 2                                 | Unmarked vans                      | 3          | 29,500           | 88,500                |
| 3                                 | Unmarked sedan                     | 3          | 29,500           | 88,500                |
| 4                                 | ATV                                | 1          | 12,750           | 12,750                |
| 5                                 | Increase building maintenance fund | 1          | 35,000           | 35,000                |
|                                   |                                    |            |                  | <b><u>351,450</u></b> |



**2016 Business Plan  
Tangible Capital Assets - Replacement**

**Durham Regional Police  
Service**

| <b>Description</b>                  |   | <b>Qty</b> | <b>Unit Cost</b> | <b>Total</b> |
|-------------------------------------|---|------------|------------------|--------------|
|                                     |   |            | <b>\$</b>        | <b>\$</b>    |
| <b><u>2-Crime Management</u></b>    |   |            |                  |              |
| 1                                   | Forensic laptops                        | 2          | 4,500            | 9,000        |
| 2                                   | Forensic desktop computers              | 3          | 4,500            | 13,500       |
| 3                                   | Imaging Devices                         | 1          | 4,000            | 4,000        |
| 4                                   | Monitor                                 | 3          | 1,000            | 3,000        |
| 5                                   | Video editing kit                       | 1          | 6,500            | 6,500        |
| 6                                   | Alarm kits                              | 2          | 8,000            | 16,000       |
| 7                                   | Officer protection kit                  | 1          | 43,000           | 43,000       |
| 8                                   | Video kits                              | 2          | 5,300            | 10,600       |
| 9                                   | Witness protection kits                 | 4          | 2,200            | 8,800        |
| 10                                  | Scanner kits                            | 2          | 9,200            | 18,400       |
| 11                                  | Audio kit                               | 1          | 53,000           | 53,000       |
| 12                                  | Mobile storage                          | 1          | 21,500           | 21,500       |
| 13                                  | Surveillance kit                        | 2          | 5,100            | 10,200       |
| 14                                  | Camera kits                             | 2          | 3,900            | 7,800        |
| <b><u>4-Operational Support</u></b> |   |            |                  |              |
| 15                                  | Desktop computers                       | 150        | 1,325            | 198,750      |
| 16                                  | Patrol car laptops                      | 30         | 4,500            | 135,000      |
| 17                                  | CCTV server                             | 1          | 30,000           | 30,000       |
| 18                                  | Server                                  | 4          | 33,000           | 132,000      |
| 19                                  | Laptops                                 | 12         | 1,650            | 19,800       |
| 20                                  | Network switches                        | 5          | 7,000            | 35,000       |
| 21                                  | Phones                                  | 80         | 381              | 30,500       |
| 22                                  | Toughphones                             | 2          | 700              | 1,400        |
| 23                                  | CCTV camera/mics (replacement 10 /year) | 10         | 1,500            | 15,000       |
| 24                                  | Replacement computer parts              | 1          | 50,000           | 50,000       |
| 25                                  | HSPA modems                             | 5          | 1,200            | 6,000        |





**2016 Business Plan  
Tangible Capital Assets - Replacement**

**Durham Regional Police  
Service**

| <b>Description</b>                     |  | <b>Qty</b> | <b>Unit Cost</b> | <b>Total</b>                     |
|--|--|------------|------------------|----------------------------------|
|  |  |            | <b>\$</b>        | <b>\$</b>                        |
| <b><u>6-Administrative Support</u></b> |  |            |                  |                                  |
| 26                                     | Conducted Energy Weapons                         | 40         | 1,514            | 60,540                           |
| 27                                     | Conducted Energy Weapon batteries                | 40         | 77               | 3,092                            |
| 28                                     | Rifles   | 4          | 1,670            | 6,680                            |
| 29                                     | Pistols  | 5          | 638              | 3,189                            |
| 30                                     | Pistol sites                                     | 200        | 91               | 18,240                           |
| <b><u>7-Business Services</u></b>      |  |            |                  |                                  |
| 31                                     | Marked patrol                                    | 30         | 41,822           | 1,254,661                        |
| 32                                     | Marked 3/4 tonne cargo van                       | 1          | 30,650           | 30,650                           |
| 33                                     | Unmarked vans                                    | 4          | 30,375           | 121,500                          |
| 34                                     | Unmarked sedans                                  | 2          | 29,500           | 59,000                           |
| 35                                     | Unmarked SUV                                     | 1          | 30,500           | 30,500                           |
| 36                                     | Unmarked crew cab                                | 1          | 52,582           | 52,582                           |
| 38                                     | Fitness equipment replacement                    | 1          | 25,000           | 25,000                           |
| 39                                     | Furniture for unplanned breakage and replacement | 1          | 60,000           | 60,000                           |
| 40                                     | Chair replacement program (approx 75)            | 1          | 35,000           | 35,000                           |
| 41                                     | Building maintenance fund                        | 1          | 380,250          | 380,250                          |
|  |  |            |                  | <b><u><u>\$3,019,634</u></u></b> |

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

|   |  | Budget<br>2015                   | Budget<br>2016  | Forecast<br>2017 | Forecast<br>2018 | Forecast<br>2019 | Forecast<br>2020 | Forecast<br>2021 | Forecast<br>2022 | Forecast<br>2023 | Forecast<br>2024 | Forecast<br>2025 | TOTAL<br>2016-2025 |
|---|--|----------------------------------|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| <b>EXPENDITURES:</b>                    |  | Escalation Factor 4 % per annum. |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                    |
| 1                                       | Clarington Police Complex Phase 2-<br>Regional Support Centre and Centre for<br>Investigative Excellence | \$5,510                          | \$54,490        |                  |                  |                  |                  |                  |                  |                  |                  |                  | \$54,490           |
| 2                                       | Operations Training Centre   |                                  |                 |                  | 1,610            | \$23,000         |                  |                  |                  |                  |                  |                  | \$24,610           |
| 3                                       | Facility Repairs and Renovations   | \$380                            | \$1,315         | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$10,315           |
| 4                                       | Durham North West Seaton   |                                  |                 |                  |                  |                  |                  | \$2,013          | \$26,738         |                  |                  |                  | \$28,751           |
| 5                                       | North Division Expansion   |                                  |                 |                  |                  |                  |                  | \$221            | \$2,941          |                  |                  |                  | \$3,162            |
| 6                                       | Central East Division  |                                  |                 |                  |                  |                  |                  |                  |                  |                  | \$50,000         |                  | \$50,000           |
| <b>TOTAL EXPENDITURES</b>               |  | <b>\$5,890</b>                   | <b>\$55,805</b> | <b>\$1,000</b>   | <b>\$2,610</b>   | <b>\$24,000</b>  | <b>\$1,000</b>   | <b>\$3,234</b>   | <b>\$30,679</b>  | <b>\$1,000</b>   | <b>\$51,000</b>  | <b>\$1,000</b>   | <b>\$171,328</b>   |
| Property Taxes (Facility Re/Re and FFE) |  | \$380                            | \$415           | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$1,000          | \$9,415            |
| Debentures                              |  | \$5,510                          | \$54,490        |                  | \$1,610          | \$23,000         |                  | \$2,234          | \$29,679         |                  | \$50,000         |                  | \$161,013          |
| Dev't Charges                           |  |                                  |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  | \$0                |
| Other(Surplus)                          |  |                                  | \$900           |                  |                  |                  |                  |                  |                  |                  |                  |                  | \$900              |
| <b>TOTAL FINANCING</b>                  |  | <b>\$5,890</b>                   | <b>\$55,805</b> | <b>\$1,000</b>   | <b>\$2,610</b>   | <b>\$24,000</b>  | <b>\$1,000</b>   | <b>\$3,234</b>   | <b>\$30,679</b>  | <b>\$1,000</b>   | <b>\$51,000</b>  | <b>\$1,000</b>   | <b>\$171,328</b>   |

| The Regional Municipality<br>of Durham |  | 2016 - 2025 Capital Forecast  |
|--|--|---|
|  |  | Durham Regional Police  |
| NEED/EXPLANATION OF PROJECT            |  |   |
| 1                                      | <p>Clarington Police Complex Phase 2 (Regional Support Centre and Centre for Investigative Excellence)</p> <p>Regional Support Centre</p> <p>Where is this function currently housed?</p> <p>Why is the current facility inadequate?</p> <p>Centre for Investigative Excellence Campus - Crime Management</p> <p>Where is this function currently housed?</p> <p>Why is the current facility inadequate?</p> | <p>Phase 2 consists of the Regional Support Centre and the Centre for Investigative Excellence. It will also be necessary to procure approximately 5 acres of land in 2015 in order for the project to proceed. Construction is estimated to take approximately 2.5 years. Phases 1 and 2 are planned to be located on approximately 32 acres at the intersection of Highway 2 and Maple Grove Road in Clarington. 27 acres have been acquired and 5 acres will be acquired as part of Phase 2.</p> <p>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.</p> <p>To house Tactical Support Unit, Canine Unit, Evidence and Property, Fleet, Quartermaster, and Facilities which are currently in rented facilities in Courtice and Tactical Support now located in the basement of Central East(Oshawa) Division. These permanent functions will be more economically housed in a regionally-owned facility rather than in rented facilities over the long term.</p> <p>19 Courtice Court, Courtice in 23,505 sf. and Central East Division(Tactical Support Unit).</p> <p>Size is inadequate, poorly laid out and long term leased facilities are less economic than owned facilities.</p> <p>This building will provide a central location for the majority of the functions of the Crime Management Branch which are now located in a number of separate facilities throughout the Region. The current space plan includes Homicide, Fraud, Robbery, Sexual Assault, Vulnerable Persons, Warrant Liaison and Polygraph.</p> <p>Crime Management Branch units are currently housed in several locations in our facilities.</p> <p>Housing the functions together will provide operational benefits as well as a long-term location as planned growth occurs. This building was part of the original concept for the site which now houses the Central West(Whitby) Division, the Operations Training Centre and the Regional EMS Headquarters at 4060 Anderson Street.</p> |
| 2                                      | <p>Operations Training Centre Phase 2</p> <p>Where is this function currently housed?</p> <p>Why is the current facility inadequate?</p>   | <p>The Operations Training Centre Phase 2 will be located behind the Central West Division located at Anderson and Taunton Road. It will contain the functions now housed at the Police Education and Innovation Centre in leased space at Durham Durham College in leased space.</p> <p>The lease has been renewed till 2016 but the college needs the space for it's own students. It is also cramped and distant from the range which is where the firearms training is done.</p>  |
| 3                                      | Facility Repairs   | <p>2016 Projects: Central East Division paving, garage deck repairs, exterior lighting, internal electrical and data cable upgrades.</p> <p>2017 Projects: Building automation system replacements and access control replacement at West Division.</p> <p>2018 Projects: West Division paving, Central West Division access control.</p>   |
| 4                                      | Durham North West Seaton   | The growth in the north west part of the Region including Seaton is expected to necessitate additional space for the division which serves that area. According to the Toronto Region Conservation Authority, our West(Ajax-Pickering) Division cannot be expanded due to the fact that it is located on a flood plain. This may require us to locate another site and construct, at significant cost, an entirely new building in order to house a new division when it reaches its' capacity. Seaton serviced land assumed to be provided at no cost under provincial and landowner agreement.  |
| 5                                      | North Division Expansion   | Facilities and North Division will establish a long term spatial analysis needs analysis to determine expansion requirements.   |
| 6                                      | Central East Division  | This building is now 43 years old and has an expected life of 50 years. Planning to find a suitable piece of land and to construct a replacement building should begin at this time.  |
|  | Financing Sources  | Region Finance makes the specific funding decisions on a case by case basis. The general policy is to fund capital projects with operating funds from property taxes, capital reserves, development charges and debentures in that order. Development Charges revenue may not be used in the year they are earned, but only in subsequent years. Development charges earned in future years may be allocated to the Clarington Complex. The funding source used for the Police Capital Reserve ended in 2013. Debentures are typically approved and issued at or soon after the contract award stage.   |

|   |
|---|
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**DURHAM REGION TRANSIT**

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**2016 Business Plan**

**Durham Region Transit**

**Major Services & Activities**

**Ridership**

- ◆ Enhance customer service experience by:
  - setting ongoing internal training for customer service excellence
  - improving system wayfinding and navigation (website, maps, infoposts)
  - improving the bus stop environment (hard surfacing, shelters, cleanliness)
  - aligning on-time performance to clear standards
- ◆ Continue the Bus Rapid Transit (BRT) Implementation Project in the PULSE corridor through the Rapid Transit Office
- ◆ Drive market-based initiatives, including surveys and community reach-out
- ◆ Continue to position PRESTO as the preferred payment option for DRT customers.

**Operational Effectiveness**

- ◆ Commence construction of the new Raleigh maintenance facility and refine the asset plan for future growth
- ◆ Pursue and measure gains in effectiveness from smart bus technology and DRT's new Transit Control Centre.
- ◆ Continue the bus replacement program and identify required fleet characteristics for the future
- ◆ Refine and harmonize DRT's ways for safety, availability, reliability and integrated services

**Financial Sustainability**

- ◆ Set fares and loyalty pricing strategically toward PRESTO migration, sustainable discounted fares and fare integration
- ◆ Continue to strengthen service planning, scheduling and delivery functions
- ◆ Establish, align with and measure against performance targets, standards and processes



**2016 Business Plan**

**Durham Region Transit**

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

|   |  |
|---|--|
| <p><b>Strategic Goal 3.5 - Encourage the development of an integrated transportation system that includes alternative transportation development.</b></p> <p><b>Responsibility - Lead</b></p>   |  |
| <p><b>Key Deliverables</b></p> <ul style="list-style-type: none"> <li>◆ Start measuring and reporting on key performance measures and standards for DRT</li> <li>◆ Develop and implement internal training in support of customer service excellence</li> <li>◆ Implement PRESTO on Specialized Services and continue to increase PRESTO market intake</li> </ul> |  |
| <p><b>Performance Targets</b></p> <ul style="list-style-type: none"> <li>◆ By Q2, start monitoring new key performance measures</li> <li>◆ By Q3, roll-out new bus operator training program for customer service excellence</li> <li>◆ PRESTO market penetration of 40 per cent of all DRT customers</li> </ul>  |  |

|  |  |
|--|--|
| <p><b>Strategic Goals</b></p> <p><b>Responsibility - Support</b></p> |  |
| <b>Goal</b>  | <b>Description</b>   |
| 3.1  | Ensure adequate access to transit and improved inter-modal connectivity. |
| 3.4  | Conduct gap analysis for transit infrastructure requirements.            |

## PROGRAM SUMMARY

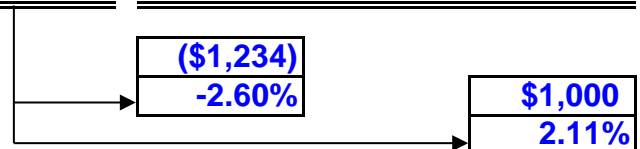


### 2016 Business Plan

### Durham Region Transit

| By Program                              | 2015                 |                    | 2016            |                   |                    |
|---|----------------------|--------------------|-----------------|-------------------|--------------------|
| (\$,000's)                              | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget  | Program<br>Change | Proposed<br>Budget |
| <u>Expense Programs</u>                 | \$                   | \$                 | \$              | \$                | \$                 |
| <b>Operating:</b>                       |                      |                    |                 |                   |                    |
| 1 Administration                        | 10,285               | 10,943             | 10,958          | (11)              | 10,947             |
| 2 Operations                            | 34,744               | 34,201             | 34,773          | 802               | 35,575             |
| 3 Maintenance - Equipment               | 17,889               | 19,220             | 19,096          | 549               | 19,645             |
| 4 Specialized Service                   | 5,394                | 5,623              | 5,558           | 287               | 5,845              |
| 5 Northern Service                      | 610                  | 659                | 657             | (1)               | 656                |
| 6 Facilities Management                 | 1,372                | 1,467              | 1,517           | 41                | 1,558              |
| 7 Headquarters Shared Cost              | 65                   | 65                 | 66              | 1                 | 67                 |
| <b>Operating Subtotal</b>               | <b>70,359</b>        | <b>72,178</b>      | <b>72,625</b>   | <b>1,668</b>      | <b>74,293</b>      |
| 8 Bus Rapid Transit                     | 949                  | 980                | 789             | 513               | 1,302              |
| <b>Tangible Capital Assets:</b>         |                      |                    |                 |                   |                    |
| 9 New                                   | 1,279                | 1,278              | -               | 1,248             | 1,248              |
| 10 Replacement                          | 171                  | 171                | 37              | -                 | 37                 |
| <b>Tangible Capital Assets Subtotal</b> | <b>1,450</b>         | <b>1,449</b>       | <b>37</b>       | <b>1,248</b>      | <b>1,285</b>       |
| <b>Total Program Expenses</b>           | <b>72,758</b>        | <b>74,607</b>      | <b>73,451</b>   | <b>3,429</b>      | <b>76,880</b>      |
| <b>Revenue Programs</b>                 |                      |                    |                 |                   |                    |
| Fares                                   | (19,966)             | (20,276)           | (20,354)        | (395)             | (20,749)           |
| U-Pass                                  | (4,028)              | (3,962)            | (3,962)         | (800)             | (4,762)            |
| Provincial Gas Tax                      | (1,611)              | (1,611)            | (1,611)         | -                 | (1,611)            |
| Advertising                             | (775)                | (800)              | (800)           | -                 | (800)              |
| Charter and Other                       | (133)                | (108)              | (108)           | -                 | (108)              |
| ODSP Discount Pass                      | (350)                | (350)              | (350)           | -                 | (350)              |
| <b>Total Revenue Programs</b>           | <b>(26,863)</b>      | <b>(27,107)</b>    | <b>(27,185)</b> | <b>(1,195)</b>    | <b>(28,380)</b>    |
| <b>Net Program Expenses</b>             | <b>45,895</b>        | <b>47,500</b>      | <b>46,266</b>   | <b>2,234</b>      | <b>48,500</b>      |

**Summary of Increase (Decrease)**



## PROGRAM SUMMARY



### 2016 Business Plan

### Durham Region Transit

#### Summary of Base Budget Changes

|   | \$                    | Comments                              |
|---|-----------------------|---------------------------------------|
| Salaries & Benefits                       | 467                   | Economic increases                    |
| Salaries & Benefits                       | 60                    | Annualization - 1 position            |
| Operating Expenses                        | 101                   | Inflationary increases                |
| Operating Expenses                        | (73)                  | One-time expense                      |
| Operating Expenses                        | (45)                  | Annualization - route adjustments     |
| Operating Expenses                        | (64)                  | Closure of William Street location    |
| Operating Expenses                        | 1                     | Headquarters shared cost              |
| BRT Office                                | (191)                 | Office phase out per Council approval |
| Fare Revenue                              | (78)                  | Annualization - route adjustments     |
| Tangible Capital Assets - New/Replacement | <u>(1,412)</u>        | Reduced requirement                   |
|   | <u><u>(1,234)</u></u> |                                       |



## CAPITAL SUMMARY



### 2016 Business Plan

### Durham Region Transit

| By Program  | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b><u>Expenditures</u></b>                        | \$                   | \$                 | \$             | \$                | \$                 |
| Growth Related Facilities                         | 225                  | 225                | 50             | -                 | 50                 |
| Growth Related Systems<br>Improvement             | 1,680                | 1,680              | 1,529          | -                 | 1,529              |
| Replacement/Rehabilitation<br>Buses               | 3,825                | 3,825              | 4,996          | -                 | 4,996              |
| Replacement/Rehabilitation<br>Facilities          | 900                  | 900                | 283            | -                 | 283                |
| Replacement/Rehabilitation<br>Systems Improvement | 1,000                | 1,000              | 1,046          | -                 | 1,046              |
|   | 7,630                | 7,630              | 7,904          | -                 | 7,904              |
| <b><u>Financing</u></b>                           |                      |                    |                |                   |                    |
| Property Taxes                                    | 1,184                | 1,184              | 1,184          | -                 | 1,184              |
| Development Charges -<br>Residential              | 4                    | 4                  | 10             | -                 | 10                 |
| Development Charges - Non<br>Residential          | 2                    | 2                  | 5              | -                 | 5                  |
| Ontario Gas Tax                                   | 6,440                | 6,440              | 6,705          | -                 | 6,705              |
| <b><u>Total Capital</u></b>                       | 7,630                | 7,630              | 7,904          | -                 | 7,904              |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Durham Region Transit

(\$,000's)

#### Administration

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>◆ Provision of staff passes for select DRT employees who would have business reasons for regular DRT bus travel (e.g. staff with customer service responsibilities).</li> <li>◆ Increase in Education and Training associated with new staff additions in 2015 and Uniforms and Protective Clothing expenses.</li> <li>◆ Increase in Printing and Reproduction for Specialized Services client newsletters/mail outs, as a new initiative to proactively communicate with Specialized Services customers.</li> <li>◆ Increase in Advertising for ads, direct mail-outs and other customer outreach, to proactively and continually communicate with DRT conventional customers on matters related to service enhancements, service changes (e.g. detours), and public information meetings.</li> <li>◆ Decrease in Telephone expense resulting from reduction of costs for Cisco System Managed Services.</li> <li>◆ Increase in Hardware and Software Maintenance including CISCO telephone centre operations (\$7k), Presto Specialized Services air-time costs (\$12k) and Trapeze Map Maker Maintenance Agreement (\$3k).</li> <li>◆ Reduction in Purchased Services due to removal of the Presto SPAAC (Service Provider Audit Access Computer) System.</li> <li>◆ Decrease in operating costs for Equipment Maintenance related to transfer of technology/ equipment from retired buses to replacement buses.</li> <li>◆ Adjustments to reflect actual costs and forecasted requirements in various accounts.</li> </ul> | <p>20</p> <p>4</p> <p>11</p> <p>29</p> <p>(18)</p> <p>22</p> <p>(10)</p> <p>(54)</p> <p>(15)</p> <hr style="width: 100%;"/> <p>(11)</p> |
|---|---|

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Durham Region Transit

(\$,000's)

#### Operations

|  |      |
|--|------|
| ♦ New Positions: 6 Full Time Operators effective September 1, 2016 for service plan adjustments as detailed in Table 1 below. (Annualized cost is \$522k)  | 174  |
| ♦ Increase in Part Time Salary and Benefits (\$31), Overtime (\$33k), and Statutory Holiday Premiums (\$9k) for service plan adjustments as detailed in Table 1 below.   | 73   |
| ♦ Net change in Part Time Salary and Benefits to reflect additional revenue service, improved service reliability and covering open work, collective agreement requirements not previously budgeted for such as banked overtime, guarantees, investigations, committees, centralized weekend dispatch, relief supervisors, cyclical training.                              | (96) |
| ♦ Increase in Overtime to provide coverage for open work not covered by part time and collective agreement requirements including last minute sick leave, book-offs and absences, supervisor and dispatcher open work, sick leave and other unplanned absences (\$244k) and bi-annual operator training for defensive driving, customer service and accessibility (\$70k). | 314  |
| ♦ Increase in Shift Premiums (\$209k) based on 2015 collective agreement requirements and actuals, and Statutory Holiday Premiums (\$30k) to represent actuals.  | 239  |
| ♦ Increase in Car Allowance (\$4k) due to utilization of operators between divisions and Education and Training (\$1k) to increase number of relief driver trainers.   | 5    |
| ♦ Decrease in Uniforms and Protective Clothing resulting from changes to collective agreement (e.g. removal of cleaning allowance).  | (31) |
| ♦ Increase in Telephones (\$4k) for cell phone air-time for supervisors and Equipment Rentals (\$4k) towards licensing fee for the operator communication screens installed in 2015.   | 8    |
| ♦ Decrease in Professional, Technical and Consulting.  | (2)  |
| ♦ Increase in Contracted Service due to route adjustments as detailed in Table 1.  | 33   |
| ♦ Reduction in Contracted Service costs to reflect actuals.  | (55) |
| ♦ Increase in GO Transit Fare Agreement costs based on new rates effective April 1, 2016.  | 120  |
| ♦ Increase in Property Rental to cover anticipated first-time cost of leased operator facilities and use of GO Transit bus lots in Pickering, Ajax, Whitby and Oshawa.   | 16   |
| ♦ Increase in Building Renovations.  | 4    |
|  | 802  |

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

## Durham Region Transit

(\$,000's)

### Operations Continued

Table 1

| <b>Summary of 2016 Route Adjustments (\$,000's)</b> |                 |                    |                 |              |
|---|-----------------|--------------------|-----------------|--------------|
|   | <u>DRT West</u> | <u>DRT Central</u> | <u>DRT East</u> | <u>Total</u> |
| <b>Operations</b>                                   |                 |                    |                 |              |
| Full time Operators Wages & Benefits                |                 |                    | 174             | 174          |
| Part time Operators Wages & Benefits                | 19              |                    | 12              | 31           |
| Overtime & Premiums                                 | 5               |                    | 37              | 42           |
| Service Contract                                    |                 | 33                 |                 | 33           |
| <b>Maintenance</b>                                  |                 |                    |                 |              |
| Part time Staff Wages & Benefits                    | 14              |                    | 42              | 56           |
| Overtime & Premiums                                 | 13              |                    | 9               | 22           |
| Fuel  | 16              | 12                 | 30              | 58           |
| Auto Materials & Supplies etc.                      | 9               |                    | 18              | 27           |
| <b>Total Expenses</b>                               | <b>76</b>       | <b>45</b>          | <b>322</b>      | <b>443</b>   |
| Farebox Revenue                                     |                 | (9)                | (38)            | (47)         |
| <b>Net Cost</b>                                     | <b>76</b>       | <b>36</b>          | <b>284</b>      | <b>396</b>   |

### Maintenance - Equipment

- ◆ Increase in Part Time Salary and Benefits (\$56), Overtime (\$19k), and Statutory Holiday Premiums (\$3k) for service plan adjustments as detailed in Table 1 above. 78
- ◆ Increase in Part Time Salaries and Benefits. 87
- ◆ Decrease in Shift Premium (-\$22k) paid to service line staff for Sundays, Overtime (-\$14k) and Statutory Holiday Premium (-\$17k) paid to mechanics to reflect savings from provisions in the new collective agreement. (53)
- ◆ Decrease in Personnel Related Expenses for Meals (-\$1k), Education & Training (-\$14k), Uniforms & Protective Clothing (-\$13k), and an offsetting increase in Car Allowance (\$4k) to reflect actuals. (24)
- ◆ Increase in Auto Materials and Supplies (\$24k), Small Tools Equipment (\$1k) and Leased Tires (\$2k) for service plan adjustments as detailed in Table 1 above. 27
- ◆ Increase in Auto Materials and Supplies expense (\$19k) due to the lower Canadian dollar, and increase in Small Tools (\$1k) required for work on newer model buses. 20
- ◆ Decrease in Leased Tires to reflect 2015 actuals and projected 2016 requirements. (144)

# EXPLANATION OF PROGRAM CHANGES



## 2016 Program Changes

## Durham Region Transit

(\$,000's)

### Maintenance - Equipment Continued

|  |       |
|--|-------|
| ◆ Decrease in Equipment Maintenance and Repairs to reflect expected 2016 requirements for Maintenance Central. | (75)  |
| ◆ Increase in Fuel to reflect 2015 actual fuel economy rates.  | 520   |
| ◆ Increase in Fuel for service plan adjustments as detailed in Table 1 above.                                  | 58    |
| ◆ Increase in Professional Services.   | 1     |
| ◆ Increase in Minor Assets & Equipment (Non-TCA items).  | 19    |
| ◆ Increase in Major Repairs for upgrades to operators break room.  | 35    |
|  | <hr/> |
|  | 549   |

### Specialized Service

|  |       |
|--|-------|
| ◆ New Position: 1 Eligibility Coordinator effective July 1, 2016, to evaluate new applicants for eligibility and review existing customers to ensure fairness. (Annualized cost is \$112k)   | 56    |
| ◆ Increase in Part time Salary and Benefits for increased capacity (2,080 hours) outside peaks and on weekends (within existing fleet count), annual specialized operator training, and reassignment of a portion of the budget for shift premiums (related to union business) to part-time account. | 230   |
| ◆ Various payroll adjustments to reflect 2015 actuals and 2016 projected requirements.   | 13    |
| ◆ Decrease in Telephones and Pagers (-\$4k) and Fuel (-\$19k) resulting from lower annual kilometers through scheduling efficiencies and increase to Office Materials and Supplies and Small Tools (\$3k) and Equipment Rentals (\$2k).  | (18)  |
| ◆ Increase in Professional, Technical and Consulting Services, to reflect previously unbudgeted costs of Occupational Therapy assessments as part of the appeal process, and increases in the number of MTO licence medicals required in 2016.   | 6     |
|  | <hr/> |
|  | 287   |

### Northern Service

|                                  |       |
|----------------------------------|-------|
| ◆ Decrease in Telephone expense. | (1)   |
|                                  | <hr/> |
|                                  | (1)   |

### Facilities Management

|   |       |
|---|-------|
| ◆ Increase in Major Building Renovations, for removal of partition wall in the Customer Service Area at Westney Facility. | 13    |
| ◆ Increase in Grease Trap Cleaning costs as identified by Regional Facilities staff.                                      | 21    |
| ◆ Adjustments in other expenses to reflect actuals and anticipated requirements.  | 7     |
|   | <hr/> |
|   | 41    |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Durham Region Transit

|   | (\$,000's)     |
|---|----------------|
| <b>Headquarters Shared Cost</b>   |                |
| ♦ Transit's share of costs related to the operation and maintenance of Regional Headquarters.             | 1              |
|   | 1              |
| <b>Bus Rapid Transit</b>  |                |
| ♦ Debt charges for the debenture of the New Raleigh Maintenance facility.                                 | 513            |
|   | 513            |
| <b>Tangible Capital Assets</b>  |                |
| <b>New:</b>   |                |
| ♦ Refer to TCA New Schedule for further details.  | 64             |
| ♦ Major Capital - property tax financing - see TCA New Schedule.  | 1,184          |
|   | 1,248          |
|   | 3,429          |
| <b>Total Expenditure Programs</b>   | <b>3,429</b>   |
| <b>Fares</b>  |                |
| ♦ Reduction of revenue to account for decline in ridership experienced in 2015 (estimated at 4 per cent). | 456            |
| ♦ Annualization of 2015 fare increase.  | (373)          |
| ♦ Revenue (offset) from DRT staff passes for work-related trips.  | (20)           |
| ♦ Proposed fare increase effective May 1, 2016.   | (411)          |
| ♦ 2016 route adjustments additional revenue as detailed in Table 1.                                       | (47)           |
|   | (395)          |
| <b>U-Pass</b>   |                |
| ♦ Annualization of 2015 U-Pass rate increase.   | (296)          |
| ♦ Increase U-Pass summer rate to \$103 effective May 1, 2016.   | (86)           |
| ♦ Increase U-Pass rate to \$120 effective September 1, 2016.  | (352)          |
| ♦ Annualization of projected additional U-Pass revenue received in 2015.                                  | (66)           |
|   | (800)          |
|   | (1,195)        |
| <b>Total Revenue Programs</b>   | <b>(1,195)</b> |
| <b>Total Program Changes</b>  | <b>2,234</b>   |



**2016 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Administration supports the municipal service delivery and provincial reporting requirements of the Commission, plans conventional transit fixed routes, 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.
- ◆ Participate in the expansion of Smart Technology, including DRT's SMS and IVR (Interactive Voice Recording) services, and enhancements to Metrolinx's Triplinx trip planning tool.
- ◆ Monitor performance of, and demand for, the various conventional service routes.
- ◆ 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 finalizing the Seaton Implementation Plan.
- ◆ Develop, update and monitor key performance indicators reflective of service consumption and quality in relation to service guidelines.
- ◆ Continue to develop fully-accessible routes with hard-surfaced stops and shelters.
- ◆ Continue to upgrade and expand on-street infrastructure including bus stops and signage.
- ◆ Manage DRT agreements for advertising on transit shelters and transit benches.
- ◆ Plan and manage the continued implementation of the PRESTO fare card. Participate in the development and launch of the Specialized Services on-board solution.
- ◆ 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 for GO Bus services. Continue to promote a cost-effective migration of existing GO riders to DRT cross-regional routes where more efficient services are provided by DRT.
- ◆ Meet time-lines, information requirements and guidelines established by Region Council for the 2017 DRT Budget and Business Plan.
- ◆ Monitor Provincial Gas Tax Funding eligibility requirements and comply with reporting requirements of the Ridership Growth Plan and Asset Management Plan.
- ◆ Monitor and administer the DRT attendance management model and establish policies and promote best practices related to health & safety.



**2016 Program Detail**

**Durham Region Transit**

**2016 Service Enhancements and Efficiencies:**

- ◆ DRT service levels will be constantly monitored to evaluate route performance and take corrective action if required. Savings that are achieved through service efficiencies may be reallocated to enable modest but strategic DRT route adjustments and/or address routes operating over capacity, subject to the approval of the Transit Executive Committee, Finance & Administration Committee and Regional Council.
- ◆ Develop proposed 2017 Annual Service Plan to determine DRT service planning priorities for 2017.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 35
- 2015 Full Time Staff = 35



**PROGRAM 1  
ADMINISTRATION**



**2016 Program Detail**

**Durham Region Transit**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 4,241                        | 4,554                      | 4,302                  | (1)                       | 4,301                      |
| Personnel Related   | 147                          | 194                        | 194                    | 24                        | 218                        |
| Communications  | 340                          | 357                        | 359                    | 23                        | 382                        |
| Supplies  | 72                           | 90                         | 90                     | (4)                       | 86                         |
| Computer Maintenance &<br>Operations                              | 605                          | 669                        | 669                    | 22                        | 691                        |
| Materials & Services  | 250                          | 266                        | 266                    | (12)                      | 254                        |
| Equipment Maintenance &<br>Repairs                                | 144                          | 226                        | 226                    | (48)                      | 178                        |
| Vehicle Operations  | 150                          | 189                        | 189                    | (17)                      | 172                        |
| Professional Services   | 283                          | 310                        | 242                    | 5                         | 247                        |
| Contracted Services   | 200                          | 222                        | 222                    | (3)                       | 219                        |
| Leased Facilities Expenses  | 25                           | 25                         | 25                     | -                         | 25                         |
| Year End Adjustments  | 44                           | 44                         | 44                     | -                         | 44                         |
| Insurance   | 1,268                        | 1,268                      | 1,591                  | -                         | 1,591                      |
| Minor Assets & Equipment  | -                            | 13                         | -                      | -                         | -                          |
| <b>Operating Expenses Subtotal</b>                                | <b>7,769</b>                 | <b>8,427</b>               | <b>8,419</b>           | <b>(11)</b>               | <b>8,408</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Charges  | 2,516                        | 2,516                      | 2,539                  | -                         | 2,539                      |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>2,516</b>                 | <b>2,516</b>               | <b>2,539</b>           | <b>-</b>                  | <b>2,539</b>               |
| <b>Gross Operating Expenses</b>                                   | <b>10,285</b>                | <b>10,943</b>              | <b>10,958</b>          | <b>(11)</b>               | <b>10,947</b>              |



**2016 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Operations manages and delivers fully accessible conventional transit fixed-route services.

**Description of Program Activities:**

- ◆ Manage the safety and reliability of the conventional transit services delivered along DRT's fixed routes.
- ◆ Operate a fully centralized Transit Control Centre to manage service reliability and communications and provide consistent and coordinated transit response to incidents.
- ◆ 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 establish policies and procedures that promote best practices related to health, safety and the environment.
- ◆ Enhance Emergency and Security Preparedness procedures and processes to ensure effective response to DRT and Regional safety and security incidents.
- ◆ Manage the development of a Risk Assessment Strategy and Transit Secure Program for DRT in consultation with other regional departments and outside agencies.

**Description of Program Resources:**

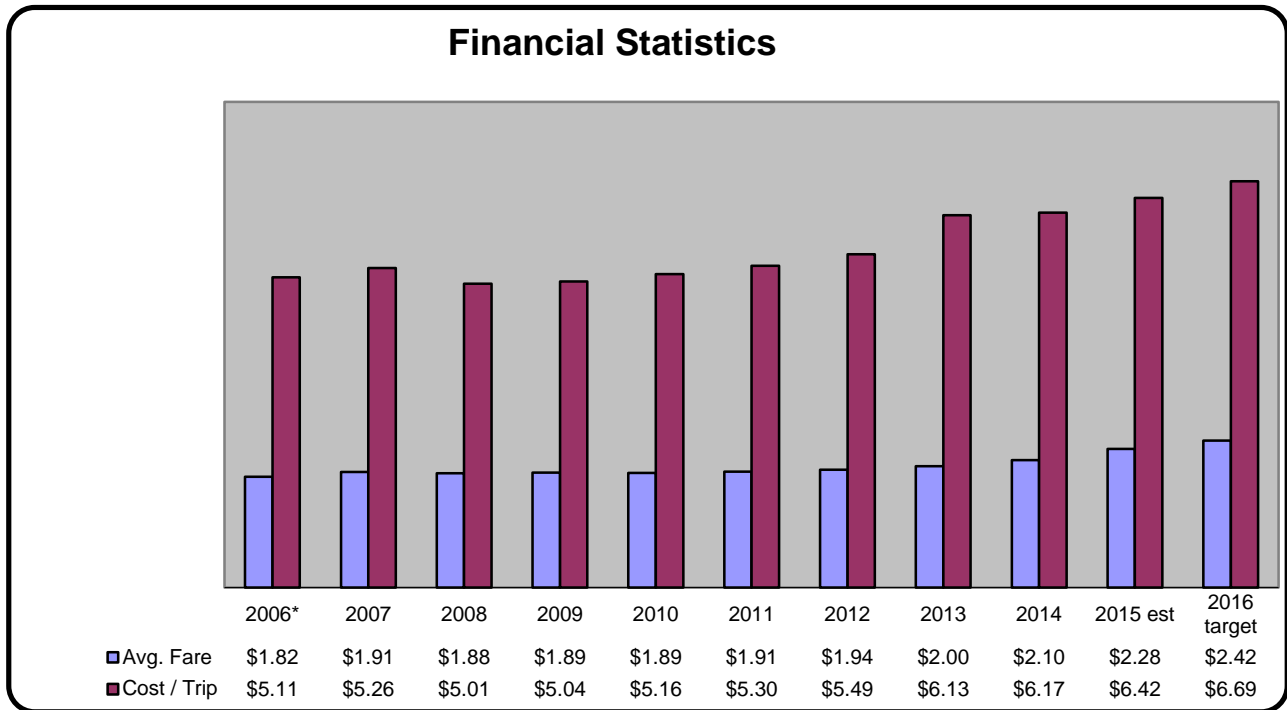
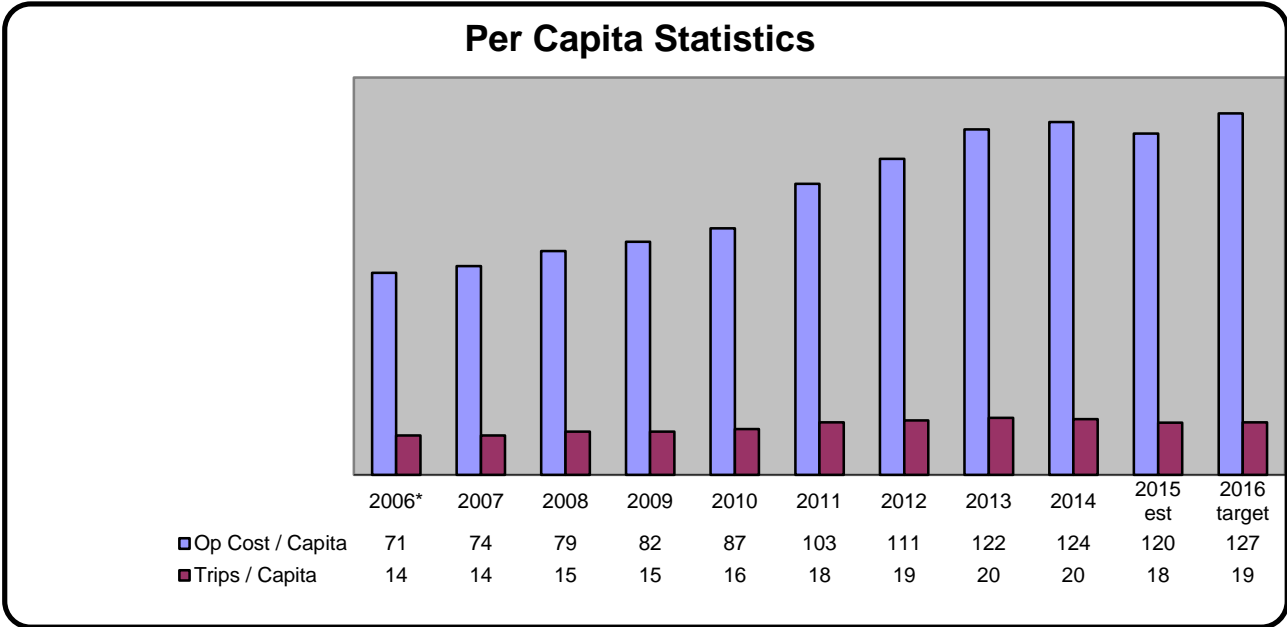
- ◆ 2016 Full Time Staff = 275                      New Positions: 6 Conventional Operators  
2015 Full Time Staff = 269



**2016 Program Detail**

**Durham Region Transit**

**Performance Measures**



\* 28 day labour disruption

\*\*SOURCE: CUTA data

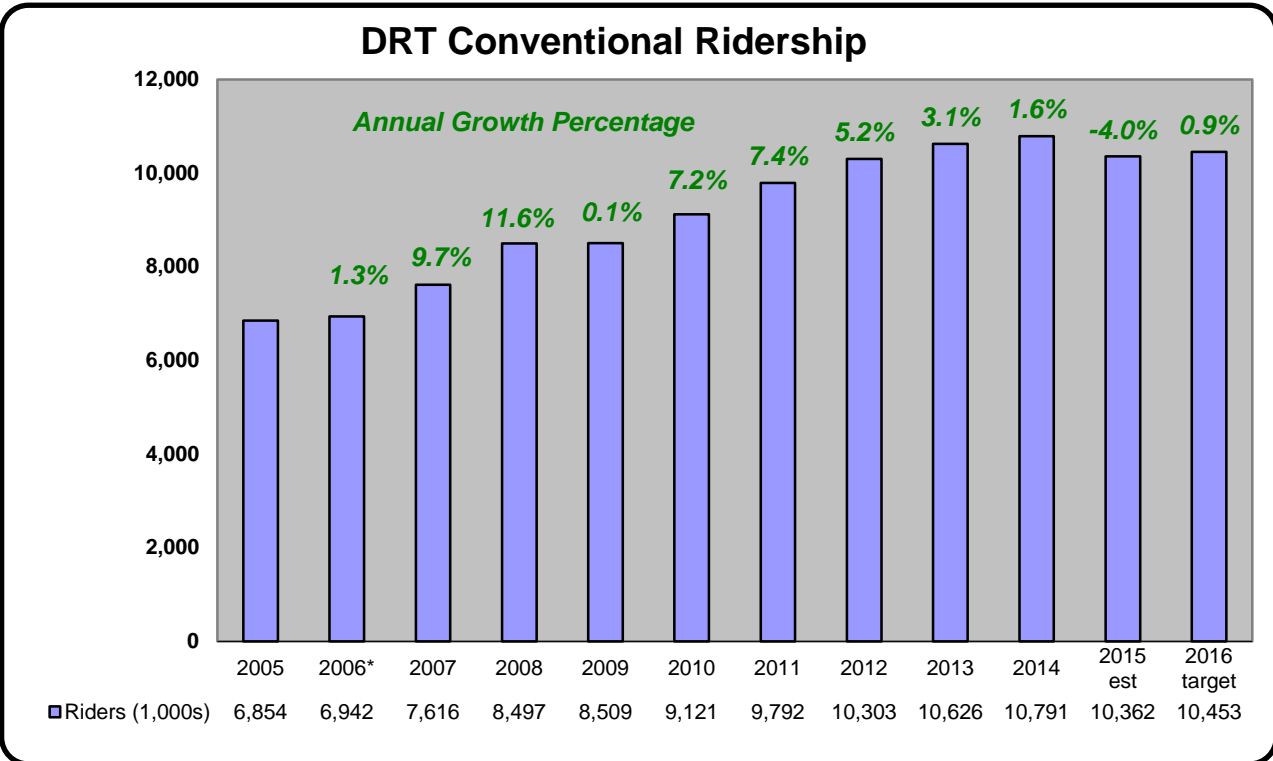
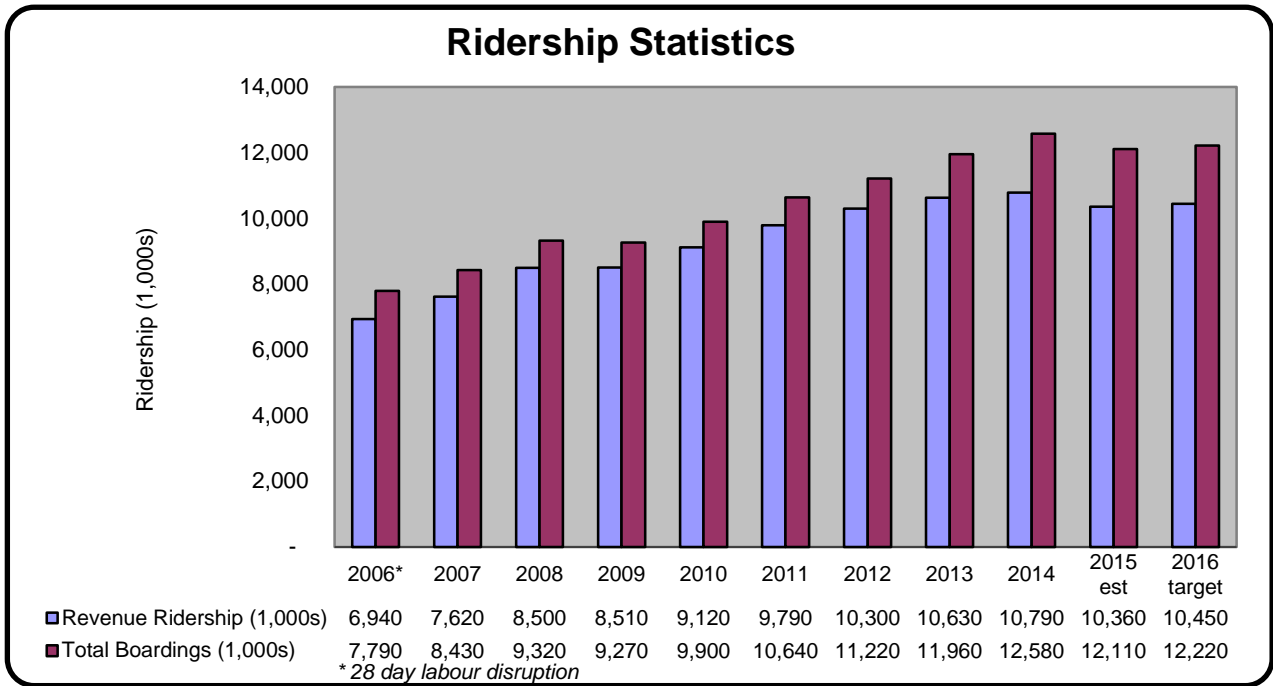
Definition of a Trip - Riding one way from origin to final destination, counts as one trip, even if multiple transfers are taken.



**2016 Program Detail**

**Durham Region Transit**

**Performance Measures Continued**

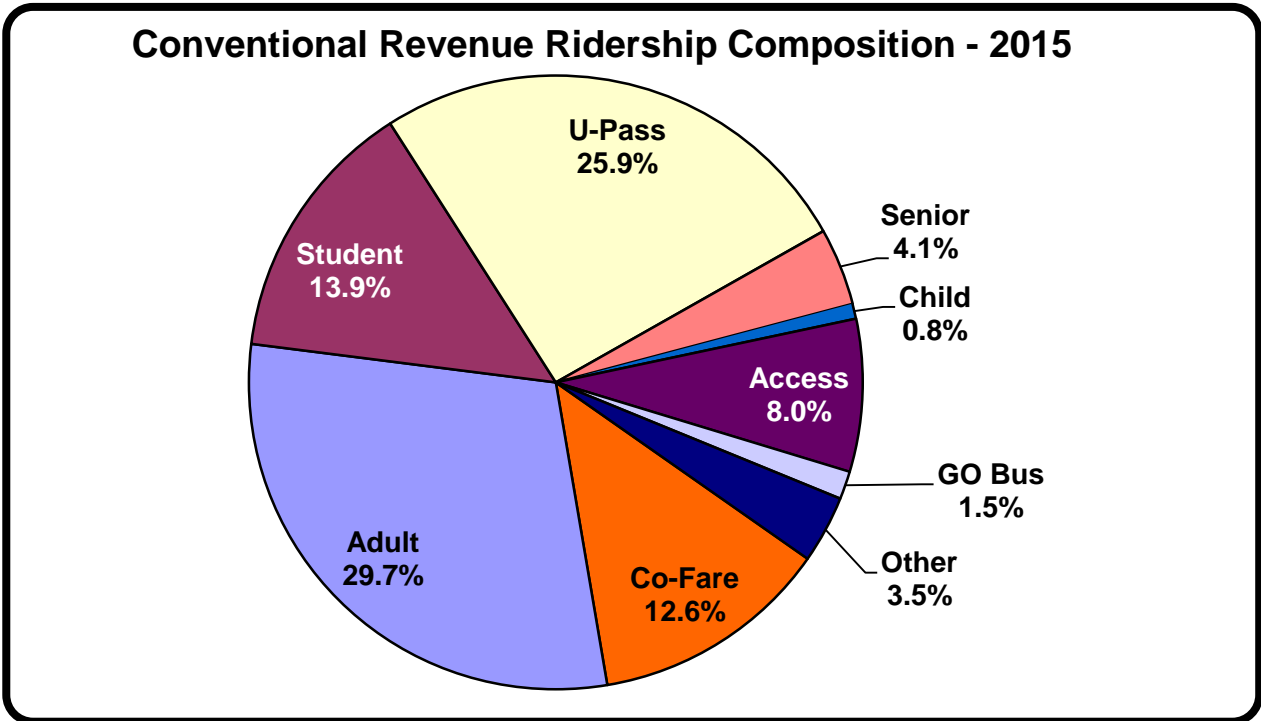
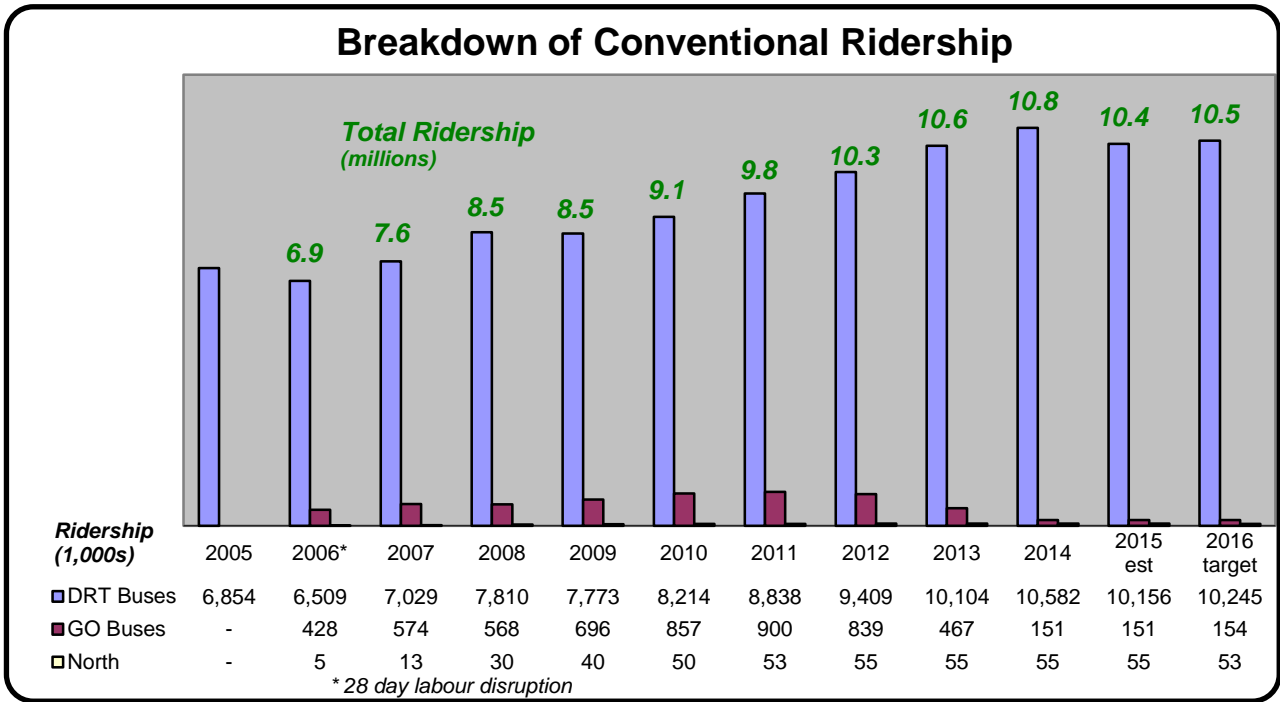




**2016 Program Detail**

**Durham Region Transit**

**Performance Measures Continued**

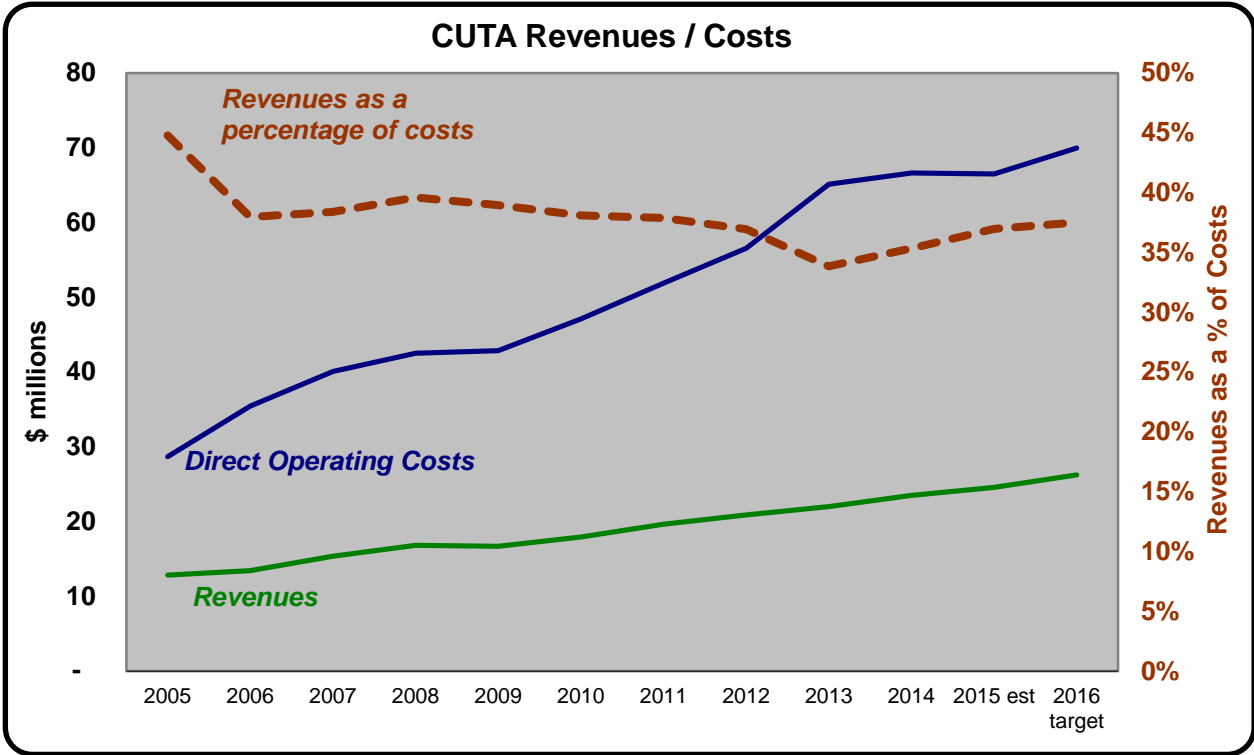




**2016 Program Detail**

**Durham Region Transit**

**Performance Measures Continued**



**PROGRAM 2  
OPERATIONS**



**2016 Program Detail**

**Durham Region Transit**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Personnel Expenses                      | 27,596               | 27,347             | 27,871         | 704               | 28,575             |
| Personnel Related                       | 162                  | 257                | 257            | (26)              | 231                |
| Communications                          | 20                   | 25                 | 25             | 4                 | 29                 |
| Equipment Maintenance &<br>Repairs      | 2                    | -                  | -              | 4                 | 4                  |
| Professional Services                   | 20                   | 22                 | 21             | (1)               | 20                 |
| Transit Bus Contract                    | 4,975                | 5,129              | 5,176          | (23)              | 5,153              |
| Contracted Services                     | 1,951                | 1,403              | 1,405          | 120               | 1,525              |
| Leased Facilities Expenses              | 18                   | 18                 | 18             | 16                | 34                 |
| Major Repairs & Renovations             | -                    | -                  | -              | 4                 | 4                  |
| <b>Gross Operating Expenses</b>         | <b>34,744</b>        | <b>34,201</b>      | <b>34,773</b>  | <b>802</b>        | <b>35,575</b>      |



**2016 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Maintenance manages, maintains and upkeep DRT's fleet, equipment, buildings, infrastructure and contracts, so that DRT's capital assets remain in a state of good repair, are safe and ready for customers and employees, and are replaced and expanded as needed.

**Description of Program Activities:**

- ◆ Monitor construction, in partnership with the Works Department, Facilities Management, of the new maintenance facility for DRT's Raleigh Division.
- ◆ Continue to harmonize and update preventative maintenance systems and operating procedures between DRT locations and in compliance with applicable legislation.
- ◆ 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.
- ◆ Provide sufficient vehicles in a safe, reliable and clean condition to meet DRT's service requirements and adapt to changes in business needs.
- ◆ Review the conventional fleet refurbishment program and establish standards for refurbishment projects.
- ◆ Review and establish optimal cost efficient life cycle of Conventional and Specialized Services buses.
- ◆ Support smart technology and other accessories on board DRT vehicles.
- ◆ Refine DRT bus specifications and work with other agencies to define and purchase replacement and expansion vehicles for Conventional and Specialized Services and for support and service vehicles.
- ◆ Manage and monitor contractor performance for the maintenance of bus stops, shelters and garbage collection.
- ◆ Continue to purchase fully accessible buses and maintain an orderly fleet turnover process, ensuring the fleet is cost-effective to operate and remains contemporary. Participate in joint procurement projects sponsored by Metrolinx.
- ◆ Participate in industry programs for technical and performance advances in equipment, procedures and in staff development.
- ◆ Manage and optimize DRT Parts Inventory to reduce costs where possible through procedures and guidelines that ensure competitive bidding and cost effective purchasing practices and inventory control processes in accordance with the Region's Purchasing By-Law.
- ◆ Monitor and administer the DRT attendance management model, establish policies and promote best practices related to health, safety and respect in the workplace.
- ◆ Implement and monitor appropriate performance measures.
- ◆ Continue to advance fuel management and monitoring measures, including participation and rollout of the Region's Automated Fuel Management System initiative (in partnership with the Works Department) to DRT
- ◆ Review and update Safe Operating Procedures.

**Description of Program Resources:**

- ◆ 2016 Full Time Staff = 64  
2015 Full Time Staff = 64

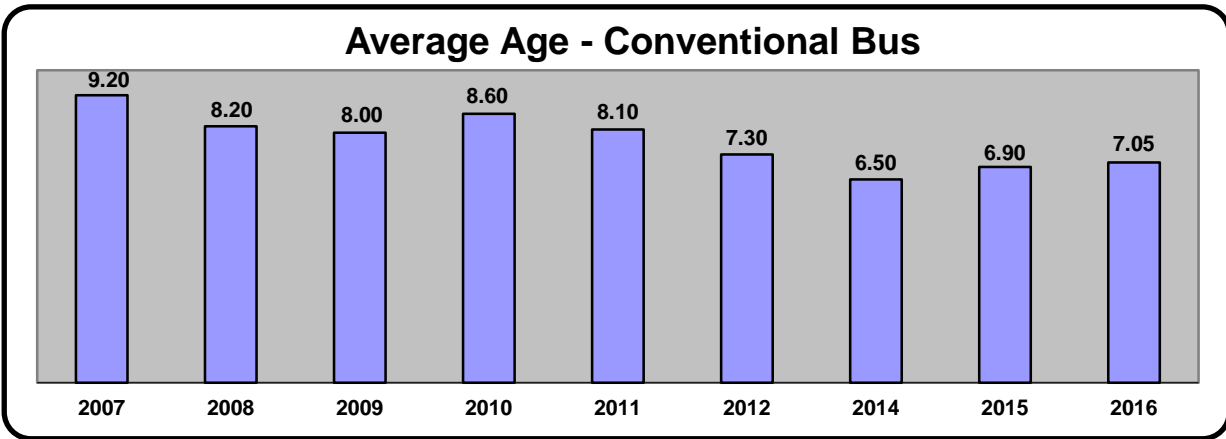
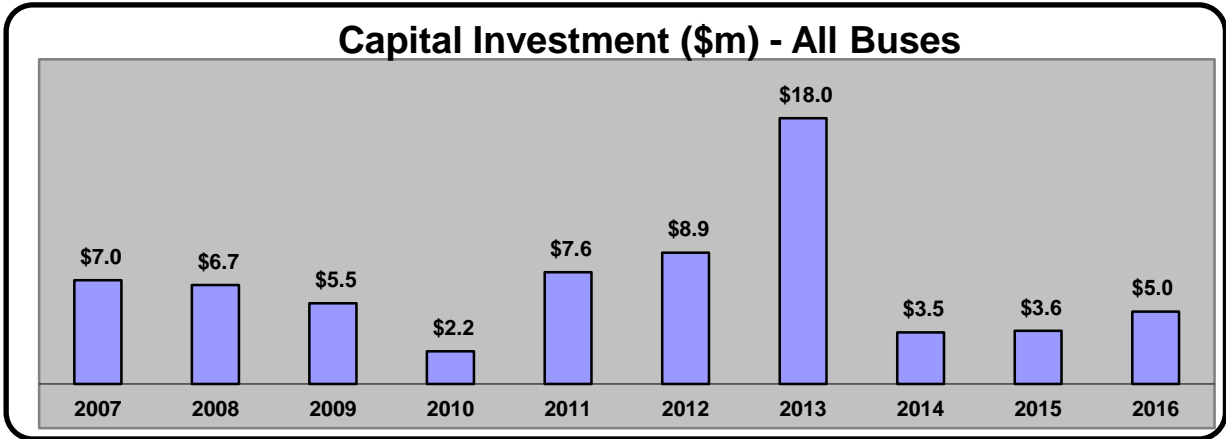
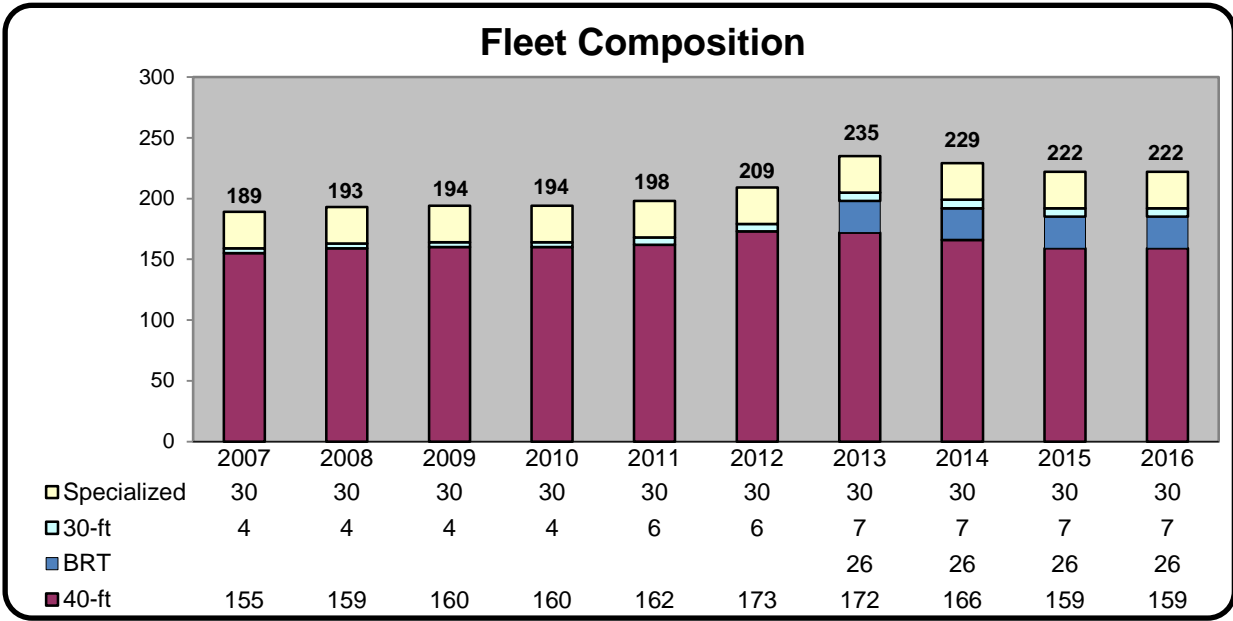




**2016 Program Detail**

**Durham Region Transit**

**Performance Measures**

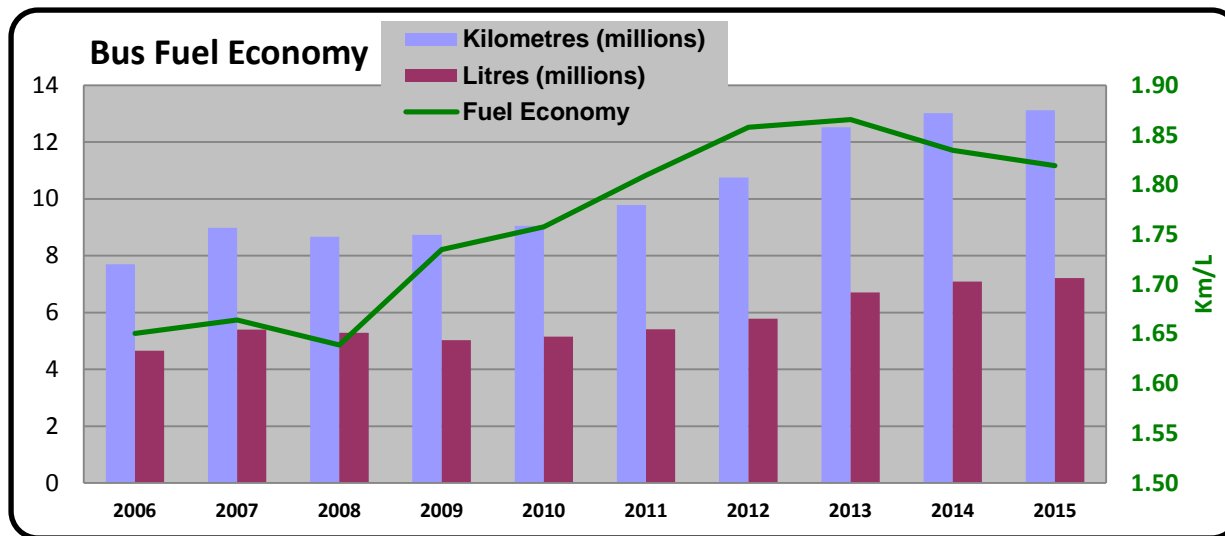
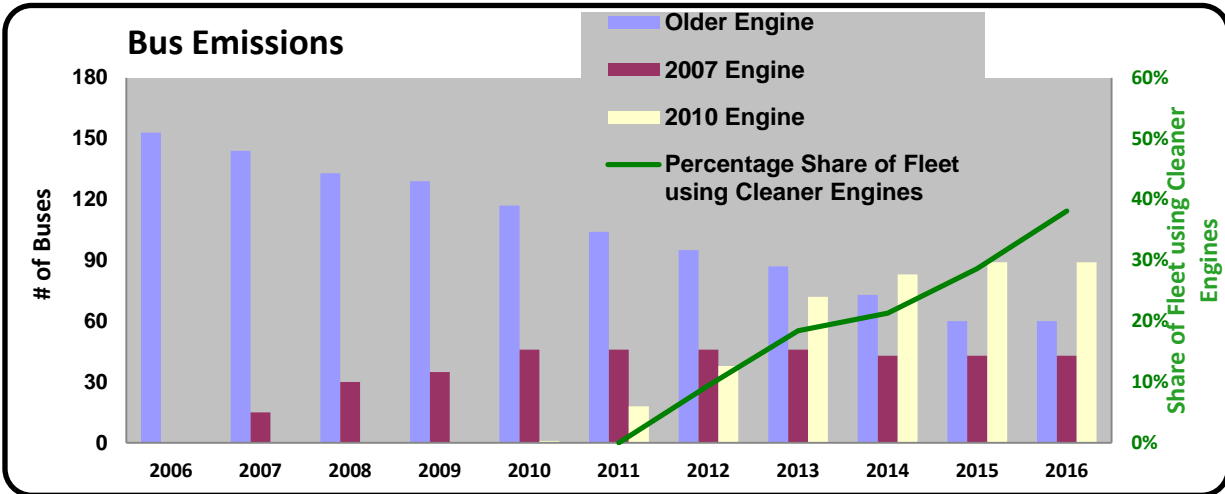
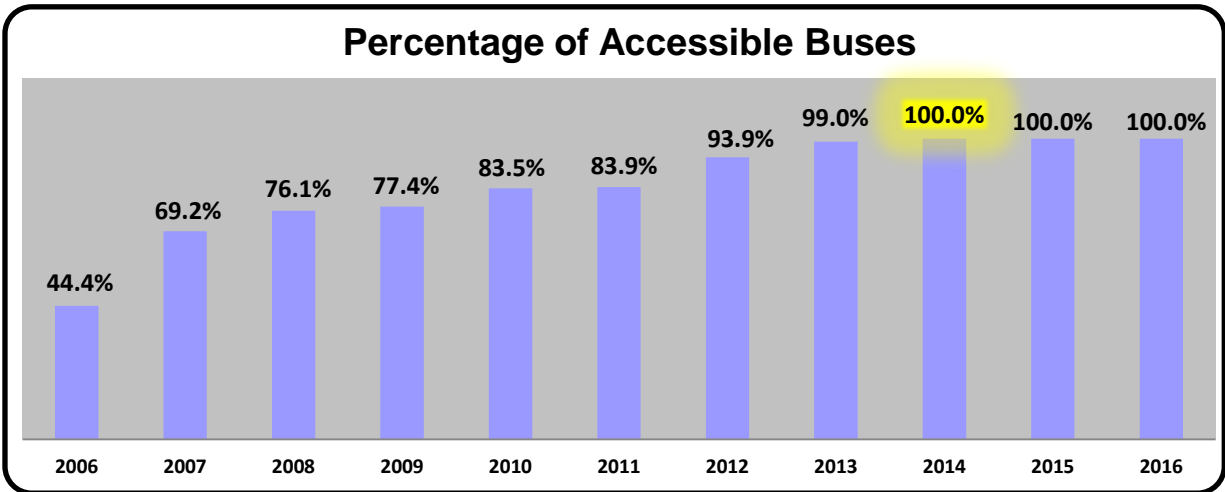




2016 Program Detail

Durham Region Transit

Performance Measures Continued



**PROGRAM 3  
MAINTENANCE - EQUIPMENT**



**2016 Program Detail**

**Durham Region Transit**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 7,299                        | 7,231                      | 7,404                  | 112                       | 7,516                      |
| Personnel Related                | 127                          | 174                        | 175                    | (24)                      | 151                        |
| Supplies                         | 3,194                        | 3,466                      | 3,472                  | (97)                      | 3,375                      |
| Equipment Maintenance & Repairs  | 130                          | 173                        | 173                    | (75)                      | 98                         |
| Vehicle Operations               | 6,570                        | 7,601                      | 7,297                  | 578                       | 7,875                      |
| Professional Services            | 25                           | 25                         | 25                     | 1                         | 26                         |
| Minor Assets & Equipment         | 34                           | 42                         | 42                     | 19                        | 61                         |
| Major Repairs & Renovations      | 510                          | 508                        | 508                    | 35                        | 543                        |
| <b>Gross Operating Expenses</b>  | <b>17,889</b>                | <b>19,220</b>              | <b>19,096</b>          | <b>549</b>                | <b>19,645</b>              |



**2016 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Specialized Service provides demand-responsive, origin-to-destination transportation services to eligible persons with disabilities using the full range of available public transportation services.

**Description of Program Activities:**

- ◆ Develop and implement policies, processes and procedures that comply with the Accessibility for Ontarians with Disabilities Act (AODA) legislative requirements specific to Specialized and Conventional Services providers with respect to DRT services, facilities and accommodations.
- ◆ Develop and administer cost-effective, fair and consistent policies relative to eligibility, trip reservation processes, and automated trip scheduling processes.
- ◆ Investigate opportunities to coordinate dispatch resources to support demand-responsive services within low-demand transit areas utilizing available vehicle capacity.
- ◆ Maintain trip booking hours at seven days a week to comply with the trip booking 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 improved 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. The installation of Trapeze GPS based Rangers, completed in 2015, will result in increased efficiencies in 2016 by leveraging more frequent and automated trip scheduling processes.
- ◆ 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.
- ◆ Administer the attendance management program and establish policies and procedures that promote best practices related to health, safety and the environment.

**Description of Program Resources:**

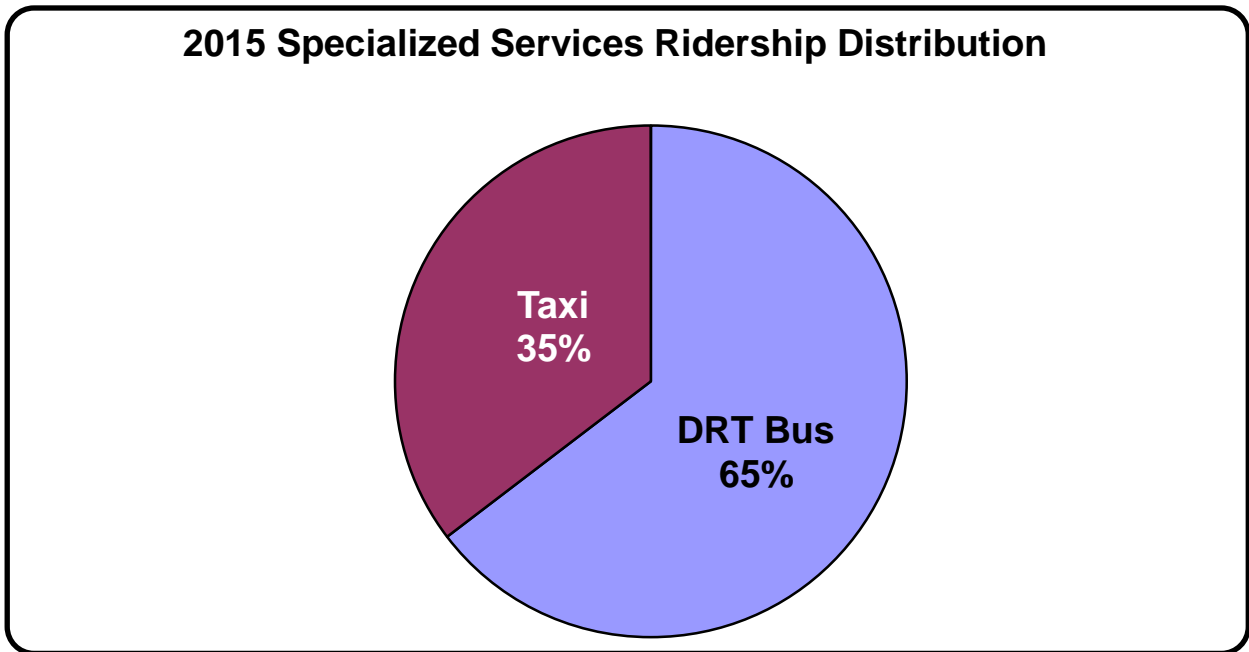
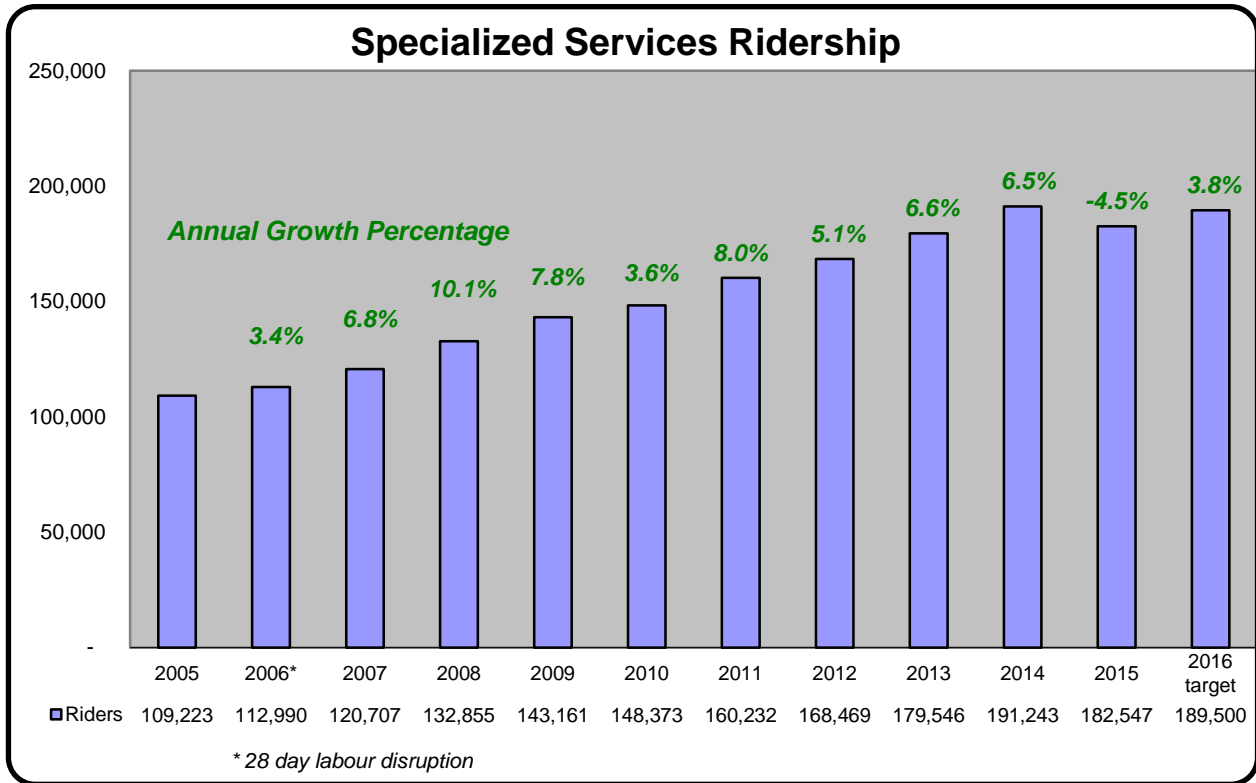
- ◆ 2016 Full Time Staff = 29                      New Position: 1 Eligibility Coordinator  
2015 Full Time Staff = 28



**2016 Program Detail**

**Durham Region Transit**

**Performance Measures**

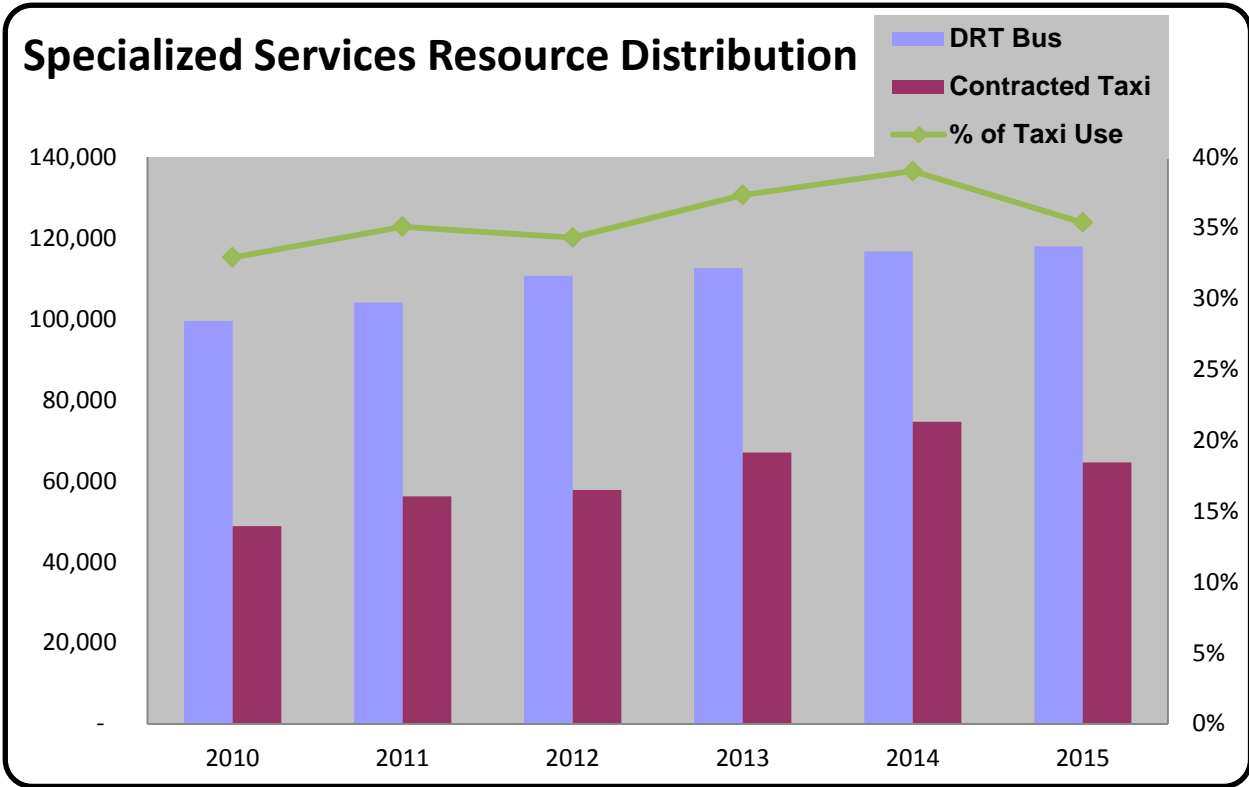




2016 Program Detail

Durham Region Transit

Performance Measures Continued



**PROGRAM 4  
SPECIALIZED SERVICE**



**2016 Program Detail**

**Durham Region Transit**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 3,643                        | 3,740                      | 3,694                  | 299                       | 3,993                      |
| Personnel Related                | 32                           | 42                         | 42                     | -                         | 42                         |
| Communications                   | 5                            | 13                         | 13                     | (4)                       | 9                          |
| Supplies                         | 282                          | 202                        | 201                    | 3                         | 204                        |
| Equipment Maintenance & Repairs  | -                            | -                          | -                      | 2                         | 2                          |
| Vehicle Operations               | 286                          | 399                        | 381                    | (19)                      | 362                        |
| Professional Services            | 3                            | 3                          | 3                      | 6                         | 9                          |
| Contracted Services (Taxi)       | 1,141                        | 1,222                      | 1,222                  | -                         | 1,222                      |
| Minor Assets & Equipment         | 2                            | 2                          | 2                      | -                         | 2                          |
| <b>Gross Operating Expenses</b>  | <b>5,394</b>                 | <b>5,623</b>               | <b>5,558</b>           | <b>287</b>                | <b>5,845</b>               |



**2016 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Operations North manages and administers integrated Conventional and Specialized 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 delivery Specialized 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.
- ◆ Monitor and explore ways to enhance Community Bus service and Route 950 service and connections with communities in Uxbridge, Scugog and Brock, UOIT, DC and the rest of the DRT system. Further integration with the GO Transit provided complementary services.
- ◆ 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.
- ◆ Enhance accessible travel options for persons with disabilities, helping them achieve more independence by providing improved Regional mobility.
- ◆ Employ cost-effective service delivery methods (i.e. contracted accessible taxis) to optimize the use of Specialized Service resources.
- ◆ Monitor performance of contracted specialized transit services provided in DRT northern service areas.

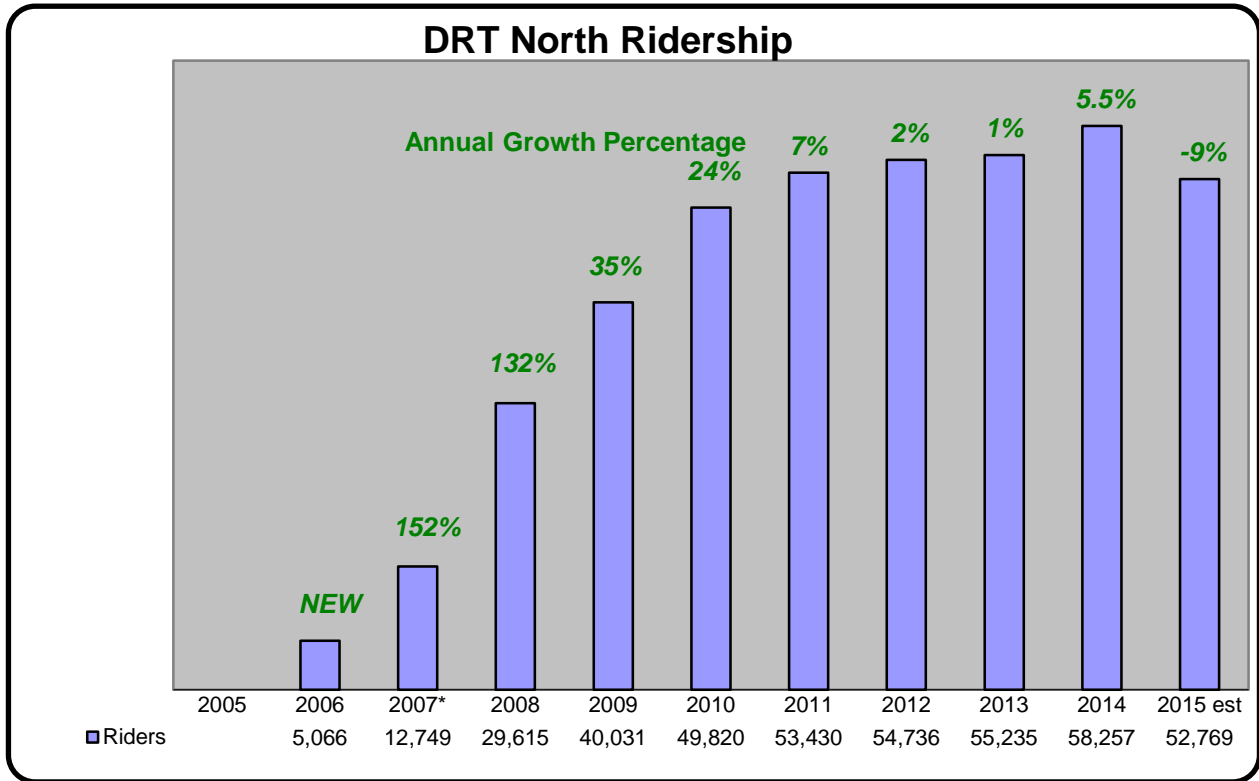




2016 Program Detail

Durham Region Transit

Performance Measures



\* Route #950 introduced September 2007

**PROGRAM 5  
NORTHERN SERVICE**



**2016 Program Detail**

**Durham Region Transit**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Communications                          | -                    | 1                  | 1              | (1)               | -                  |
| Materials & Services                    | -                    | 5                  | 5              | -                 | 5                  |
| Vehicle Operations                      | 45                   | 59                 | 56             | -                 | 56                 |
| Transit Bus Contract                    | 325                  | 349                | 348            | -                 | 348                |
| Contracted Services                     | 240                  | 245                | 247            | -                 | 247                |
| <b>Total Expenses</b>                   | <b>610</b>           | <b>659</b>         | <b>657</b>     | <b>(1)</b>        | <b>656</b>         |



**2016 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:**

- ◆ Maintain effective preventative maintenance programs for DRT facilities.
- ◆ Maintain DRT facilities in a state of good repair and in compliance with applicable legislation.
- ◆ Ensure ongoing and effective communication between Region Works, external contractors and DRT Maintenance personnel concerning ongoing maintenance and repair of DRT facility assets.
- ◆ Sub-contract services that support DRT requirements for mechanical, electrical and HVAC system maintenance.

**Description of Program Resources:**

- ◆ 2016 Full Time staff = 2  
2015 Full Time staff = 2

**PROGRAM 6  
FACILITIES MANAGEMENT**



**2016 Program Detail**

**Durham Region Transit**

| Detailed Cost of Program:                                     | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                                     |                      |                    |                |                   |                    |
| Personnel Expenses  | 141                  | 158                | 167            | (4)               | 163                |
| Supplies  | 38                   | 38                 | 38             | -                 | 38                 |
| Utilities   | 418                  | 448                | 535            | -                 | 535                |
| Materials & Services  | 45                   | 38                 | 37             | 21                | 58                 |
| Buildings & Grounds Operations                                | 215                  | 235                | 231            | 8                 | 239                |
| Equipment Maintenance & Repairs                               | 93                   | 123                | 134            | -                 | 134                |
| Contracted Services   | 82                   | 80                 | 75             | 1                 | 76                 |
| Leased Facilities Expenses                                    | 44                   | 47                 | 2              | -                 | 2                  |
| Property Taxes  | 175                  | 199                | 199            | -                 | 199                |
| Major Repairs & Renovations                                   | -                    | -                  | -              | 13                | 13                 |
| <b>Operating Expenses Subtotal</b>                            | <b>1,251</b>         | <b>1,366</b>       | <b>1,418</b>   | <b>39</b>         | <b>1,457</b>       |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                      |                    |                |                   |                    |
| Staffing Charge From Works Department                         | 121                  | 101                | 99             | 2                 | 101                |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>121</b>           | <b>101</b>         | <b>99</b>      | <b>2</b>          | <b>101</b>         |
| <b>Net Program Expenses</b>                                   | <b>1,372</b>         | <b>1,467</b>       | <b>1,517</b>   | <b>41</b>         | <b>1,558</b>       |

**PROGRAM 7  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Durham Region Transit**

| <b>Detailed Cost of Program:</b>                                  | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>   |                              |                            |                        |                           |                            |
| Personnel Expenses  | 919                          | 1,021                      | 1,036                  | 5                         | 1,041                      |
| Communications  | 441                          | 460                        | 460                    | 40                        | 500                        |
| Supplies  | 119                          | 139                        | 139                    | -                         | 139                        |
| Utilities   | 1,267                        | 1,161                      | 1,276                  | (13)                      | 1,263                      |
| Computer Maintenance &<br>Operations                              | 16                           | 11                         | 11                     | -                         | 11                         |
| Materials & Services  | 21                           | 30                         | 30                     | (3)                       | 27                         |
| Buildings & Grounds Operations                                    | 931                          | 1,010                      | 1,010                  | 13                        | 1,023                      |
| Equipment Maintenance &<br>Repairs                                | 14                           | 12                         | 12                     | -                         | 12                         |
| Professional Services   | 35                           | 55                         | -                      | 20                        | 20                         |
| Contracted Services   | 722                          | 730                        | 746                    | (26)                      | 720                        |
| Financial Expenses  | 166                          | 166                        | 169                    | -                         | 169                        |
| Major Repairs & Renovations                                       | 195                          | 293                        | -                      | 100                       | 100                        |
| Contribution to Reserve &<br>Reserve Funds                        | 748                          | 748                        | 748                    | (748)                     | -                          |
| Call Centre Operations  | 435                          | 497                        | 501                    | -                         | 501                        |
| Front Counter Operations  | 298                          | 327                        | 322                    | -                         | 322                        |
| <b>Operating Expenses Subtotal</b>                                | <b>6,327</b>                 | <b>6,660</b>               | <b>6,460</b>           | <b>(612)</b>              | <b>5,848</b>               |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries</b>          |                              |                            |                        |                           |                            |
| Facilities Management &<br>Shipping/Receiving Charge              | 375                          | 375                        | 380                    | (8)                       | 372                        |
| <b>Inter-Departmental Transfers &amp;<br/>Recoveries Subtotal</b> | <b>375</b>                   | <b>375</b>                 | <b>380</b>             | <b>(8)</b>                | <b>372</b>                 |
| <b>Gross Operating Expenses</b>                                   | <b>6,702</b>                 | <b>7,035</b>               | <b>6,840</b>           | <b>(620)</b>              | <b>6,220</b>               |
| <b>Tangible Capital Assets</b>                                    |                              |                            |                        |                           |                            |
| Replacement   | 145                          | 145                        | 530                    | 760                       | 1,290                      |
| <b>Total Tangible Capital Assets</b>                              | <b>145</b>                   | <b>145</b>                 | <b>530</b>             | <b>760</b>                | <b>1,290</b>               |
| <b>Debt Charges</b>   |                              |                            |                        |                           |                            |
| Debt Charges  | 4,594                        | 4,594                      | 4,594                  | -                         | 4,594                      |
| <b>Total Debt Charges</b>   | <b>4,594</b>                 | <b>4,594</b>               | <b>4,594</b>           | <b>-</b>                  | <b>4,594</b>               |

**PROGRAM 7  
HEADQUARTERS SHARED COST**



**2016 Program Detail**

**Durham Region Transit**

| Detailed Cost of Program:                             | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Revenues</b>                                       |                      |                    |                |                   |                    |
| Rents   | -                    | -                  | -              | (6)               | (6)                |
| <b>Total Revenues</b>                                 | -                    | -                  | -              | (6)               | (6)                |
| <b>Net Program Expenses</b>                           | <b>11,441</b>        | <b>11,774</b>      | <b>11,964</b>  | <b>134</b>        | <b>12,098</b>      |
| <b>Department's Share of Net<br/>Program Expenses</b> | <b>65</b>            | <b>65</b>          | <b>66</b>      | <b>1</b>          | <b>67</b>          |



**2016 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 Quick Win (Stage 1) Bus Rapid Transit (BRT) project elements, including the PULSE service. Core elements of this project include road widenings, new buses, facility expansions, smart technology and passenger amenities at bus stops. As a joint initiative of DRT and Regional Works, the RTO will continue to work in consultation and coordination with other Regional Departments to complete this significant multi-year project (ending 2018) for Durham.

**Description of Program Activities:**

- ◆ Complete BRT road construction at the Liverpool and Brock Road intersections.
- ◆ Complete detail design and commence BRT road construction at the Westney Road intersection.
- ◆ Advance detail design for BRT road construction at the Whites Road intersection.
- ◆ Continue land acquisition to facilitate BRT road improvements.
- ◆ Close project for the Westney Division facility.
- ◆ Continue construction of the new maintenance facility for DRT's Raleigh Division.
- ◆ Advance and integrate deployment of smart technology, including Transit Signal Priority (TSP) along Highway 2, Computer Aided Dispatch / Automated Vehicle Location (CAD/AVL) and supporting technological features.
- ◆ Support DRT in planning and installation of passenger amenities at the proposed Highway 2 BRT bus stops, commensurate with bus stop characteristics and budget.
- ◆ Prepare requests for proposals and tender documents, as necessary, for the procurement of goods and external services to advance the project.
- ◆ Continue to liaise with consultants and contractors in completing the various project elements.
- ◆ Participate in discussions with Metrolinx / GO Transit and other stakeholders for developing and implementing an effective communications strategy.
- ◆ Continue to monitor and refine the budget and schedule for the project.
- ◆ Maintain liaison with and report to Metrolinx/Province through the Project Oversight Committee, in accordance with the Contribution Agreement.
- ◆ Assist in pursuit of funding opportunities for advancing the project to "Stage 2" BRT.
- ◆ Report to Transit Executive Committee and Regional Council on critical project matters.

**PROGRAM 8  
BUS RAPID TRANSIT**



**2016 Program Detail**

**Durham Region Transit**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Personnel Expenses               | 411                          | 436                        | 253                    | -                         | 253                        |
| Personnel Related                | 7                            | 11                         | 6                      | -                         | 6                          |
| Communications                   | 4                            | 1                          | 1                      | -                         | 1                          |
| Supplies                         | 1                            | 3                          | 2                      | -                         | 2                          |
| Materials & Services             | 1                            | 6                          | 3                      | -                         | 3                          |
| Equipment Maintenance & Repairs  | 2                            | -                          | -                      | -                         | -                          |
| Debt Charges                     | 523                          | 523                        | 524                    | 513                       | 1,037                      |
| <b>Net Program Expenses</b>      | <b>949</b>                   | <b>980</b>                 | <b>789</b>             | <b>513</b>                | <b>1,302</b>               |



**PROGRAM 9  
TANGIBLE CAPITAL ASSETS - NEW**



**2016 Program Detail**

**Durham Region Transit**

| Description                             | Qty | Unit Cost | Total            |
|---|-----|-----------|------------------|
|   |     | \$        | \$               |
| <b><u>Administration</u></b>            |     |           |                  |
| 1 Lockers                               | 2   | 1,200     | 2,400            |
| 2 Map Holders                           | 20  | 200       | 4,000            |
|   |     |           | 6,400            |
| <b><u>Operations</u></b>                |     |           |                  |
| 3 Sit/Stand Workstations                | 2   | 5,000     | 10,000           |
|   |     |           | 10,000           |
| <b><u>Maintenance</u></b>               |     |           |                  |
| 4 Storage Cabinets                      | 2   | 3,703     | 7,406            |
| 5 Keywatch Cabinet                      | 1   | 21,000    | 21,000           |
| 6 Fume Extractor                        | 1   | 11,550    | 11,550           |
| 7 Tablet Computer                       | 1   | 4,257     | 4,257            |
|   |     |           | 44,213           |
| <b><u>Specialized</u></b>               |     |           |                  |
| 8 Lockers                               | 2   | 1,145     | 2,290            |
| 9 Office Furniture                      | 1   | 1,500     | 1,500            |
|   |     |           | 3,790            |
| Capital Program - see separate schedule |     |           | 1,184,000        |
|   |     |           | <b>1,248,403</b> |

**PROGRAM 10  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Durham Region Transit**

| Description                  | Qty | Unit Cost | Total         |
|------------------------------|-----|-----------|---------------|
|                              |     | \$        | \$            |
| <b><u>Administration</u></b> |     |           |               |
| 1 Laptop Computers           | 11  | 2,100     | 23,100        |
| 2 Desktop Computers          | 13  | 700       | 9,100         |
| 3 Computer Monitors          | 13  | 250       | 3,250         |
|                              |     |           | 35,450        |
| <b><u>Maintenance</u></b>    |     |           |               |
| 4 Office Chairs              | 4   | 350       | 1,400         |
|                              |     |           | 1,400         |
|                              |     |           | <b>36,850</b> |



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

**EXPENDITURES**

**GROWTH RELATED CAPITAL**

**BUSES:**

|                             | 2016 |    | 2017      |               | 2018      |               | 2019     |            | 2020 |    | 2021-2025 |              | TOTAL     |               |
|-----------------------------|------|----|-----------|---------------|-----------|---------------|----------|------------|------|----|-----------|--------------|-----------|---------------|
|                             | #    | \$ | #         | \$            | #         | \$            | #        | \$         | #    | \$ | #         | \$           | #         | \$            |
| Conventional Bus Expansion  | -    | -  | 31        | 14,421        | 27        | 12,560        | 1        | 465        | -    | -  | 14        | 6,513        | 73        | 33,959        |
| BRT Bus Expansion           | -    | -  | 5         | 1,800         | -         | -             | -        | -          | -    | -  | -         | -            | 5         | 1,800         |
| Specialized Bus Expansion   | -    | -  | 2         | 400           | -         | -             | -        | -          | -    | -  | 4         | 800          | 6         | 1,200         |
| Non Revenue Service Vehicle | -    | -  | -         | -             | -         | -             | -        | -          | -    | -  | -         | -            | -         | -             |
| <b>sub-total</b>            | -    | -  | <b>38</b> | <b>16,621</b> | <b>27</b> | <b>12,560</b> | <b>1</b> | <b>465</b> | -    | -  | <b>18</b> | <b>7,313</b> | <b>84</b> | <b>36,959</b> |

**FACILITIES:**

|  |   |           |   |            |   |            |   |            |   |   |               |   |               |
|--|---|-----------|---|------------|---|------------|---|------------|---|---|---------------|---|---------------|
| Future Growth Bus Storage Facility       | - | -         | - | -          | - | -          | - | -          | - | - | 55,000        | - | 55,000        |
| New Facility in Seaton Phase 1           | - | -         | - | -          | - | -          | - | -          | - | - | 25,000        | - | 25,000        |
| Raleigh Office Area Replacement          | - | -         | - | 500        | - | 500        | - | -          | - | - | -             | - | 1,000         |
| Furniture, Fixtures, and Equipment (FFE) | - | 50        | - | -          | - | 100        | - | -          | - | - | -             | - | 150           |
| Transit Control Centre Equipment         | - | -         | - | 75         | - | -          | - | -          | - | - | -             | - | 75            |
| New Transit Amenities                    | - | -         | - | 45         | - | -          | - | 250        | - | - | 250           | - | 545           |
| Customer Information Facilities          | - | -         | - | -          | - | 20         | - | -          | - | - | -             | - | 20            |
| <b>sub-total</b>                         | - | <b>50</b> | - | <b>620</b> | - | <b>620</b> | - | <b>250</b> | - | - | <b>80,250</b> | - | <b>81,790</b> |

**SYSTEMS IMPROVEMENT:**

|  |            |              |            |              |           |              |           |            |           |            |            |              |            |               |
|--|------------|--------------|------------|--------------|-----------|--------------|-----------|------------|-----------|------------|------------|--------------|------------|---------------|
| Additional PRESTO for Growth Buses           | -          | -            | 31         | 416          | 27        | 362          | 1         | 13         | -         | -          | 14         | 188          | 73         | 979           |
| Additional Fareboxes/Radios For Growth Buses | -          | -            | -          | 620          | -         | 540          | -         | 20         | -         | -          | -          | 160          | -          | 1,340         |
| Additional ITS/Annunciators for Growth Buses | -          | -            | -          | 620          | -         | 405          | -         | 15         | -         | -          | 210        | -            | -          | 1,250         |
| PULSE Shelters                               | -          | -            | 4          | 200          | -         | -            | -         | -          | -         | -          | -          | -            | 4          | 200           |
| Automated Q-strait Self Securement Pilot     | 2          | 24           | -          | -            | -         | -            | -         | -          | -         | -          | -          | -            | 2          | 24            |
| AODA Built Environment Transit Shelters      | 100        | 1,005        | 25         | 205          | 50        | 410          | 25        | 205        | 25        | 205        | 303        | 2,482        | 528        | 4,512         |
| Security Systems for Buses (camera)          | 25         | 175          | 75         | 525          | 22        | 154          | -         | -          | -         | -          | -          | -            | 122        | 854           |
| Smart Technology Upgrades/Facilities         | -          | 325          | -          | 250          | -         | 250          | -         | 250        | -         | 250        | -          | 1,250        | -          | 2,575         |
| <b>sub-total</b>                             | <b>127</b> | <b>1,529</b> | <b>135</b> | <b>2,836</b> | <b>99</b> | <b>2,121</b> | <b>26</b> | <b>503</b> | <b>25</b> | <b>455</b> | <b>317</b> | <b>4,290</b> | <b>729</b> | <b>11,734</b> |

**REPLACEMENT / REHABILITATION CAPITAL**

**BUSES:**

|                                  |           |              |           |              |           |              |           |              |           |              |            |               |            |               |
|----------------------------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|------------|---------------|------------|---------------|
| New Conventional Bus Replacement | 8         | 3,722        | 13        | 6,048        | 11        | 5,117        | 10        | 4,652        | 10        | 4,652        | 50         | 23,260        | 102        | 47,451        |
| New Community Flag Buses         | -         | -            | -         | -            | -         | -            | 1         | 450          | 1         | 450          | 5          | 2,250         | 7          | 3,150         |
| Specialized Bus Replacement      | 4         | 444          | 4         | 800          | 4         | 800          | 4         | 800          | 4         | 800          | 20         | 4,000         | 40         | 7,644         |
| Structural Refurbishing of Buses | 5         | 725          | 13        | 1,885        | 9         | 1,305        | 9         | 1,305        | 9         | 1,305        | 45         | 6,525         | 90         | 13,050        |
| Service Vehicle Replacement      | 3         | 105          | 2         | 70           | 2         | 150          | 1         | 35           | 3         | 145          | 13         | 585           | 24         | 1,090         |
| <b>sub-total</b>                 | <b>20</b> | <b>4,996</b> | <b>32</b> | <b>8,803</b> | <b>26</b> | <b>7,372</b> | <b>25</b> | <b>7,242</b> | <b>27</b> | <b>7,352</b> | <b>133</b> | <b>36,620</b> | <b>263</b> | <b>72,385</b> |

**FACILITIES:**

|                                       |   |            |   |            |   |           |   |           |   |   |   |           |   |              |
|---------------------------------------|---|------------|---|------------|---|-----------|---|-----------|---|---|---|-----------|---|--------------|
| Westney Facility Improvements/Repairs | - | 220        | - | 473        | - | -         | - | -         | - | - | - | -         | - | 693          |
| Shop Equipment                        | - | 63         | - | 170        | - | 12        | - | 66        | - | - | - | 37        | - | 348          |
| <b>sub-total</b>                      | - | <b>283</b> | - | <b>643</b> | - | <b>12</b> | - | <b>66</b> | - | - | - | <b>37</b> | - | <b>1,041</b> |

**SYSTEMS IMPROVEMENT:**

|   |            |              |           |            |           |            |           |            |           |            |           |              |            |              |
|---|------------|--------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|--------------|------------|--------------|
| AODA Built Environment Hard Surface Paving    | 233        | 700          | 50        | 235        | -         | 160        | -         | 160        | -         | 160        | -         | 800          | 283        | 2,215        |
| Advanced Fuel Management System               | -          | 250          | -         | -          | -         | -          | -         | -          | -         | -          | -         | -            | -          | 250          |
| Signage and Way Finding                       | -          | -            | -         | 25         | -         | -          | -         | 25         | -         | -          | -         | 50           | -          | 100          |
| PRESTO INIT MACD Decommissioning/Installation | 8          | 96           | 13        | 156        | 11        | 132        | 11        | 132        | 11        | 132        | 55        | 660          | 109        | 1,308        |
| <b>sub-total</b>                              | <b>241</b> | <b>1,046</b> | <b>63</b> | <b>416</b> | <b>11</b> | <b>292</b> | <b>11</b> | <b>317</b> | <b>11</b> | <b>292</b> | <b>55</b> | <b>1,510</b> | <b>392</b> | <b>3,873</b> |

**TOTAL EXPENDITURES**

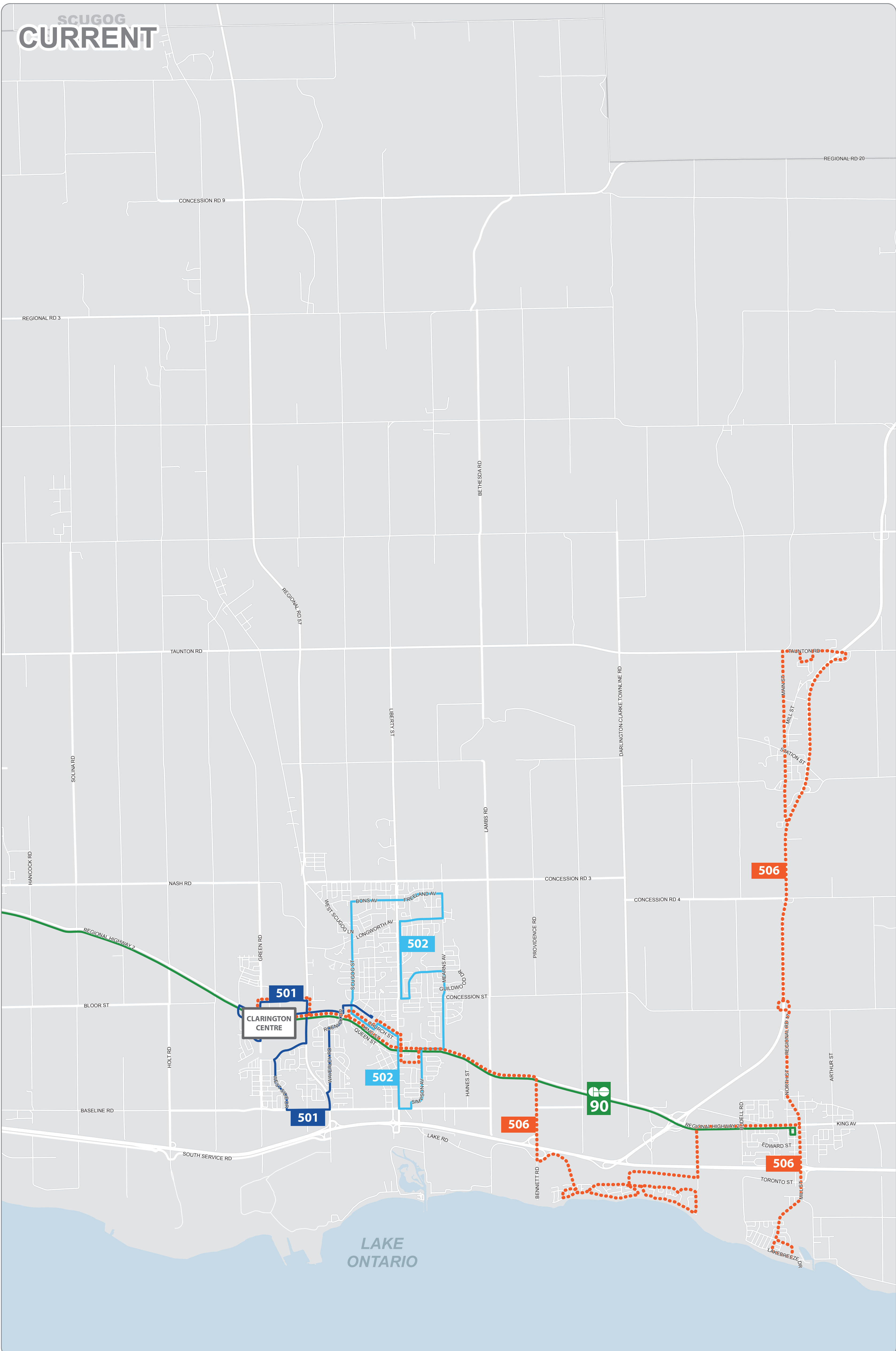
|                           |            |              |            |               |            |               |           |              |           |              |            |                |              |                |
|---------------------------|------------|--------------|------------|---------------|------------|---------------|-----------|--------------|-----------|--------------|------------|----------------|--------------|----------------|
| <b>TOTAL EXPENDITURES</b> | <b>388</b> | <b>7,904</b> | <b>268</b> | <b>29,939</b> | <b>163</b> | <b>22,977</b> | <b>63</b> | <b>8,843</b> | <b>63</b> | <b>8,099</b> | <b>523</b> | <b>130,020</b> | <b>1,468</b> | <b>207,782</b> |
|---------------------------|------------|--------------|------------|---------------|------------|---------------|-----------|--------------|-----------|--------------|------------|----------------|--------------|----------------|

**FINANCING**

**REGULAR CAPITAL PROGRAM**

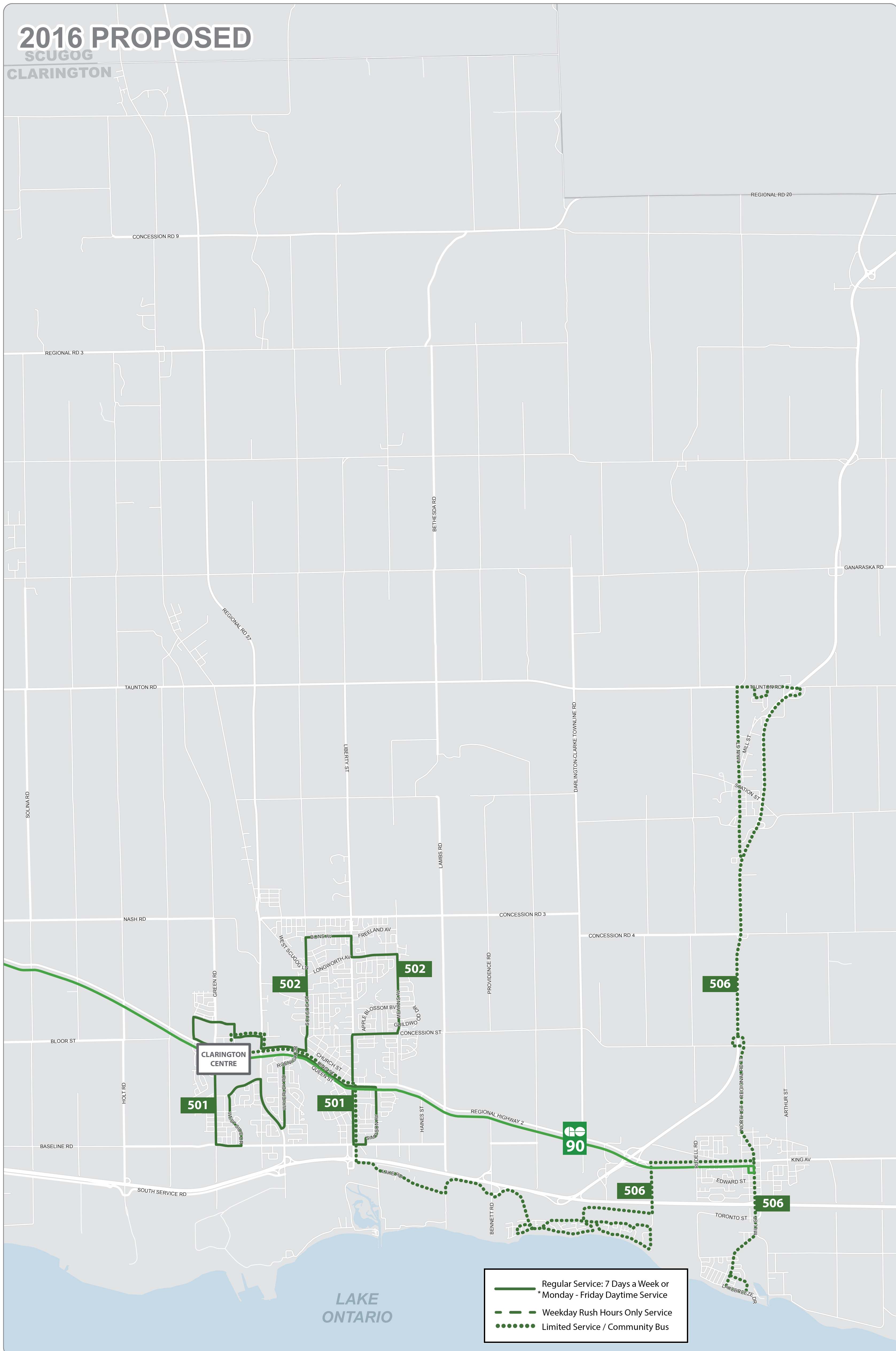
|                                     | 2016         | 2017          | 2018          | 2019         | 2020         | 2021-2025      | TOTAL          |
|-------------------------------------|--------------|---------------|---------------|--------------|--------------|----------------|----------------|
|                                     | \$           | \$            | \$            | \$           | \$           | \$             | \$             |
| Property Taxes                      | 1,184        | 10,748        | 7,611         | 982          | 527          | 12,671         | 33,723         |
| Development Charges-Residential     | 10           | 6,050         | 4,641         | 178          | -            | 6,978          | 17,857         |
| Development Charges-Non Residential | 5            | 3,351         | 2,571         | 98           | -            | 3,866          | 9,892          |
| Ontario Gas Tax Revenue             | 6,705        | 9,789         | 8,154         | 7,585        | 7,572        | 33,525         | 73,330         |
| Debentures                          | -            | -             | -             | -            | -            | 72,979         | 72,979         |
| Other                               | -            | -             | -             | -            | -            | -              | -              |
| <b>TOTAL FINANCING</b>              | <b>7,904</b> | <b>29,939</b> | <b>22,977</b> | <b>8,843</b> | <b>8,099</b> | <b>130,020</b> | <b>207,782</b> |

**SCUGOG  
CURRENT**



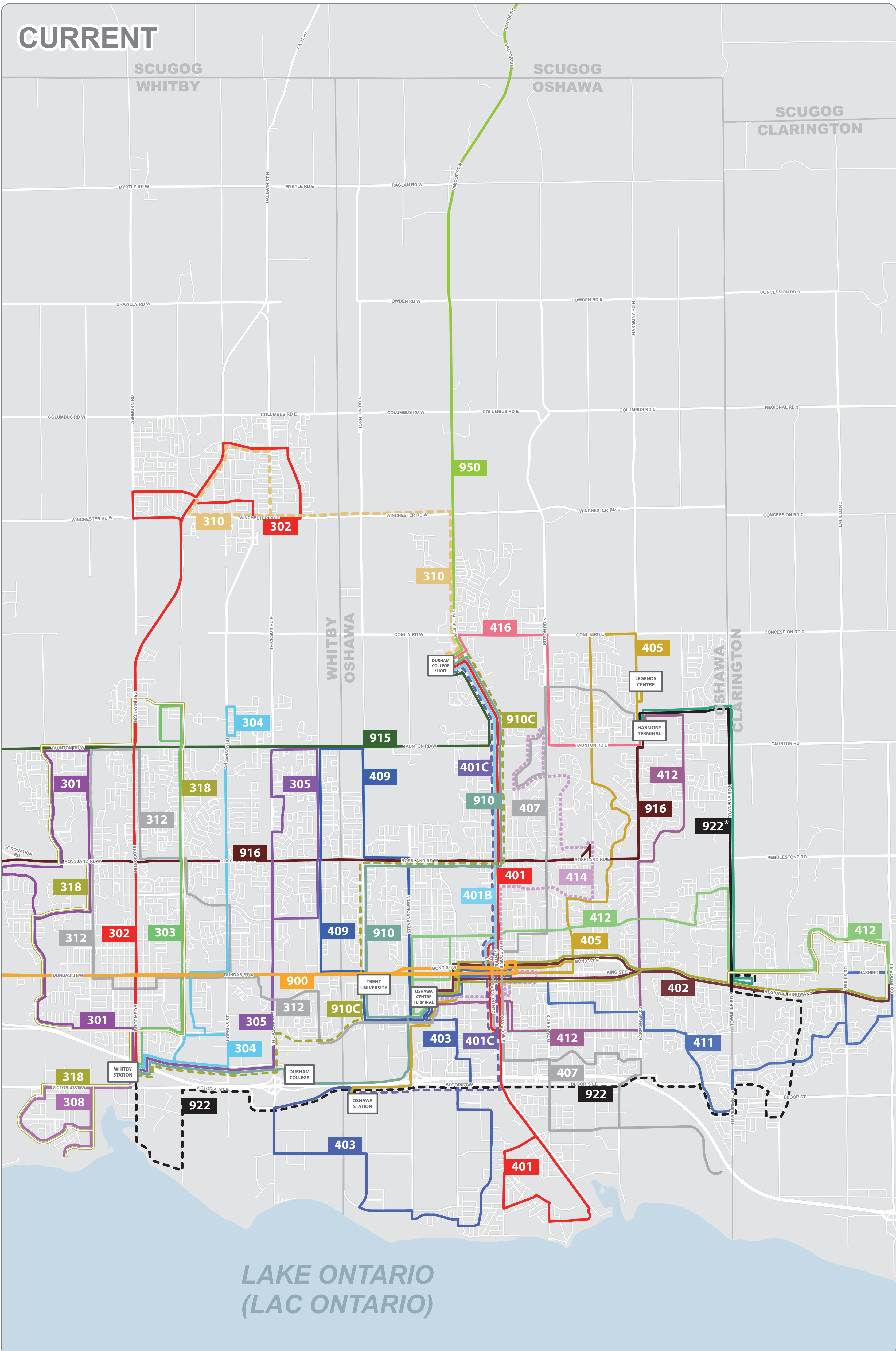
**2016 PROPOSED**

**SCUGOG  
CLARINGTON**



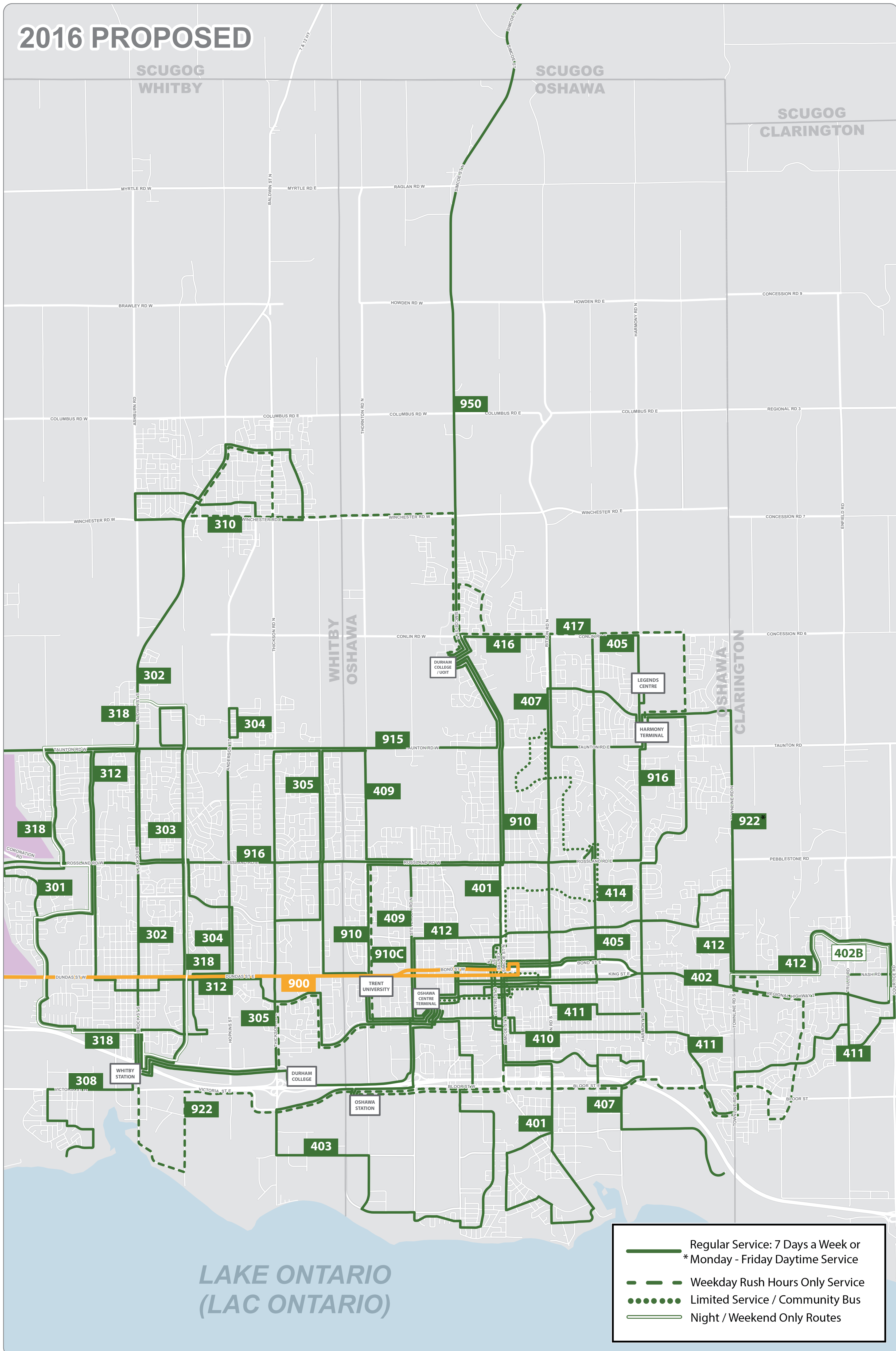
- Regular Service: 7 Days a Week or Monday - Friday Daytime Service
- - - - Weekday Rush Hours Only Service
- ..... Limited Service / Community Bus

# CURRENT



LAKE ONTARIO  
(LAC ONTARIO)

# 2016 PROPOSED

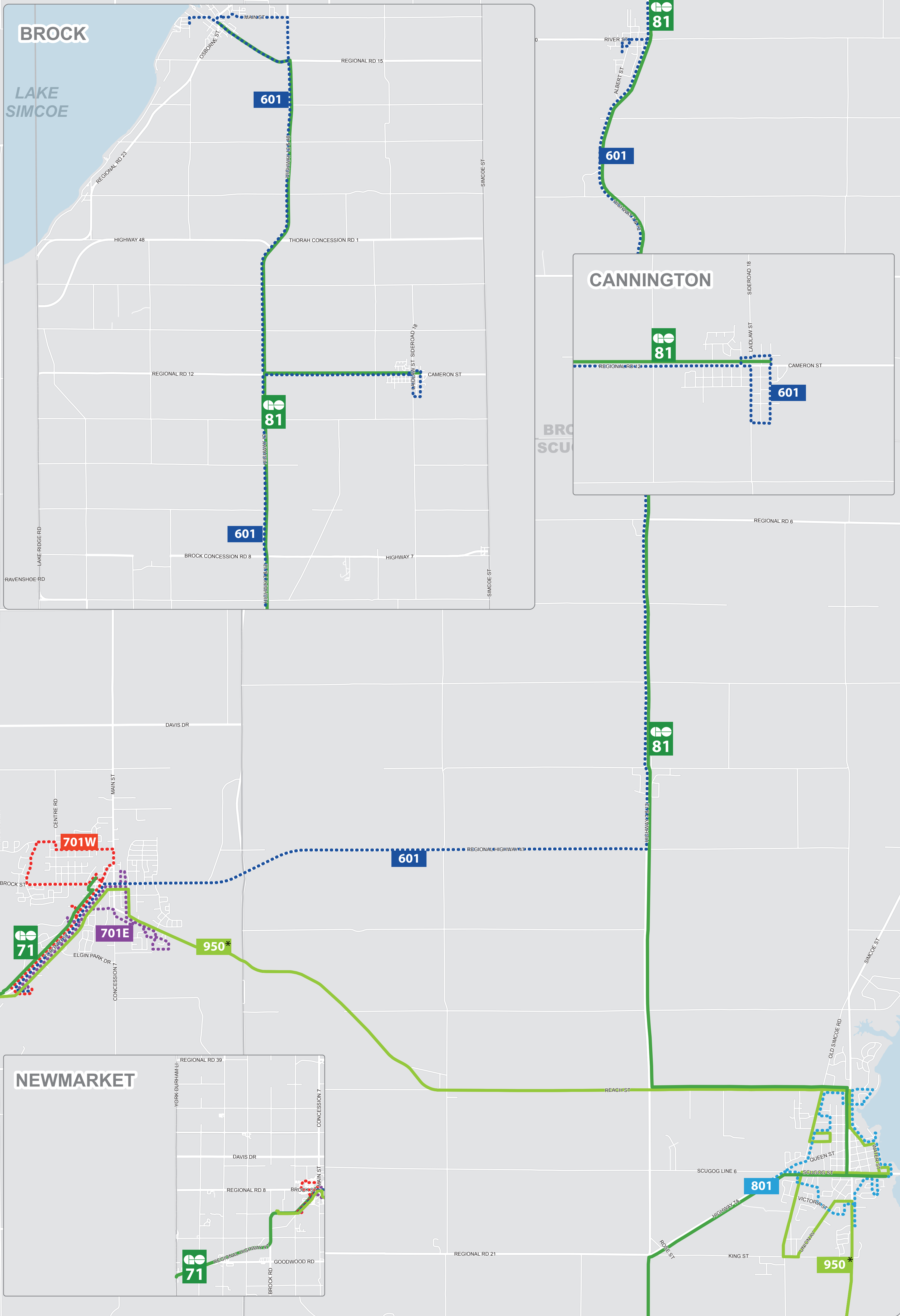


LAKE ONTARIO  
(LAC ONTARIO)

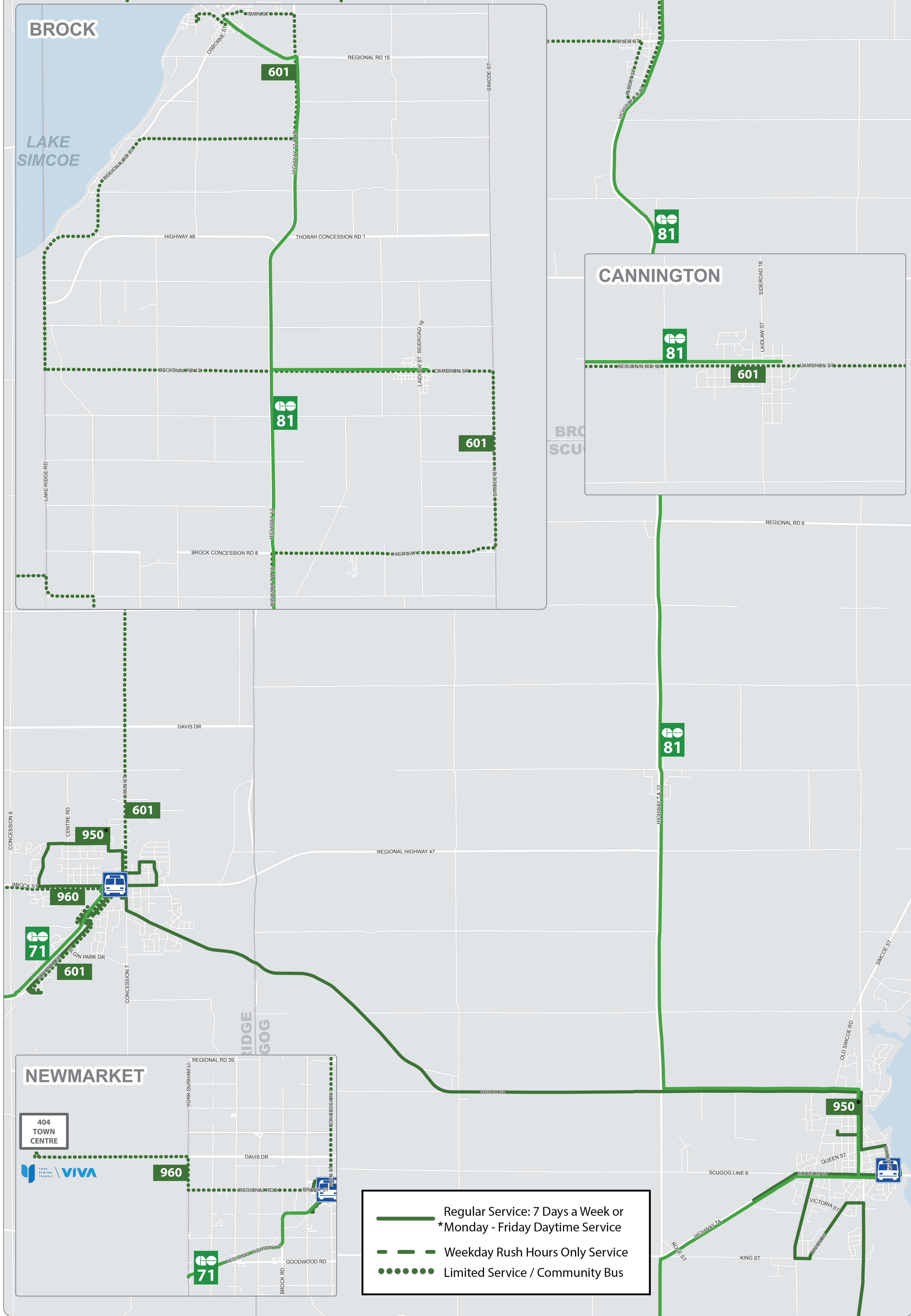
- Regular Service: 7 Days a Week or \*Monday - Friday Daytime Service
- - - Weekday Rush Hours Only Service
- Limited Service / Community Bus
- Night / Weekend Only Routes



# CURRENT



# 2016 PROPOSED



- Regular Service: 7 Days a Week or \*Monday - Friday Daytime Service
- - - Weekday Rush Hours Only Service
- ..... Limited Service / Community Bus

|   |
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**Durham Regional Local Housing Corporation**

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| <b>EXPLANATION OF PROGRAM CHANGES .....</b>         | <b>1124</b>            |
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| 2. Affordable Housing Program .....                 | 1130-1131              |
| 3. Tangible Capital Assets - Replacement.....       | 1132-1133              |





2016 Business Plan

Durham Regional Local Housing Corporation

Major Services & Activities

Property Management - Public Housing Stock

- ◆ Provide effective property management services for 1,276 units
- ◆ Undertake tenant selection and placement, income verification, rent calculation and rent collection activities
- ◆ Undertake preventative and restorative property maintenance activities
- ◆ Undertake strategic asset management through capital planning
- ◆ Address accessibility issues in accordance with legislation
- ◆ Implement green initiatives where possible through capital expenditure plans

Affordable Housing Program

- ◆ Provide effective property management services for 17 units
- ◆ Undertake tenant selection and placement, income verification, rent calculation and rent collection activities
- ◆ Undertake preventative and restorative property maintenance activities
- ◆ Undertake strategic asset management through capital planning
- ◆ Address accessibility issues in accordance with legislation
- ◆ Implement green initiatives where possible through capital expenditure plans



**2016 Business Plan**

**Durham Regional Local  
Housing Corporation**

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

|  |
|--|
| <b>Strategic Goal 4.3 - Develop a broad range of affordable housing.</b>   |
| <b>Responsibility - Lead</b>   |
| <b>Key Deliverables</b>  |
| <ul style="list-style-type: none"> <li>◆ Analyze technical building condition audits to determine life cycle of each housing complex.</li> <li>◆ Explore community revitalization opportunities.</li> <li>◆ Analyze broader community housing needs in relation to the Region's 10 year Housing Plan.</li> </ul> |
| <b>Performance Targets</b>   |
| <ul style="list-style-type: none"> <li>◆ Number of urgent rehabilitation projects undertaken.</li> <li>◆ Number of low, medium, and high priority technical projects identified through building condition audits.</li> </ul>  |

|  |
|--|
| <b>Strategic Goal 4.5 - Strengthen accessibility to appropriate services which respond to the needs of our diverse community.</b>  |
| <b>Responsibility - Support</b>  |
| <b>Key Deliverables</b>  |
| <ul style="list-style-type: none"> <li>◆ Promote tenant property/liability insurance coverage for all tenant households.</li> <li>◆ Promote availability of building community spaces for on-site programming by external community agencies.</li> <li>◆ Support community activities that promote improved outcomes in priority neighborhoods.</li> </ul> |
| <b>Performance Targets</b>   |
| <ul style="list-style-type: none"> <li>◆ Number of tenant households with content insurance.</li> <li>◆ Number of partnerships with service agencies providing on-site programs in seniors' buildings.</li> </ul>  |

|  |
|--|
| <b>Strategic Goal 2.6 - Implement Strategies to use energy efficiently and reduce air and light pollution.</b>   |
| <b>Responsibility - Support</b>  |
| <b>Key Deliverables</b>  |
| <ul style="list-style-type: none"> <li>◆ Support tenants in accessing government energy savings programs through organization of information sessions with SaveONenergy program staff.</li> <li>◆ Encourage tenant participation in energy savings initiatives.</li> </ul> |
| <b>Performance Targets</b>   |
| <ul style="list-style-type: none"> <li>◆ Number of information sessions for tenants with SaveONenergy program staff present.</li> <li>◆ Number of tenants participating in energy savings events.</li> </ul>   |

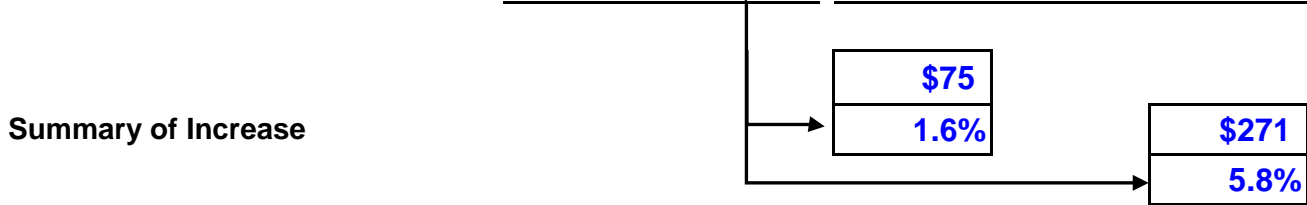
**PROGRAM SUMMARY**



**2016 Business Plan**

**Durham Regional Local Housing Corporation**

| BY PROGRAM<br>(\$,000's)                     | 2015              |                 | 2016         |                |                 |
|--|-------------------|-----------------|--------------|----------------|-----------------|
|  | Estimated Actuals | Approved Budget | Base Budget  | Program Change | Proposed Budget |
| <b>Expense Programs</b>                      | \$                | \$              | \$           | \$             | \$              |
| <b>Operating:</b>                            |                   |                 |              |                |                 |
| 1 Property Management - Public Housing Stock | 4,833             | 3,600           | 3,675        | -              | 3,675           |
| 2 Affordable Housing Program                 | -                 | -               | -            | -              | -               |
| <b>Operating Subtotal</b>                    | <b>4,833</b>      | <b>3,600</b>    | <b>3,675</b> | <b>-</b>       | <b>3,675</b>    |
| <b>Tangible Capital Assets:</b>              |                   |                 |              |                |                 |
| 3 Replacement                                | 1,104             | 1,104           | 1,104        | 196            | 1,300           |
| <b>Total Program Expenses</b>                | <b>5,937</b>      | <b>4,704</b>    | <b>4,779</b> | <b>196</b>     | <b>4,975</b>    |



**Summary of Base Budget Changes**

|                                       | \$        | Comments               |
|---------------------------------------|-----------|------------------------|
| Purchased Services from Durham Region | 39        | Economic Increases     |
| Operating Expenses                    | 55        | Inflationary Increases |
| Minor Assets & Equipment              | (2)       | Reduced Requirements   |
| Major Repairs & Renovations           | (8)       | Reduced Requirements   |
| Rental & Sundry Revenue               | (9)       | Economic Increases     |
|                                       | <u>75</u> |                        |

EXPLANATION OF PROGRAM CHANGES



**2016 Program Changes**

**Durham Regional Local Housing Corporation**

|   |                              | \$ (000's) |
|---|------------------------------|------------|
| <b>Tangible Capital Asset</b>   |                              |            |
| <u>Replacement</u>  |                              |            |
| ◆ Increase in Tangible Capital Assets - Replacement (Refer to Schedule) |                              | 196        |
|   | <b>Total Program Changes</b> | <b>196</b> |

# PROGRAM 1

## PROPERTY MANAGEMENT - PUBLIC HOUSING STOCK



### 2016 Program Detail

### Durham Regional Local Housing Corporation

#### Purpose:

- ◆ To provide effective, direct 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 1,293 units for RGI households, of which 1,276 are part of the Region's RGI Service Level Standard, located as follows:

| <u>AREA MUNICIPALITY</u> | <u>ADDRESS</u>              | <u>RGI<br/>STANDARD</u>  | <u>ACTUAL<br/>UNITS</u> |
|--------------------------|-----------------------------|--------------------------|-------------------------|
| Ajax                     | 655 Harwood Avenue South    | 129                      | 129 *                   |
| Brock                    | 103 Cameron Street West     | 26                       | 26                      |
|                          | 342 Main Street             | 32                       | 32                      |
|                          | 2 Nelson Street East        | 21                       | 21                      |
| Clarington               | 4 Nelson Street East        | 14                       | 14                      |
|                          | Oshawa                      | Christine/Normandy/Nevis | 42                      |
| Oshawa                   | Lomond Street               | 18                       | 18                      |
|                          | 439 Dean Avenue             | 51                       | 51                      |
|                          | 155 King Street East        | 165                      | 165 *                   |
|                          | Cedar/Carlton/Wasaga        | 35                       | 35                      |
|                          | Linden/Poplar               | 32                       | 32                      |
|                          | Malaga Road                 | 65                       | 65                      |
|                          | 460 Normandy                | 30                       | 30                      |
| Pickering                | Birchcliffe/Lakeview/Ritson | 173                      | 185 **                  |
|                          | 385 Beatrice Street East    | 50                       | 50                      |
|                          | 1910 Faylee Crescent        | 36                       | 36                      |
| Scugog                   | 1330 Foxglove Avenue        | 36                       | 36                      |
|                          | 327 Kellet Street           | 30                       | 30                      |
| Uxbridge                 | 385 Rosa Street             | 38                       | 38                      |
|                          | 20 Perry Street             | 51                       | 56 **                   |
| Whitby                   | 850 Green Street South      | 81                       | 81                      |
|                          | 409 Centre Street South     | 16                       | 16                      |
|                          | 315 Colborne Street West    | 105                      | 105 *                   |
|                          |                             | 1,276                    | 1,293                   |

\* Sites 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. RGI subsidy for these 17 units is provided under the Strong Communities Rent Supplement Program.

# PROGRAM 1 PROPERTY MANAGEMENT - PUBLIC HOUSING STOCK



## 2016 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>2015</u>      | <u>2016</u>      |
|--------------------------------------|------------------|------------------|
| Social Services - Housing Services   | 25               | 25               |
| Finance - Financial Housing Services | 5                | 5                |
| Works - Facilities Management        | 1                | 1                |
| <b>Total</b>                         | <b><u>31</u></b> | <b><u>31</u></b> |

### Performance Measurements:

- ◆ Property Management Operating Cost Per Unit
- ◆ Average Monthly Arrears as a Percentage of Revenue
- ◆ Average Length of Vacancy Per Unit Turnover

**PROGRAM 1**  
**PROPERTY MANAGEMENT - PUBLIC HOUSING STOCK**



**2016 Program Detail**

**Durham Regional Local  
Housing Corporation**

| <b>Detailed Cost of Program:</b>         | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                               | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| Purchased Services from<br>Durham Region | 2,939                        | 2,911                      | 2,971                  | -                         | 2,971                      |
| Property Maintenance                     | 3,261                        | 1,868                      | 1,817                  | -                         | 1,817                      |
| Communication                            | 87                           | 87                         | 87                     | -                         | 87                         |
| Professional Services                    | 44                           | 44                         | 45                     | -                         | 45                         |
| Miscellaneous Services                   | 10                           | 9                          | 10                     | -                         | 10                         |
| Computer Maintenance &<br>Operations     | 14                           | 15                         | 16                     | -                         | 16                         |
| Insurance                                | 200                          | 200                        | 204                    | -                         | 204                        |
| Bad Debts                                | 40                           | 40                         | 40                     | -                         | 40                         |
| Property Tax                             | 2,239                        | 2,202                      | 2,278                  | -                         | 2,278                      |
| Utilities                                | 2,115                        | 2,019                      | 2,014                  | -                         | 2,014                      |
| Major Repairs & Renovations              | 640                          | 1,068                      | 1,060                  | -                         | 1,060                      |
| <b>Gross Expenses</b>                    | <b>11,589</b>                | <b>10,463</b>              | <b>10,542</b>          | <b>-</b>                  | <b>10,542</b>              |
| Rental Revenue                           | (6,536)                      | (6,702)                    | (6,697)                | -                         | (6,697)                    |
| Sundry Revenue                           | (220)                        | (161)                      | (170)                  | -                         | (170)                      |
| <b>Total Revenue</b>                     | <b>(6,756)</b>               | <b>(6,863)</b>             | <b>(6,867)</b>         | <b>-</b>                  | <b>(6,867)</b>             |
| <b>Net Program Expense</b>               | <b>4,833</b>                 | <b>3,600</b>               | <b>3,675</b>           | <b>-</b>                  | <b>3,675</b>               |

**PROGRAM 1**  
**PROPERTY MANAGEMENT - PUBLIC HOUSING STOCK**



**2016 Business Plan  
Major Repairs & Renovations**

**Durham Regional Local  
Housing Corporation**

| <b>Item No.</b> | <b>Description</b>  | <b>Total</b>     |
|-----------------|---|------------------|
| 1               | Roof replacement - Foxglove                                     | 93,750           |
| 2               | Relocate gas valves - Lomond                                    | 6,750            |
| 3               | Front step replacement - Cedar / Carlton / Wasaga               | 75,000           |
| 4               | Add ice guard to front entrance canopy - Colborne               | 12,500           |
| 5               | Platform for servicing generator - Perry                        | 18,750           |
| 6               | Replace roof at front entrance - Cameron                        | 25,000           |
| 7               | Repair building envelope leaks - Harwood                        | 55,000           |
| 8               | Replace main building electrical disconnect switch - Centre     | 20,000           |
| 9               | AODA units - multiple locations                                 | 85,000           |
| 10              | Abatement of asbestos - multiple locations                      | 200,000          |
| 11              | Patio, walkway and driveway hazard repairs - multiple locations | 90,500           |
| 12              | Kitchen cabinets - multiple locations                           | 120,000          |
| 13              | Unit flooring - multiple locations                              | 137,500          |
| 14              | Bathroom replacements - multiple locations                      | 120,000          |
| <b>Total</b>    |   | <b>1,059,750</b> |



# PROGRAM 1 PROPERTY MANAGEMENT - PUBLIC HOUSING STOCK

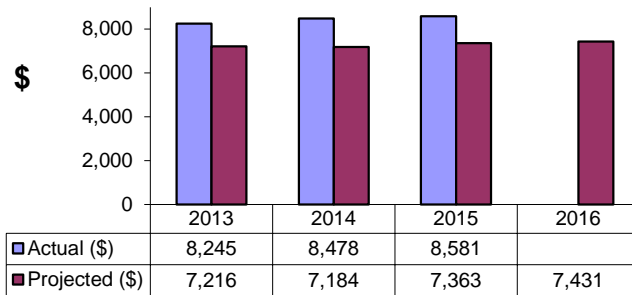


## 2016 Program Detail

## Durham Regional Local Housing Corporation

### Performance Data:

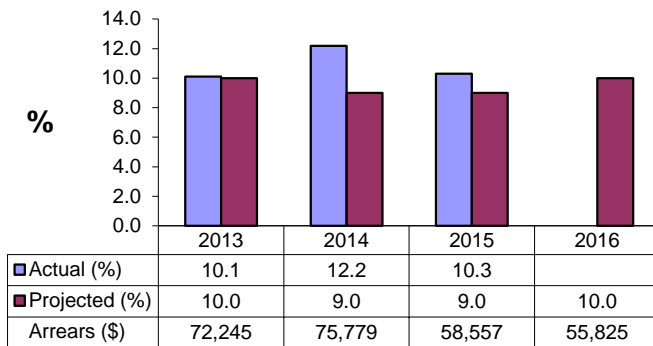
### EFFECTIVENESS



#### Property Management Operating Cost Per Unit

Rising operating costs reflect increased maintenance cost of aging buildings.

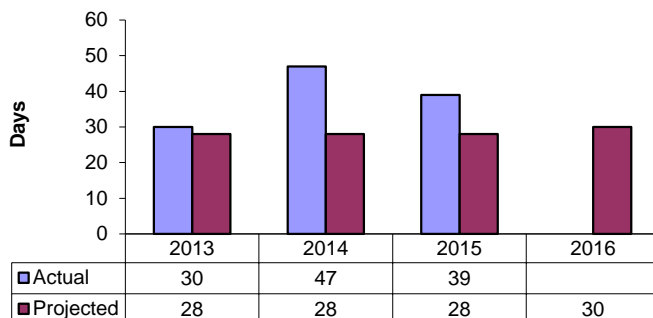
### EFFICIENCY



#### Average Monthly Arrears as a Percentage of Revenues

Average month-end rent charges due as a percentage of monthly revenues.

### COMMUNITY IMPACT



#### Average Length of Vacancy Per Unit Turnover

Number of days a vacant unit remains unfilled due to unit repairs.

## PROGRAM 2 AFFORDABLE HOUSING PROGRAM



### 2016 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. Partial funding for program costs are provided through the Strong Communities Rent Supplement Program, which tops up the rents paid by assisted households. These units are in addition to the RGI public housing units at these sites.

#### Description of Program Activities:

- ◆ This is a non-mandatory program that does not contribute to attainment of the Region's legislated service level standard. Program activities include:
  - ◆ Selecting eligible targeted applicants from the Centralized Wait List to fill vacant units
  - ◆ Verifying initial, ongoing and annual eligibility of selected households
  - ◆ Determining the amount of rent to be paid by households based on their income
  - ◆ Maintaining the units
  - ◆ Ensuring costs of the program do not exceed annual funding
  - ◆ 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 PROGRAM**



**2016 Program Detail**

**Durham Regional Local  
Housing Corporation**

| <b>Detailed Cost of Program:</b>            | <b>2015</b>                 |                            | <b>2016</b>            |                           |                            |
|---|-----------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                                  | <b>Estimated<br/>Actual</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| Purchased Services Agreement<br>with Region | 42                          | 70                         | 49                     | -                         | 49                         |
| Property Maintenance                        | 72                          | 46                         | 72                     | -                         | 72                         |
| Property Taxes                              | 22                          | 22                         | 22                     | -                         | 22                         |
| Utilities                                   | 25                          | 23                         | 25                     | -                         | 25                         |
| Capital Reserve                             | 7                           | 7                          | 7                      | -                         | 7                          |
| Minor Assets & Equipment                    | -                           | 2                          | -                      | -                         | -                          |
| <b>Gross Expenses</b>                       | <b>168</b>                  | <b>170</b>                 | <b>175</b>             | <b>-</b>                  | <b>175</b>                 |
| Rent Revenue                                | (167)                       | (170)                      | (175)                  | -                         | (175)                      |
| Sundry Revenue                              | (1)                         | -                          | -                      | -                         | -                          |
| <b>Total Revenue</b>                        | <b>(168)</b>                | <b>(170)</b>               | <b>(175)</b>           | <b>-</b>                  | <b>(175)</b>               |
| <b>Net Program Expense</b>                  | <b>-</b>                    | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |

**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Program Detail**

**Durham Regional Local  
Housing Corporation**

| Detailed Cost of Program: | 2015                 |                    | 2016           |                   |                    |
|---------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| Building Improvements     | 1,024                | 1,024              | 1,024          | 231               | 1,255              |
| Vehicles                  | 80                   | 80                 | 80             | (35)              | 45                 |
|                           | <b>1,104</b>         | <b>1,104</b>       | <b>1,104</b>   | <b>196</b>        | <b>1,300</b>       |

**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2016 Business Plan**

**Durham Regional Local  
Housing Corporation**

| Description   | Qty | Unit Cost | Gross Cost |
|---|-----|-----------|------------|
| <b><u>Building Improvements</u></b>                         |     |           |            |
| Balconies - Harwood   | 104 | 5,769     | 600,000    |
| Balcony repair design - Green                               | 1   | 55,000    | 55,000     |
| Storm sewer replacement and roadway rehabilitation - Malaga | 1   | 600,000   | 600,000    |
|   |     |           | 1,255,000  |
| <b><u>Vehicles</u></b>                                      |     |           |            |
| Van   | 1   | 45,000    | 45,000     |
|   |     |           | 1,300,000  |

|  |
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## PROGRAM SUMMARY



### 2016 Business Plan

### Provincial Download Services

| By Program  | 2015          |               | 2016          |            |               |
|---|---------------|---------------|---------------|------------|---------------|
| (\$,000's)  | Estimated     | Approved      | Base          | Program    | Proposed      |
| Expense Programs  | Actuals       | Budget        | Budget        | Change     | Budget        |
|   | \$            | \$            | \$            | \$         | \$            |
| <b>Social Housing:</b>  |               |               |               |            |               |
| 1 Provider Payments   | 30,001        | 29,674        | 29,966        | 196        | 30,162        |
| 2 Commercial Rent Supplement                                  | 2,477         | 2,692         | 2,771         | -          | 2,771         |
| 3 Strong Communities Rent Supplement                          | -             | -             | -             | -          | -             |
| 4 Capital Provision   | 1,450         | 1,450         | 1,450         | -          | 1,450         |
| 5 Technical Audits  | 206           | 206           | 106           | -          | 106           |
| Subtotal  | 34,134        | 34,022        | 34,293        | 196        | 34,489        |
| <b>Social Housing-Investment in Affordable Housing (IAH):</b> |               |               |               |            |               |
| 6 Rental Housing  | -             | -             | -             | -          | -             |
| 7 Home Ownership  | -             | -             | -             | -          | -             |
| 8 Rent Supplement Direct Delivery                             | -             | -             | -             | -          | -             |
| 9 Rent Supplement and Housing Allowance Shared Delivery       | -             | -             | -             | -          | -             |
| Subtotal  | -             | -             | -             | -          | -             |
| <b>Net Program Expenses</b>                                   | <b>34,134</b> | <b>34,022</b> | <b>34,293</b> | <b>196</b> | <b>34,489</b> |

#### Summary of Increase (Decrease)

|       |       |       |       |
|-------|-------|-------|-------|
| \$271 | 0.80% | \$467 | 1.37% |
|-------|-------|-------|-------|

#### Summary of Base Budget Changes

|  | \$  | Comments                |
|--|-----|-------------------------|
| Social Housing Provider Payments & Related Costs | 271 | Provincially prescribed |
|  | 271 |                         |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Provincial Download Services

(\$,000's)

#### Provider Payments

- ◆ Increased payment to Durham Regional Local Housing Corporation for additional tangible capital asset replacement items. 196

**Total Program Changes** 196



# PROGRAM 1 PROVIDER PAYMENTS



## 2016 Program Detail

## Provincial Download Services

### Purpose:

- ◆ To ensure the annual operating and rent-geared-to-income subsidy funding as required under the legislation and various operating agreements is provided on a monthly basis to the 45 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.
- ◆ Prepare monthly housing provider subsidy payment.
- ◆ Annual settlement of rent-geared-to-income subsidy reconciliations for 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**



**2016 Program Detail**

**Provincial Download  
Services**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Outside Agency Expenses                                       | 35,619                       | 35,288                     | 35,761                 | 196                       | 35,957                     |
| Federal Debentures  | 1,509                        | 1,510                      | 1,510                  | -                         | 1,510                      |
| <b>Operating Expenses Subtotal</b>                            | <b>37,128</b>                | <b>36,798</b>              | <b>37,271</b>          | <b>196</b>                | <b>37,467</b>              |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Charges                                    | 3,004                        | 3,007                      | 3,051                  | -                         | 3,051                      |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>3,004</b>                 | <b>3,007</b>               | <b>3,051</b>           | <b>-</b>                  | <b>3,051</b>               |
| <b>Total Expenses</b>   | <b>40,132</b>                | <b>39,805</b>              | <b>40,322</b>          | <b>196</b>                | <b>40,518</b>              |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Federal Subsidy   | (10,131)                     | (10,131)                   | (10,356)               | -                         | (10,356)                   |
| <b>Total Revenues</b>   | <b>(10,131)</b>              | <b>(10,131)</b>            | <b>(10,356)</b>        | <b>-</b>                  | <b>(10,356)</b>            |
| <b>Net Program Expenses</b>                                   | <b>30,001</b>                | <b>29,674</b>              | <b>29,966</b>          | <b>196</b>                | <b>30,162</b>              |

## PROGRAM 2 COMMERCIAL RENT SUPPLEMENT



### 2016 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ To administer up to 330 units, as approved by Council, under the Commercial Rent Supplement Program, which provides rent-gear-to-income subsidy to tenants in private market rental properties and assists in attaining the legislated service level standard for rent-gear-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**



**2016 Program Detail**

**Provincial Download  
Services**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Outside Agency Expenses                                       | 2,352                        | 2,567                      | 2,645                  | -                         | 2,645                      |
| <b>Operating Expenses Subtotal</b>                            | <b>2,352</b>                 | <b>2,567</b>               | <b>2,645</b>           | <b>-</b>                  | <b>2,645</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Charges                                    | 125                          | 125                        | 126                    | -                         | 126                        |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>125</b>                   | <b>125</b>                 | <b>126</b>             | <b>-</b>                  | <b>126</b>                 |
| <b>Net Program Expenses</b>                                   | <b>2,477</b>                 | <b>2,692</b>               | <b>2,771</b>           | <b>-</b>                  | <b>2,771</b>               |

## PROGRAM 3 STRONG COMMUNITIES RENT SUPPLEMENT



### 2016 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ To ensure that the Federal flow-through annual block funding for rent supplements of \$1.4 million is expended in the current year. This equates to approximately 128 units under the regular Strong Communities Rent Supplement Program (SCRS) and 36 units currently under agreement through Provincially funded support agencies in the Region of Durham. This program provides rent-gear-to-income subsidy to tenants in private market and non-profit rental properties.
- ◆ This is a non-mandatory 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.
- ◆ 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 3  
STRONG COMMUNITIES RENT SUPPLEMENT**



**2016 Program Detail**

**Provincial Download  
Services**

| <b>Detailed Cost of Program:</b>                              | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|---|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                                     |                              |                            |                        |                           |                            |
| Outside Agency Expenses                                       | 1,236                        | 1,348                      | 1,348                  | -                         | 1,348                      |
| <b>Operating Expenses Subtotal</b>                            | <b>1,236</b>                 | <b>1,348</b>               | <b>1,348</b>           | <b>-</b>                  | <b>1,348</b>               |
| <b>Inter-Departmental Transfers &amp; Recoveries</b>          |                              |                            |                        |                           |                            |
| Inter-Departmental Charges                                    | 91                           | 91                         | 91                     | -                         | 91                         |
| <b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b> | <b>91</b>                    | <b>91</b>                  | <b>91</b>              | <b>-</b>                  | <b>91</b>                  |
| <b>Total Expenses</b>   | <b>1,327</b>                 | <b>1,439</b>               | <b>1,439</b>           | <b>-</b>                  | <b>1,439</b>               |
| <b>Revenues</b>   |                              |                            |                        |                           |                            |
| Provincial Subsidy  | (1,327)                      | (1,439)                    | (1,439)                | -                         | (1,439)                    |
| <b>Total Revenues</b>   | <b>(1,327)</b>               | <b>(1,439)</b>             | <b>(1,439)</b>         | <b>-</b>                  | <b>(1,439)</b>             |
| <b>Net Program Expenses</b>                                   | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |

**PROGRAM 4  
CAPITAL PROVISION**



**2016 Program Detail**

**Provincial Download  
Services**

| <b>Detailed Cost of Program:</b><br>(\$,000's) | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
|  | <b>Estimated<br/>Actuals</b> | <b>Approved<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                      |                              |                            |                        |                           |                            |
| Contribution to Reserve &<br>Reserve Funds     | 1,450                        | 1,450                      | 1,450                  | -                         | 1,450                      |
| <b>Net Program Expenses</b>                    | <b>1,450</b>                 | <b>1,450</b>               | <b>1,450</b>           | <b>-</b>                  | <b>1,450</b>               |

**PROGRAM 5  
TECHNICAL AUDITS**



**2016 Program Detail**

**Provincial Download  
Services**

| Detailed Cost of Program:                  | 2015                 |                    | 2016           |                   |                    |
|--|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                                 | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>                  |                      |                    |                |                   |                    |
| Contribution to Reserve &<br>Reserve Funds | 206                  | 206                | 106            | -                 | 106                |
| <b>Net Program Expenses</b>                | <b>206</b>           | <b>206</b>         | <b>106</b>     | <b>-</b>          | <b>106</b>         |



## PROGRAM 6 RENTAL HOUSING



### 2016 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ The Rental Housing component of the Investment in Affordable Housing (IAH) for Ontario program, aims to provide capital funding of up to \$150,000 per unit to develop new affordable rental housing units.

#### Description of Program Activities:

- ◆ The Region will solicit through the RFP process proposals for the development and construction of affordable rental housing.
- ◆ Funds will be flowed to approved proponents, based upon the completion of specific and measureable construction milestones. Proponents are encouraged to utilize local incentives but it should be noted that no Regional funds are being used in the program.
- ◆ Funding for Rental Housing is provided as a twenty year forgivable capital loan during the development and construction phase of the project. Service Managers must ensure that a project is financially viable from a construction cost and ongoing operating context.
- ◆ Program requirements mandate that the Region ensure that municipal property taxes for approved multi-residential developments be equivalent to the single residential rate over the life of the program (minimum of 20 years).
- ◆ The Service Manager is required to indemnify MMAH from all claims and damages in connection with this program.
- ◆ Over the twenty year duration of this program, the Service Manager must inform Ministry staff of the Project's ongoing compliance to program criteria and on-going viability of the Project.

**PROGRAM 6  
RENTAL HOUSING**



**2016 Program Detail**

**Provincial Download  
Services**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Restated<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>               |                      |                    |                |                   |                    |
| Outside Agency Expenses                 | 800                  | 800                | 4,000          | -                 | 4,000              |
| <b>Total Expenses</b>                   | <b>800</b>           | <b>800</b>         | <b>4,000</b>   | <b>-</b>          | <b>4,000</b>       |
| <b>Revenues</b>                         |                      |                    |                |                   |                    |
| Provincial Subsidy                      | (800)                | (800)              | (4,000)        | -                 | (4,000)            |
| <b>Total Revenues</b>                   | <b>(800)</b>         | <b>(800)</b>       | <b>(4,000)</b> | <b>-</b>          | <b>(4,000)</b>     |
| <b>Net Program Expenses</b>             | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |



**2016 Program Detail**

**Provincial Download  
Services**

**Purpose:**

- ◆ The Home Ownership component, of the Investment in Affordable Housing (IAH) for Ontario program aims to assist low-to-moderate-income renter households to purchase affordable homes by providing down payment assistance in the form of a forgivable loan.
- ◆ Specific objectives are to:
  - Ease the demand for rental housing by assisting renter households to purchase affordable homes
  - Provide renter households with an opportunity to move to home ownership
  - Encourage developers to build affordable housing by fostering demand

**Description of Program Activities:**

- ◆ Regional Council has endorsed Habitat for Humanity Durham (HHD) as the delivery agent for the Home Ownership component of the IAH program (refer Report # 2012-J-23 and Report # 2015-J-13). Council also endorsed that funding of \$16,500 (2012) and \$22,000 (2015 and future) per approved household (equivalent to five per cent of the maximum house price value for IAH program funding in Durham Region) be made available to HHD to reduce initial financing costs for qualified homeowners. It should be noted that no Regional funds are being used for the provision of down payment assistance.

**PROGRAM 7  
HOME OWNERSHIP**



**2016 Program Detail**

**Provincial Download  
Services**

| <b>Detailed Cost of Program:</b><br>(\$,000's) | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|--|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
|  | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>                      |                              |                            |                        |                           |                            |
| Outside Agency Expenses                        | 44                           | 44                         | 132                    | -                         | 132                        |
| <b>Total Expenses</b>                          | <b>44</b>                    | <b>44</b>                  | <b>132</b>             | <b>-</b>                  | <b>132</b>                 |
| <b>Revenues</b>                                |                              |                            |                        |                           |                            |
| Provincial Subsidy                             | (44)                         | (44)                       | (132)                  | -                         | (132)                      |
| <b>Total Revenues</b>                          | <b>(44)</b>                  | <b>(44)</b>                | <b>(132)</b>           | <b>-</b>                  | <b>(132)</b>               |
| <b>Net Program Expenses</b>                    | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |

## PROGRAM 8 RENT SUPPLEMENT DIRECT DELIVERY



[2016 Program Detail](#)

[Provincial Download Services](#)

### Purpose:

- ◆ The Rent Supplement Component of the Investment in Affordable Housing (IAH) for Ontario program has been designed to help address affordability issues of households in modest rental units across the province. Municipal Service Managers (SM) can choose to deliver the component for four years, or extend it for up to 10 years, but no later than March 31, 2024.
- ◆ A “rent supplement” is a subsidy paid to the landlord on behalf of a household in need of rental assistance. It is meant to help bridge the difference between the rent that a household can afford to pay and the actual market rent of a modest unit.

### Description of Program Activities:

- ◆ Through direct delivery, the Region will enter into agreements with participating private and non-profit landlords to fund eligible applicants, reducing the applicant's monthly housing charge during the benefit period in the range of \$200 to \$500 per month.
- ◆ The program targets those applicants on the waiting list paying market rent and who are likely to be accommodated in RGI housing within the benefit period.
- ◆ Given that waiting periods for RGI assistance for persons 60 years of age and over are approximately three years and up to five years for families, the direct delivery program will focus on seniors and families.
- ◆ The program does not provide a rent-geared-to-income (RGI) subsidy. Participating households maintain their place on the Social Housing waiting list during the benefit period. Eligibility occurs once the household receives RGI assistance or is deemed no longer eligible for assistance by program staff.

**PROGRAM 8  
RENT SUPPLEMENT DIRECT DELIVERY**



**2016 Program Detail**

**Provincial Download  
Services**

| Detailed Cost of Program:   | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Restated<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <b>Operating Expenses</b>   |                      |                    |                |                   |                    |
| Outside Agency Expenses     | 972                  | 972                | 1,376          | -                 | 1,376              |
| <b>Total Expenses</b>       | <b>972</b>           | <b>972</b>         | <b>1,376</b>   | <b>-</b>          | <b>1,376</b>       |
| <b>Revenues</b>             |                      |                    |                |                   |                    |
| Provincial Subsidy          | (972)                | (972)              | (1,376)        | -                 | (1,376)            |
| <b>Total Revenues</b>       | <b>(972)</b>         | <b>(972)</b>       | <b>(1,376)</b> | <b>-</b>          | <b>(1,376)</b>     |
| <b>Net Program Expenses</b> | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |

## PROGRAM 9 RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY



[2016 Program Detail](#)

[Provincial Download Services](#)

### Purpose:

- ◆ The Rent Supplement and Housing Allowance components of the Investment in Affordable Housing (IAH) for Ontario program helps address affordability issues of households residing in modest rental units. Municipal Service Managers (SM) can choose to deliver the component for four years or extend it for up to 10 years, but funds can only flow until March 31, 2024.
- ◆ A "rent supplement" is a 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".
- ◆ A "housing allowance" is a 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 also 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 MMAH and are redirected to the MOF for program administration. This model reduces the administrative burden to SM but does not reduce any of the administration funds to participate in this model. 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. 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.

**PROGRAM 9**  
**RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY**



**2016 Program Detail**

**Provincial Download  
Services**

**Summary by Expense Type**

| <b>Detailed Cost of Program:</b> | <b>2015</b>                  |                            | <b>2016</b>            |                           |                            |
|----------------------------------|------------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| (\$,000's)                       | <b>Estimated<br/>Actuals</b> | <b>Restated<br/>Budget</b> | <b>Base<br/>Budget</b> | <b>Program<br/>Change</b> | <b>Proposed<br/>Budget</b> |
| <b>Operating Expenses</b>        |                              |                            |                        |                           |                            |
| Outside Agency Expenses          | 985                          | 1,231                      | 1,734                  | -                         | 1,734                      |
| <b>Total Expenses</b>            | <b>985</b>                   | <b>1,231</b>               | <b>1,734</b>           | <b>-</b>                  | <b>1,734</b>               |
| <b>Revenues</b>                  |                              |                            |                        |                           |                            |
| Provincial Subsidy               | (985)                        | (1,231)                    | (1,734)                | -                         | (1,734)                    |
| <b>Total Revenues</b>            | <b>(985)</b>                 | <b>(1,231)</b>             | <b>(1,734)</b>         | <b>-</b>                  | <b>(1,734)</b>             |
| <b>Net Program Expenses</b>      | <b>-</b>                     | <b>-</b>                   | <b>-</b>               | <b>-</b>                  | <b>-</b>                   |



**PROGRAM 9**  
**RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY**



**2015 Program Detail**

**Provincial Download  
Services**

**Summary by Program Type**

| Detailed Cost of Program:<br>(\$,000's) | 2015                 |                    | 2016           |                   |                    |
|---|----------------------|--------------------|----------------|-------------------|--------------------|
|   | Estimated<br>Actuals | Restated<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| Rent Supplement                         | 385                  | 631                | 896            | -                 | 896                |
| Housing Allowance                       | 600                  | 600                | 838            | -                 | 838                |
| <b>Gross Expenses</b>                   | <b>985</b>           | <b>1,231</b>       | <b>1,734</b>   | <b>-</b>          | <b>1,734</b>       |
| Rent Supplement                         | (385)                | (631)              | (896)          | -                 | (896)              |
| Housing Allowance                       | (600)                | (600)              | (838)          | -                 | (838)              |
| <b>Revenue &amp; Recoveries</b>         | <b>(985)</b>         | <b>(1,231)</b>     | <b>(1,734)</b> | <b>-</b>          | <b>(1,734)</b>     |
| <b>Net Program Expenses</b>             | <b>-</b>             | <b>-</b>           | <b>-</b>       | <b>-</b>          | <b>-</b>           |



# **REGIONAL MUNICIPALITY OF DURHAM**

## **LISTING OF FEES AND CHARGES**

**2016**

**February 2016**

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## **LISTING OF FEES AND CHARGES - 2016**

The following is a complete listing of Fees and Charges for The Regional Municipality of Durham for the various service areas throughout the Region. The Council approved listing is also available on the Region's web-site at [www.durham.ca](http://www.durham.ca). The Finance Department will update the web-site version of the attached listings periodically throughout the year. The public is encouraged to contact the applicable department to verify the correct fee and/or charge before application. Please contact the Corporate Services Department – Legislative Services at (905) 668-7711 or 1-800-372-1102 for the telephone number of the applicable department.

**Note: Effective February 4<sup>th</sup>, 2013, cash transactions with the Region are rounded down to the nearest five-cent increment. Payments made by cheque and electronic transfers will continue to use the cent as the smallest unit for pricing goods and services.**



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**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**CORPORATE SERVICES DEPARTMENT - LEGAL SERVICES**

| Description   | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Effective Date  | Notes / Comments |
|---|----------------------------|-------------------------|--|-----------------|------------------|
| <b>Revenue from program fees:</b>                                     |                            |                         |  |                 |                  |
| 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.<br>(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**  
**2016 FEES AND CHARGES**  
**CORPORATE SERVICES DEPARTMENT - LEGISLATIVE SERVICES**

| Description   | Unit           | Rate (Excluding HST)<br>\$                                  | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date | Notes / Comments |
|---|----------------|---|-------------------------|---|----------------|------------------|
| <b>Photocopies</b>  | /page          | \$0.68  | Y                       | I/D *                                       | July 1, 2008   | By-Law 41-2008   |
| <b>Faxed Material</b><br>The same policy of \$0.68 per page of information applies to faxed material. The \$0.68 charged is for providing the service and transmittal costs.<br><br>* 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). | /page          | \$0.68  | Y                       | I/D *                                       | July 1, 2008   | By-Law 41-2008   |
| <b>Fee for certification of any record or document</b>  | /certification | \$10.00   | Y                       | I/D   | July 1, 2008   | By-Law 41-2008   |
| <b>Documents Available:</b>   |                |   |                         |   |                |                  |
| 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   |
| <b>Regional Official Plan:</b>  |                |   |                         |   |                |                  |
| Office Consolidation - Text and Maps  | /set           | \$60.00   | Y                       | D   | July 1, 2008   | By-Law 41-2008   |
| Office Consolidation - In an Electronic Format (CD)<br>Maps Available at the Planning Department (see Planning)   | /disk          | \$25.00   | Y                       | D   | July 1, 2008   | By-Law 41-2008   |
| <b>Fee for reports or documents not listed which do not have to be photocopied</b>  |                | Printing cost plus \$10.50<br>for handling and distribution | Y                       | I/D   | July 1, 2008   | By-Law 41-2008   |
| <b>Reports or Documents available in an electronic format, such as CD, DVD, thumb drive, or memory stick</b>  | /disk          | \$25.00   | Y                       | I/D   | July 1, 2008   | By-Law 41-2008   |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**CORPORATE SERVICES DEPARTMENT - LEGISLATIVE SERVICES**

| Description  | Unit      | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date | Notes / Comments |
|--|-----------|----------------------------|-------------------------|---|----------------|------------------|
| <b>Council and Committee Documents available:</b><br>Calendar of Regional Meetings                           | Rate/year | \$39.00                    | Y                       | D   | July 1, 2008   | By-Law 41-2008   |
| <b>Agendas:</b>  |           |                            |                         |   |                |                  |
| 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 & Economic Development 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   |
| <b>Minutes:</b>  |           |                            |                         |   |                |                  |
| 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 & Economic Development 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   |
| <b>Note:</b><br>Yearly subscriptions for Council and Committee documents are requested by a reminder letter. |           |                            |                         |   |                |                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**DURHAM REGIONAL POLICE SERVICE**

| Item Code | Description                                      | Unit           | Rate<br>(Excluding<br>HST)<br>\$ | HST<br>Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Minimum Charge<br>\$ | Effective Date  | Notes / Comments          |
|-----------|--|----------------|----------------------------------|----------------------------|---|----------------------|-----------------|---------------------------|
| 1         | Destruction of Fingerprints                      | Per Request    | \$57.52                          | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 2         | Criminal Information Requests Employment         | Per Request    | \$48.67                          | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 3         | Criminal Information Requests Volunteer          | Per Request    | \$17.70                          | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 3a        | RCMP Finger Print Fee                            | Per Request    | \$25.00                          | N                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 4         | Incident Requests Level 1                        | Per Request    | \$30.97                          | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 5         | Incident Requests Level 2                        | Per Request    | \$53.10                          | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 6         | Local Police Records Check process               | Per Request    | \$88.50                          | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 7         | Field Notes & Sketch Level 2 Investigation       | Per Request    | \$200.00                         | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 8         | Field Notes & Sketch Level 3/4 Investigation     | Per Request    | \$300.00                         | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 9         | Reconstruction Report Level 3 Investigation      | Per Request    | \$800.00                         | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 10        | Reconstruction Report Level 4 Investigation      | Per Request    | \$1,327.43                       | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 11        | Scale Diagram                                    | Per Request    | \$800.00                         | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 12        | Executive Summary Report - Collision             | Per Request    | \$265.49                         | Y                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 13        | FOI Application Fee                              | Per Request    | \$5.00                           | N                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 14        | FOI Fee Recovery - Documents                     | Per Page       | \$0.20                           | N                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 15        | FOI Fee Recovery - Shipping                      |                | Cost Recovery                    | N                          | D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 16        | FOI Fee Recovery - Search Time                   | Per Hour       | \$30.00                          | N                          | I/D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 17        | FOI Fee Recovery - Computer Disc                 | Per Disc       | \$10.00                          | N                          | I/D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 18        | FOI Fee Recovery - Programming                   | Per Hour       | \$60.00                          | N                          | I/D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 19        | FOI Fee Recovery - Video & Audio Tapes           | Per Tape       | \$10.00                          | N                          | I/D   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
|           | FOI = Freedom of Information                     |                |                                  |                            |   |                      |                 |                           |
| 20        | False Alarm Attendance                           | Per occurrence | \$150.00                         | Y                          | I   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 21        | False Alarm Cancellation                         | Per occurrence | \$75.00                          | Y                          | I   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 22        | False Alarm Attendance - No Service Agreement    | Per occurrence | \$150.00                         | Y                          | I   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 23        | Colour Photocopies (4 per page)                  | Each           | \$20.00                          | Y                          | D   | \$20.00              | January 1, 2016 | DRPS Board By-law 11-2015 |
| 24        | Automated Fingerprint Identification (Tech 0704) | Hourly         | \$60.20                          | Y                          | I   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 25        | Automated Fingerprint Identification (D/CONS)    | Hourly         | \$75.79                          | Y                          | I   | N/A                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 26        | Additional Disclosure Tapes - Crown Office       | Per occurrence | \$8.00                           | Y                          | D   | \$8.00               | January 1, 2016 | DRPS Board By-law 11-2015 |



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**DURHAM REGIONAL POLICE SERVICE**

| Item Code | Description  | Unit       | Rate<br>(Excluding<br>HST)<br>\$ | HST<br>Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Minimum Charge<br>\$              | Effective Date  | Notes / Comments          |
|-----------|--|------------|----------------------------------|----------------------------|---|-----------------------------------|-----------------|---------------------------|
| 27        | Standard Photocopying Charges                            | Per Page   | \$0.20                           | Y                          | I   | \$0.20                            | January 1, 2016 | DRPS Board By-law 11-2015 |
| 28        | Coloured Photocopying Charges                            | Per Page   | \$20.00                          | Y                          | I   | \$20.00                           | January 1, 2016 | DRPS Board By-law 11-2015 |
| 29        | Developing Photographs (plus 3rd party charges)          | Per Photo  | \$12.00                          | Y                          | I   | \$12 + 3rd party                  | January 1, 2016 | DRPS Board By-law 11-2015 |
| 30        | Digital/Audio media on disc (inc. additional disclosure) | Per Hour   | \$54.00                          | Y                          | I   | \$54.00                           | January 1, 2016 | DRPS Board By-law 11-2015 |
| 31        | Videotape Footage  | Flat Rate  | \$40.00                          | Y                          | I   | \$40.00                           | January 1, 2016 | DRPS Board By-law 11-2015 |
| 32        | Prisoner Escort - charge to Crown Attorney               | Per Return | Cost Recovery                    | N                          | I   | N/A                               | January 1, 2016 | DRPS Board By-law 11-2015 |
| 33        | Officer Interview - Constable (Overtime rate)            | Per Hour   | \$93.73                          | Y                          | I   | N/A                               | January 1, 2016 | DRPS Board By-law 11-2015 |
| 34        | Officer Interview - Sergeant (Overtime rate)             | Per Hour   | \$105.90                         | Y                          | I   | N/A                               | January 1, 2016 | DRPS Board By-law 11-2015 |
| 35        | Pay Duties - Constable Rate                              | Per Hour   | \$65.00                          | Y                          | I   | N/A                               | January 1, 2016 | DRPS Board By-law 11-2015 |
| 36        | Pay Duties - Sergeant Rate                               | Per Hour   | \$73.00                          | Y                          | I   | N/A                               | January 1, 2016 | DRPS Board By-law 11-2015 |
| 37        | Pay Duties - Administration Fee                          |            | 20.00%                           | Y                          | I   | N/A                               | January 1, 2016 | DRPS Board By-law 11-2015 |
| 38        | Pay Duties - Vehicle Fee                                 | Hourly     | \$38.00                          | Y                          | I   | \$100.00<br>(for the first 3 hrs) | January 1, 2016 | DRPS Board By-law 11-2015 |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**DURHAM REGION TRANSIT**

| Description  | Unit      | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Effective Date    | Notes / Comments     |
|--|-----------|----------------------------|-------------------------|--|-------------------|----------------------|
| <b>Conventional Transit:</b>   |           |                            |                         |  |                   |                      |
| <b>Adult Fares</b>   |           |                            |                         |  |                   |                      |
| Adult Cash Fare  |           | \$3.50                     | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Adult Monthly Pass <sup>1</sup>  |           | \$112.00                   | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Adult 10-tickets   |           | \$30.00                    | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Adult PRESTO E-Purse   |           | \$3.00                     | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| <sup>1</sup> Adult monthly pass is transferable provided it is not used at the same time (no pass back).   |           |                            |                         |  |                   |                      |
| <b>Student Fares <sup>3</sup></b>  |           |                            |                         |  |                   |                      |
| Student Cash Fare  |           | \$3.50                     | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Student Monthly Pass   |           | \$91.00                    | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Student 10-tickets   |           | \$27.00                    | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Student PRESTO E-Purse   |           | \$2.70                     | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| <sup>3</sup> Age 13 to 19 inclusive.   |           |                            |                         |  |                   |                      |
| <b>Senior Fares <sup>2</sup></b>   |           |                            |                         |  |                   |                      |
| Senior Cash Fare   |           | \$2.25                     | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Senior Monthly Pass  |           | \$45.00                    | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Senior 10-tickets  |           | \$20.00                    | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Senior PRESTO E-Purse  |           | \$2.00                     | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| <sup>2</sup> Age 65 and over.  |           |                            |                         |  |                   |                      |
| <b>Child Fares <sup>4</sup></b>  |           |                            |                         |  |                   |                      |
| Child up to 5 yrs of age   |           | Free                       | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Child Cash Fare  |           | \$2.25                     | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Child Monthly Pass   |           | \$63.50                    | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Child 10-tickets   |           | \$20.00                    | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| Child PRESTO E-Purse   |           | \$2.00                     | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| <sup>4</sup> Age 6 to 12 inclusive (Age 5 and younger free).   |           |                            |                         |  |                   |                      |
| <b>GO Transit Co-Fare-link <sup>5</sup></b>  |           |                            |                         |  |                   |                      |
| Co-Fare Cash Fare ***  |           | \$0.75                     | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| PRESTO Co-Fare   |           | \$0.75                     | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| <sup>5</sup> Agreement with GO Transit where a reduced PRESTO and cash fare are accepted when presenting a valid PRESTO card, GO Transit day pass or single ride ticket. |           |                            |                         |  |                   |                      |
| <b>Access Monthly Pass <sup>6</sup></b>  |           |                            |                         |  |                   |                      |
|  |           | \$45.00                    | N                       | D  | May 1, 2015       | Report 2015-DRT-8    |
| <sup>6</sup> Eligibility requirements for ODSP recipients  |           |                            |                         |  |                   |                      |
| <b>Universal Transit Pass (U-Pass)</b>   | /semester | \$103.00                   | N                       | I  | September 1, 2015 | September 2016 \$120 |
| <b>Charter Services:</b>   |           |                            |                         |  |                   |                      |
| Regular Rate (Weekdays)  | /hour     | \$130.00                   | Y                       | I/D                                      | May 1, 2015       | Report 2015-DRT-8    |
| Premium Rate (Weekend & Holidays)  | /hour     | \$152.00                   | Y                       | I/D                                      | May 1, 2015       | Report 2015-DRT-8    |
| Persons with Disabilities  | /hour     | \$47.25                    | Y                       | I/D                                      | May 1, 2015       | Report 2015-DRT-8    |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

| Description  | Unit                           | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Effective Date  | Notes / Comments                |
|--|--------------------------------|----------------------------|-------------------------|--|-----------------|---------------------------------|
| <b>Issuance of a permit to provide restricted access to the Nonquon Sewage Lagoon to bird watchers for the purpose of observing and studying birds</b> |                                | \$10.00                    | N                       | D  |                 | Report 2009-F-61                |
| <b>Processing of Dishonoured Payments</b>  | /payment                       | \$46.00                    | N                       | I/D                                      | January 1, 2015 | By-Law 53-2015 / By-Law 54-2015 |
| <b>Financial Administration Fee - Subdivision and Servicing Agreements</b>   | /letter of credit registration | \$350.00                   | N                       | D  |                 |                                 |
| - Subdivision and Servicing Agreements - with pay assurance  | /letter of credit registration | \$475.00                   | N                       | D  |                 | Report 2007-J-39                |
| <b>Interest Rate on Overdue Accounts Receivable</b>  |                                | 1.25%                      |                         | I  |                 |                                 |
| Rate to be applied to the outstanding balance of an account remaining unpaid after the due date of the invoice   |                                |                            |                         |  |                 |                                 |
| <b>Development Charges:</b>  |                                |                            |                         |  |                 |                                 |
| <b>Residential Development Charges (4)</b>   |                                |                            |                         |  |                 |                                 |
| <b>Single and Semi Detached -</b>  |                                |                            |                         |  |                 |                                 |
| Region-Wide Charges  |                                |                            |                         |  |                 |                                 |
| Regional Roads   | Per Unit                       | \$8,130.00                 | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| GO Transit   | Per Unit                       | \$671.00                   | N                       | *  | July 1, 2015    | By-Law 86-2001                  |
| Regional Transit   | Per Unit                       | \$534.00                   | N                       | *  | July 1, 2015    | By-Law 47-2012                  |
| Regional Police Services   | Per Unit                       | \$620.00                   | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Long Term Care   | Per Unit                       | \$30.00                    | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Emergency Medical Services   | Per Unit                       | \$142.00                   | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Health and Social Services   | Per Unit                       | \$96.00                    | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Development Related Studies  | Per Unit                       | \$24.00                    | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Total  |                                | \$10,247.00                |                         |  |                 |                                 |
| Regional Water Supply & Sanitary Sewer Charges   |                                |                            |                         |  |                 |                                 |
| Water Supply (1) (2)   | Per Unit                       | \$7,450.00                 | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Sanitary Sewerage (1) (2)  | Per Unit                       | \$8,600.00                 | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Total of All Charges   |                                | \$26,297.00                |                         |  |                 |                                 |
| <b>Medium Density Multiples -</b>  |                                |                            |                         |  |                 |                                 |
| Region-Wide Charges  |                                |                            |                         |  |                 |                                 |
| Regional Roads   | Per Unit                       | \$6,532.00                 | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| GO Transit   | Per Unit                       | \$594.00                   | N                       | *  | July 1, 2015    | By-Law 86-2001                  |
| Regional Transit   | Per Unit                       | \$429.00                   | N                       | *  | July 1, 2015    | By-Law 47-2012                  |
| Regional Police Services   | Per Unit                       | \$498.00                   | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Long Term Care   | Per Unit                       | \$23.00                    | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Emergency Medical Services   | Per Unit                       | \$114.00                   | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Health and Social Services   | Per Unit                       | \$78.00                    | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Development Related Studies  | Per Unit                       | \$19.00                    | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Total  |                                | \$8,287.00                 |                         |  |                 |                                 |
| Regional Water Supply & Sanitary Sewer Charges   |                                |                            |                         |  |                 |                                 |
| Water Supply (1) (2)   | Per Unit                       | \$5,986.00                 | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Sanitary Sewerage (1) (2)  | Per Unit                       | \$6,910.00                 | N                       | *  | July 1, 2015    | By-Law 16-2013                  |
| Total of All Charges   |                                | \$21,183.00                |                         |  |                 |                                 |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

| Description                                      | Unit                            | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Effective Date | Notes / Comments |
|--|---------------------------------|----------------------------|-------------------------|--|----------------|------------------|
| <b>Apartments -</b>                              |                                 |                            |                         |  |                |                  |
| <b>Two Bedrooms and Larger</b>                   |                                 |                            |                         |  |                |                  |
| Region-Wide Charges                              |                                 |                            |                         |  |                |                  |
| Regional Roads                                   | Per Unit                        | \$4,723.00                 | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| GO Transit                                       | Per Unit                        | \$421.00                   | N                       | *  | July 1, 2015   | By-Law 86-2001   |
| Regional Transit                                 | Per Unit                        | \$309.00                   | N                       | *  | July 1, 2015   | By-Law 47-2012   |
| Regional Police Services                         | Per Unit                        | \$360.00                   | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Long Term Care                                   | Per Unit                        | \$17.00                    | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Emergency Medical Services                       | Per Unit                        | \$83.00                    | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Health and Social Services                       | Per Unit                        | \$55.00                    | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Development Related Studies                      | Per Unit                        | \$14.00                    | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Total  |                                 | \$5,982.00                 |                         |  |                |                  |
| Regional Water Supply & Sanitary Sewer Charges   |                                 |                            |                         |  |                |                  |
| Water Supply (1) (2)                             | Per Unit                        | \$4,327.00                 | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Sanitary Sewerage (1) (2)                        | Per Unit                        | \$4,996.00                 | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Total of All Charges                             |                                 | \$15,305.00                |                         |  |                |                  |
| <b>One Bedroom and Smaller</b>                   |                                 |                            |                         |  |                |                  |
| Region-Wide Charges                              |                                 |                            |                         |  |                |                  |
| Regional Roads                                   | Per Unit                        | \$3,078.00                 | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| GO Transit                                       | Per Unit                        | \$250.00                   | N                       | *  | July 1, 2015   | By-Law 86-2001   |
| Regional Transit                                 | Per Unit                        | \$201.00                   | N                       | *  | July 1, 2015   | By-Law 47-2012   |
| Regional Police Services                         | Per Unit                        | \$235.00                   | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Long Term Care                                   | Per Unit                        | \$11.00                    | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Emergency Medical Services                       | Per Unit                        | \$54.00                    | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Health and Social Services                       | Per Unit                        | \$36.00                    | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Development Related Studies                      | Per Unit                        | \$9.00                     | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Total  |                                 | \$3,874.00                 |                         |  |                |                  |
| Regional Water Supply & Sanitary Sewer Charges   |                                 |                            |                         |  |                |                  |
| Water Supply (1) (2)                             | Per Unit                        | \$2,820.00                 | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Sanitary Sewerage (1) (2)                        | Per Unit                        | \$3,256.00                 | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Total of All Charges                             |                                 | \$9,950.00                 |                         |  |                |                  |
| <b>Commercial Use Development Charges (4)</b>    |                                 |                            |                         |  |                |                  |
| Water Supply (1) (2) (3)                         | Per Sq. Ft. of Gross Floor Area | \$1.92                     | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Sanitary Sewerage (1) (2) (3)                    | Per Sq. Ft. of Gross Floor Area | \$5.37                     | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Regional Roads (3)                               | Per Sq. Ft. of Gross Floor Area | \$5.71                     | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Regional Transit                                 | Per Sq. Ft. of Gross Floor Area | \$0.32                     | N                       | *  | July 1, 2015   | By-Law 47-2012   |
| TOTAL  |                                 | \$13.32                    |                         |  |                |                  |
| <b>Institutional Use Development Charges (4)</b> |                                 |                            |                         |  |                |                  |
| Water Supply (1) (2)                             | Per Sq. Ft. of Gross Floor Area | \$0.73                     | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Sanitary Sewerage (1) (2)                        | Per Sq. Ft. of Gross Floor Area | \$1.49                     | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Regional Roads                                   | Per Sq. Ft. of Gross Floor Area | \$6.03                     | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Regional Transit                                 | Per Sq. Ft. of Gross Floor Area | \$0.32                     | N                       | *  | July 1, 2015   | By-Law 47-2012   |
| TOTAL  |                                 | \$8.57                     |                         |  |                |                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

| Description  | Unit                            | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Effective Date | Notes / Comments |
|--|---------------------------------|----------------------------|-------------------------|--|----------------|------------------|
| <b>Industrial Use Development Charges (4)</b>  |                                 |                            |                         |  |                |                  |
| Water Supply (1) (2)   | Per Sq. Ft. of Gross Floor Area | \$1.82                     | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Sanitary Sewerage (1) (2)  | Per Sq. Ft. of Gross Floor Area | \$3.82                     | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Regional Roads   | Per Sq. Ft. of Gross Floor Area | \$2.73                     | N                       | *  | July 1, 2015   | By-Law 16-2013   |
| Regional Transit   | Per Sq. Ft. of Gross Floor Area | \$0.32                     | N                       | *  | July 1, 2015   | By-Law 47-2012   |
| TOTAL  |                                 | \$8.69                     |                         |  |                |                  |
| <b>Carruthers Creek Service Area Development Charges (4)</b>   |                                 |                            |                         |  |                |                  |
| Water Supply   | Per Net Developable Hectare     | \$37,892.00                | N                       | *  | July 1, 2015   | By-Law 18-2013   |
| Sanitary Sewerage  | Per Net Developable Hectare     | \$14,726.00                | N                       | *  | July 1, 2015   | By-Law 17-2013   |
| * Development charges are collected by the Area Municipality and remitted to the Region.   |                                 |                            |                         |  |                |                  |
| (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 and non-residential development charge is not applicable to lands developed within the Seaton Community.  |                                 |                            |                         |  |                |                  |
| (3) Office buildings greater than 25,000 sq. ft. will be charged 50% of the commercial development charge as of July 1, 2015, 75% of the commercial development charge as of July 1, 2016 and 100% of the commercial development charge as of July 1, 2017 for Roads, Water Supply and Sanitary Sewerage Services. |                                 |                            |                         |  |                |                  |
| (4) All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index   |                                 |                            |                         |  |                |                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

| Description   | Unit                         | Rate (Excluding HST) |             | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date  | Notes / Comments                |
|---|------------------------------|----------------------|-------------|-------------------------|---|-----------------|---------------------------------|
|   |                              | \$<br>Water          | \$<br>Sewer |                         |   |                 |                                 |
| <b>MONTHLY WATER AND SEWAGE USAGE RATE SCHEDULE</b>   |                              |                      |             |                         |   |                 |                                 |
| <b><u>VOLUMETRIC CHARGES</u></b>  |                              |                      |             |                         |   |                 |                                 |
| Metered Rates (based on water consumption volume)   |                              |                      |             |                         |   |                 |                                 |
| All Usage by Residential Customers Billed at First Block Rates  |                              |                      |             |                         |   |                 |                                 |
| First Block:  |                              |                      |             |                         |   |                 |                                 |
| 0 to 45 cubic metres/month  | /cubic metre                 | \$0.997              | \$1.674     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| 0 to 10,000 gallons/month   | /1,000 gallons               | \$4.530              | \$7.608     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| 0 to 1,600 cubic feet/month   | /100 cubic feet              | \$2.822              | \$4.740     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Second Block:   |                              |                      |             |                         |   |                 |                                 |
| 46 to 4,500 cubic metres/month  | /cubic metre                 | \$0.847              | \$1.473     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| 10,001 to 1,000,000 gallons/month   | /1,000 gallons               | \$3.852              | \$6.695     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| 1,601 to 160,000 cubic feet/month   | /100 cubic feet              | \$2.400              | \$4.171     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Third Block:  |                              |                      |             |                         |   |                 |                                 |
| Over 4,500 cubic metres/month   | /cubic metre                 | \$0.778              | \$1.238     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Over 1,000,000 gallons/month  | /1,000 gallons               | \$3.537              | \$5.627     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Over 160,000 cubic feet/month   | /100 cubic feet              | \$2.204              | \$3.506     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Water Meters Servicing Multiple Units:  |                              |                      |             |                         |   |                 |                                 |
| For multiple units, the consumption block limits are calculated by multiplying the above 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   |                              | 167.9%               |             |                         |   |                 |                                 |
| Second Block  |                              | 173.8%               |             |                         |   |                 |                                 |
| Third Block   |                              | 159.1%               |             |                         |   |                 |                                 |
| <b><u>BASIC SERVICE CHARGES</u></b>   |                              |                      |             |                         |   |                 |                                 |
| Metered Service Charge: (\$/Month)  |                              |                      |             |                         |   |                 |                                 |
|   | Standard Meter (17 to 19 mm) | \$16.75              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 25 mm (1 inch)               | \$34.03              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 38 mm (1 1/2 inches)         | \$72.44              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 51 mm (2 inches)             | \$156.45             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 76 mm (3 inches)             | \$275.01             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 102 mm (4 inches)            | \$546.85             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 152 mm (6 inches)            | \$1,016.35           | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 203 mm (8 inches)            | \$1,732.66           | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 254 mm (10 inches)           | \$2,819.52           | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Service Charge:   |                              |                      |             |                         |   |                 |                                 |
|   | /year                        | -                    | \$78.72     | N                       | I   | January 1, 2016 | By-Law 53-2015                  |
|   | /quarter                     | -                    | \$19.68     | N                       | I   | January 1, 2016 | By-Law 53-2015                  |
|   | /month                       | -                    | \$6.56      | N                       | I   | January 1, 2016 | By-Law 53-2015                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

| Description   | Unit                 | Rate (Excluding HST) |             | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date  | Notes / Comments                |
|---|----------------------|----------------------|-------------|-------------------------|---|-----------------|---------------------------------|
|   |                      | \$<br>Water          | \$<br>Sewer |                         |   |                 |                                 |
| Minimum Charge: (\$/Month)  | 25 mm (1 inch)       | \$57.00              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 38 mm (1 1/2 inches) | \$109.00             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 51 mm (2 inches)     | \$209.00             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 76 mm (3 inches)     | \$359.00             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 102 mm (4 inches)    | \$708.00             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 152 mm (6 inches)    | \$1,293.00           | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 203 mm (8 inches)    | \$2,125.00           | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 254 mm (10 inches)   | \$3,366.00           | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Minimum Charge:<br>No minimum charge for standard meter customers<br>All other customers (for meters 25 mm or larger) | per month            | -                    | \$45.00     | N                       | I   | January 1, 2016 | By-Law 53-2015                  |
| Unmetered Fire Line Service Charge:   | 25 mm (1 inch)       | \$12.93              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 38 mm (1 1/2 inches) | \$17.38              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 51 mm (2 inches)     | \$33.64              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 64 mm (2 1/2 inches) | \$44.59              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 76 mm (3 inches)     | \$59.10              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 102 mm (4 inches)    | \$118.22             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 127 mm (5 inches)    | \$158.73             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 152 mm (6 inches)    | \$218.29             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 203 mm (8 inches)    | \$363.74             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 254 mm (10 inches)   | \$580.42             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | 305 mm (12 inches)   | \$818.36             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| <b>FLAT RATE</b>  | /year/unit           | \$472.80             | \$535.20    | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
|   | /quarter/unit        | \$118.20             | \$133.80    | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
|   | /month/unit          | \$39.40              | \$44.60     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| <b>RAW WATER</b>  | /1,000 gallons       | \$1.225              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
|   | /cubic metre         | \$0.270              | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

| Description   | Unit | Rate (Excluding HST) |             | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date  | Notes / Comments                |
|---|------|----------------------|-------------|-------------------------|---|-----------------|---------------------------------|
|   |      | \$<br>Water          | \$<br>Sewer |                         |   |                 |                                 |
| <b>SERVICE CONNECTION RELATED CHARGES</b>   |      |                      |             |                         |   |                 |                                 |
| Water Service Connection Charges, for single family and semi-detached residential lots including those for pre-install stubs:   |      |                      |             |                         |   |                 |                                 |
| a) 19 mm (3/4") diameter  |      |                      |             |                         |   |                 |                                 |
| Base Rate - Apr 1 - Nov 30  |      | \$3,185.00           | -           | N                       | D   | January 1, 2016 | By-Law 54-2015                  |
| Winter Rate - Dec 1 - Mar 31  |      | \$4,174.00           | -           | N                       | D   | January 1, 2016 | By-Law 54-2015                  |
| b) 25 mm (1") diameter  |      |                      |             |                         |   |                 |                                 |
| Base Rate - Apr 1 - Nov 30  |      | \$3,715.00           | -           | N                       | D   | January 1, 2016 | By-Law 54-2015                  |
| Winter Rate - Dec 1 - Mar 31  |      | \$4,792.00           | -           | N                       | D   | January 1, 2016 | By-Law 54-2015                  |
| 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:          |      |                      |             |                         |   |                 |                                 |
| - 19 mm (3/4") diameter minimum charge  |      | Actual cost          | -           | N                       | D   | January 1, 2016 | By-Law 54-2015                  |
| - 25 mm (1") diameter minimum charge  |      | \$3,185.00           | -           |                         |   | January 1, 2016 | By-Law 54-2015                  |
| - 25 mm (1") diameter minimum charge  |      | \$3,715.00           | -           |                         |   | January 1, 2016 | By-Law 54-2015                  |
| Inspection of an installation of a separate fire line on private property   |      | \$119.00             | -           | N                       | D   | January 1, 2016 | By-Law 54-2015                  |
| Sanitary Sewer Service Connection Charges for single family and semi-detached residential lots including those created by severance and pre-install stubs:  |      |                      |             |                         |   |                 |                                 |
| 100 or 125 mm (4 or 5") diameter  |      |                      |             |                         |   |                 |                                 |
| Base Rate - Apr 1 - Nov 30  |      | -                    | \$3,660.00  | N                       | D   | January 1, 2016 | By-Law 53-2015                  |
| Winter Rate - Dec 1 - Mar 31  |      | -                    | \$4,767.00  | N                       | D   | January 1, 2016 | By-Law 53-2015                  |
| 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: |      |                      |             |                         |   |                 |                                 |
| Minimum Charge  |      | -                    | Actual cost | N                       | D   | January 1, 2016 | By-Law 53-2015                  |
|   |      | -                    | \$3,660.00  |                         |   | January 1, 2016 | By-Law 53-2015                  |
| Storm Sewer Service Connections:  |      |                      |             |                         |   |                 |                                 |
| Minimum Charge  |      | -                    | Actual cost | N                       | D   | January 1, 2016 | By-Law 53-2015                  |
|   |      | -                    | \$3,660.00  |                         |   | January 1, 2016 | By-Law 53-2015                  |
| Reuse of Water/Sewer Service Connection where building has been or will be demolished or removed:   |      |                      |             |                         |   |                 |                                 |
| (a) Inspection fee  |      | \$119.00             | \$119.00    | N                       | D   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| (b) Where a disused Water/Sewer Service Connection is to be replaced by the Region (see above service connection charges)   |      |                      |             |                         |   |                 |                                 |
| Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections  |      | Actual cost          | Actual cost | N                       | D   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |



**THE REGIONAL MUNICIPALITY OF DURHAM**  
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**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

| Description   | Unit   | Rate (Excluding HST) |             | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date  | Notes / Comments |
|---|--------|----------------------|-------------|-------------------------|---|-----------------|------------------|
|   |        | \$<br>Water          | \$<br>Sewer |                         |   |                 |                  |
| <b>FRONTAGE CHARGES</b>   |        |                      |             |                         |   |                 |                  |
| <b>(See Note (1), (2), (3), (4) and (5) below)</b>  |        |                      |             |                         |   |                 |                  |
| Standard 150 mm (6") diameter Watermain (Note 3)  |        |                      |             |                         |   |                 |                  |
| i) Cash cost (standard)   | /metre | \$282.00             | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
|   | /foot  | \$85.95              | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
| ii) Per annum (Note 2)  | /metre | \$38.31              | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
|   | /foot  | \$11.68              | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
| Standard 200 mm (8") diameter Watermain   |        |                      |             |                         |   |                 |                  |
| i) Cash cost (standard)   | /metre | \$328.00             | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
|   | /foot  | \$99.97              | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
| ii) Per annum (Note 2)  | /metre | \$44.56              | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
|   | /foot  | \$13.58              | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
| Standard 300 mm (12") diameter Watermain  |        |                      |             |                         |   |                 |                  |
| i) Cash cost (standard)   | /metre | \$363.00             | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
|   | /foot  | \$110.64             | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
| ii) Per annum (Note 2)  | /metre | \$49.32              | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
|   | /foot  | \$15.03              | -           | N                       | D   | January 1, 2016 | By-Law 54-2015   |
| Standard 200 mm (8") diameter Sanitary sewer (Note 3)   |        |                      |             |                         |   |                 |                  |
| i) Cash cost (standard)   | /metre | -                    | \$315.00    | N                       | D   | January 1, 2016 | By-Law 53-2015   |
|   | /foot  | -                    | \$96.01     | N                       | D   | January 1, 2016 | By-Law 53-2015   |
| ii) Per annum (Note 2)  | /metre | -                    | \$42.80     | N                       | D   | January 1, 2016 | By-Law 53-2015   |
|   | /foot  | -                    | \$13.04     | N                       | D   | January 1, 2016 | By-Law 53-2015   |
| Standard 250 mm (10") diameter Sanitary sewer   |        |                      |             |                         |   |                 |                  |
| i) Cash cost (standard)   | /metre | -                    | \$360.00    | N                       | D   | January 1, 2016 | By-Law 53-2015   |
|   | /foot  | -                    | \$109.73    | N                       | D   | January 1, 2016 | By-Law 53-2015   |
| ii) Per annum (Note 2)  | /metre | -                    | \$48.91     | N                       | D   | January 1, 2016 | By-Law 53-2015   |
|   | /foot  | -                    | \$14.91     | N                       | D   | January 1, 2016 | By-Law 53-2015   |
| Standard 300 mm (12") diameter Sanitary sewer   |        |                      |             |                         |   |                 |                  |
| i) Cash cost (standard)   | /metre | -                    | \$401.00    | N                       | D   | January 1, 2016 | By-Law 53-2015   |
|   | /foot  | -                    | \$122.22    | N                       | D   | January 1, 2016 | By-Law 53-2015   |
| ii) Per annum (Note 2)  | /metre | -                    | \$54.48     | N                       | D   | January 1, 2016 | By-Law 53-2015   |
|   | /foot  | -                    | \$16.61     | N                       | D   | January 1, 2016 | By-Law 53-2015   |
| Note (1) - Customers requiring non-standard main sizes charged actual cost  |        |                      |             |                         |   |                 |                  |
| Note (2) - Bases of per annum charges: Repayment period = 10 years<br>Annual Interest rate = 6%   |        |                      |             |                         |   |                 |                  |
| Note (3) - Residential frontage charges to be assessed on the basis of a<br>standard 150 mm (6") diameter watermain and a standard<br>200 mm diameter sanitary sewer  |        |                      |             |                         |   |                 |                  |
| Note (4) - Any frontage charges for non-standard main sizes, or any<br>extraordinary circumstances, be assessed by the Commissioners<br>of Finance and Works on a case by case basis to maximize full<br>recovery |        |                      |             |                         |   |                 |                  |
| Note (5) - Rate may vary if estimated construction costs vary significantly<br>from the rates noted above   |        |                      |             |                         |   |                 |                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

| Description  | Unit            | Rate (Excluding HST)    |             | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date  | Notes / Comments                |
|--|-----------------|-------------------------|-------------|-------------------------|---|-----------------|---------------------------------|
|  |                 | \$<br>Water             | \$<br>Sewer |                         |   |                 |                                 |
| <b>MISCELLANEOUS CHARGES</b>   |                 |                         |             |                         |   |                 |                                 |
| <u>Water Shut Off/Turn On</u>  |                 |                         |             |                         |   |                 |                                 |
| <b>Initiated by Customer:</b>  |                 |                         |             |                         |   |                 |                                 |
| During normal Regional working hours:  |                 |                         |             |                         |   |                 |                                 |
| Shut Water Off   |                 | \$73.00                 | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Turn Water On  |                 | \$73.00                 | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Shut Off and Turn On During Same Call  |                 | \$74.00                 | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| After normal Regional working hours:   |                 |                         |             |                         |   |                 |                                 |
| Shut Water Off   |                 | \$110.00                | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Turn Water On  |                 | \$110.00                | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Shut Off and Turn On During Same Call  |                 | \$110.00                | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| <b>Initiated by Region:</b>  |                 |                         |             |                         |   |                 |                                 |
| For failure by the Customer to arrange with the Region for meter installation, replacement, repair or inspection or meter reading  | off or on, each | \$73.00                 | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| For Water Shut Off Notification prior to shut off action being taken   |                 | \$37.00                 | \$37.00     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| 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 WaterSystem/Sewer System By-laws (water not necessarily shut off) |                 | \$94.00                 | \$94.00     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Turn Water On  |                 | \$73.00                 | \$73.00     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Standby charge while water service is shut off but not disconnected  |                 | Standard Service Charge | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| <u>Testing of a Water Meter:</u>   |                 |                         |             |                         |   |                 |                                 |
| <b>Initiated by Customer:</b>  |                 |                         |             |                         |   |                 |                                 |
| Deposit  |                 | \$209.00                | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Fee where the meter is found to measure the flow of water within or below AWWA specifications  |                 | \$209.00                | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Up to a maximum size of 25 mm  |                 | Actual Cost             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Over 25 mm   |                 | No charge               | -           |                         |   | January 1, 2016 | By-Law 54-2015                  |
| Fee if meter is found to measure the flow of water above AWWA specifications   |                 |                         |             |                         |   |                 |                                 |
| Unmetered water used for construction (building purposes)  | /service        | \$87.00                 | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Drawing Regional water from hydrants for purposes other than fire protection   |                 |                         |             |                         |   |                 |                                 |
| i) Area Municipalities   | /cubic metre    | \$3.38                  | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
|  | /1000 gallons   | \$15.36                 | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
| ii) Others   | /cubic metre    | \$3.38                  | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
|  | /1000 gallons   | \$15.36                 | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
| Deposit  |                 | \$460.40                | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
| Minimum Charge   |                 | \$460.40                | -           |                         |   | January 1, 2016 | By-Law 54-2015                  |
| Administration Fee   |                 | \$121.40                | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
| Repair or replacement of frozen, damaged or missing water meters   |                 |                         |             |                         |   |                 |                                 |
| Up to a maximum size of 19 mm (3/4")   |                 | \$205.00                | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Over 19 mm (3/4")  |                 | Actual Cost             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Thawing of service pipes   |                 | No charge               | -           |                         |   | January 1, 2016 | By-Law 54-2015                  |
| Thawing of private hydrants or unmetered fire lines  |                 | Actual Cost             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Cleaning sanitary sewer services   |                 | -                       | No charge   |                         |   | January 1, 2016 | By-Law 53-2015                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

| Description   | Unit             | Rate (Excluding HST) |             | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date  | Notes / Comments                |
|---|------------------|----------------------|-------------|-------------------------|---|-----------------|---------------------------------|
|   |                  | \$<br>Water          | \$<br>Sewer |                         |   |                 |                                 |
| Repair to or renewal of sanitary building sewers  |                  | -                    | No charge   |                         |   | January 1, 2016 | By-Law 53-2015                  |
| Supplying Statement of Account  | /statement       | \$32.00              | \$32.00     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Charge for Regional Solicitor providing information   |                  | \$84.00              | \$84.00     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Processing of dishonoured payments  | /payment         | \$46.00              | \$46.00     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Account Payment Transfer Fee  | /transfer        | \$10.00              | \$10.00     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Change of Occupancy Charge  | /customer        | \$38.00              | \$38.00     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Charge for late payment of Water/Sewer Surcharge Rates  |                  | 2%                   | 2%          |                         |   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Lien Administration Fee   |                  | \$68.00              | \$68.00     | N                       | I   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Installation and removal of anti-tampering devices on fire hydrants & curb stops                          |                  | \$126.00             | -           | N                       | I   | January 1, 2016 | By-Law 54-2015                  |
| Water from Water Supply Plants, Water Pollution Control Plants and Works Depots                           | /cubic metre     | \$2.84               | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
|   | /1000 gallons    | \$12.91              | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
| - Minimum Volume Charge   | per month        | \$49.60              | -           |                         |   | January 1, 2016 | By-Law 54-2015                  |
| - Occasional Users - Flat Rate  |                  | \$35.90              | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
| - Account Administration Fee  | per year         | \$121.00             | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
| - Key deposit   |                  | \$206.00             | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
| - Refundable on return of key   |                  | \$171.00             | -           | N                       | I/D   | January 1, 2016 | By-Law 54-2015                  |
| Fire Flow tests:  |                  |                      |             |                         |   |                 |                                 |
| - Full test (May 1 - Oct. 31)   |                  | \$458.00             | -           | N                       | D   | January 1, 2016 | By-Law 54-2015                  |
| - Full test (Nov. 1- Apr. 30)   |                  | \$797.00             | -           | N                       | D   | January 1, 2016 | By-Law 54-2015                  |
| - Opening Hydrants (May 1 - Oct. 31)  |                  | \$314.00             | -           | N                       | D   | January 1, 2016 | By-Law 54-2015                  |
| - Opening hydrant (Nov. 1 - Apr. 30)  |                  | \$640.00             | -           | N                       | D   | January 1, 2016 | By-Law 54-2015                  |
| Sewage surcharge and Compliance Agreements  |                  | -                    | \$1,885.00  | N                       | I   | January 1, 2016 | By-Law 53-2015                  |
| Disposal of Septic Tank and Holding Tank Waste and the disposal of Water Pollution Control Plant Sludges: |                  |                      |             |                         |   |                 |                                 |
| (a) Hauled Domestic Waste   | /cubic metre     | -                    | \$19.56     | N                       | D   | January 1, 2016 | By-Law 53-2015                  |
|   | /1000 gallons    | -                    | \$88.93     | N                       | D   | January 1, 2016 | By-Law 53-2015                  |
| (b) Water Pollution Control Plant Sludges Discharged into the York/Durham System                          | /cubic metre     | -                    | \$16.19     | N                       | I/D   | January 1, 2016 | By-Law 53-2015                  |
|   | /1000 gallons    | -                    | \$73.59     | N                       | I/D   | January 1, 2016 | By-Law 53-2015                  |
| (c) Annual charge for registration of Haulers (up to 10 vehicles)   |                  | -                    | \$175.00    | N                       | I/D   | January 1, 2016 | By-Law 53-2015                  |
| Additional stickers, if more than 10 vehicles, or replacement stickers                                    | /sticker         | -                    | \$10.20     | N                       | I/D   | January 1, 2016 | By-Law 53-2015                  |
| (d) ICI Sector areas (discharge up to 50,000 gallons)   |                  | -                    | \$522.75    | N                       | I/D   | January 1, 2016 | By-Law 53-2015                  |
| (e) ICI Sector areas (discharges of 50,001 to 100,000 gallons)  |                  | -                    | \$1,024.59  | N                       | I/D   | January 1, 2016 | By-Law 53-2015                  |
| Copies of By-Laws Water System, Sewer System and Sewer use  | /copy            | \$18.20*             | \$18.20*    | Y                       | D   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Fee for transferring outstanding balances to a third party collection agency                              |                  | Actual Cost          | Actual Cost | N                       | I/D   | January 1, 2016 | By-Law 53-2015 / By-Law 54-2015 |
| Sewer TV inspection Reports and Videos  | /report or video | -                    | \$17.80*    | Y                       | D   | January 1, 2016 | By-Law 53-2015                  |
| Sewer Use By-Law Agreement extra strength waste cost  | /kg              | -                    | \$0.53      | N                       | I   | January 1, 2016 |                                 |
| Sewer Appeal Application  | /request         | -                    | \$600.00    | N                       | I   | January 1, 2016 | By-Law 53-2015                  |

\* includes all applicable taxes

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**HEALTH DEPARTMENT**

| Description  | Unit     | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Effective Date  | Notes / Comments                |
|--|----------|----------------------------|-------------------------|--|-----------------|---------------------------------|
| <b>Region of Durham Paramedic Services (RDPS):</b>                 |          |                            |                         |  |                 |                                 |
| Special Events Coverage<br>- 3 hour minimum                        | /hour    | \$163.00                   | Y                       | I/D                                      | January 1, 2016 | Agreement signed for each event |
| Release of Ambulance Call Report<br>to Lawyers and Insurance firms | /report  | \$100.00                   | Y                       | D  | January 1, 2013 | Flat rate per request           |
| <b>Sexual Health Clinics:</b>                                      |          |                            |                         |  |                 |                                 |
| Sale of Contraceptives   |          |                            |                         |  |                 |                                 |
| Oral Contraceptives -  |          |                            |                         |  |                 |                                 |
| Alesse (28)  | /package | \$7.50                     | N                       | D  |                 |                                 |
| Marvelon (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  |                 |                                 |
| Contraceptive Devices -  |          |                            |                         |  |                 |                                 |
| Evra   | /package | \$10.00                    | N                       | D  |                 |                                 |
| Plan B   | /package | \$12.00                    | N                       | D  |                 |                                 |
| Nuvaring   | each     | \$10.00                    | N                       | D  |                 |                                 |
| Medication -   |          |                            |                         |  |                 |                                 |
| Fluconazole  | /package | \$10.50                    | N                       | D  |                 |                                 |
| Gardasil HPV Vaccine   | /dose    | \$144.00                   | N                       | D  |                 |                                 |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**HEALTH DEPARTMENT**

| Description   | Unit                    | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Effective Date | Notes / Comments |
|---|-------------------------|----------------------------|-------------------------|--|----------------|------------------|
| <b>Environmental Health:</b>  |                         |                            |                         |  |                |                  |
| <b>Building Code Act</b>  |                         |                            |                         |  |                |                  |
| <b>Ontario Building Code (OBC) Activities -</b>   |                         |                            |                         |  |                |                  |
| Building Permit for a Private Sewerage System   |                         |                            |                         |  |                |                  |
| Single Family Dwelling  |                         | \$891.00                   | N                       | D  | April 1, 2016  | By-Law 18-98     |
| Non-Residential/Institutional   |                         |                            |                         |  |                |                  |
| <4,500 L/day  |                         | \$891.00                   | N                       | D  | April 1, 2016  | By-Law 18-98     |
| Large Commercial/Industrial   |                         |                            |                         |  |                |                  |
| >4,500 - 10,000 L/day   |                         | \$1,894.00                 | N                       | D  | April 1, 2016  | By-Law 18-98     |
| Building Permit for Class 2 and 3 septic systems and treatment unit/septic tank replacement only                                |                         | \$446.00                   | N                       | D  | April 1, 2016  | By-Law 18-98     |
| Building Additions  |                         | \$216.00                   | N                       | D  | April 1, 2016  | By-Law 18-98     |
| Building Permit for sewage system extensions (1year)  | Per application         | \$167.00                   | N                       | D  | April 1, 2016  | By-Law 18-98     |
| <b>Region Activities -</b>  |                         |                            |                         |  |                |                  |
| Lot Consents (Severances)   | Per lot                 | \$501.00                   | N                       | D  | April 1, 2016  | By-Law 19-98     |
| Draft Plans of Subdivision (new)  | Per lot creation        | \$362.00                   | N                       | D  | April 1, 2016  | By-Law 19-98     |
| Draft Plans of Subdivision that had not received draft approval and application processed prior to 1998 requiring reassessment  | Per lot creation        | \$362.00                   | N                       | D  | April 1, 2016  | By-Law 19-98     |
| Draft Plans of Subdivision that had received draft plan approval and application processed prior to 1998 requiring reassessment | Per lot creation        | \$250.00                   | N                       | D  | April 1, 2016  | By-Law 19-98     |
| Rezoning, Official Plan Amendments, Minor Variances, Site-servicing Plans   | Per application         | \$250.00                   | N                       | D  | April 1, 2016  | By-Law 19-98     |
| Lawyers' Written Requests   | Per application         | \$250.00                   | N                       | D  | April 1, 2016  | By-Law 19-98     |
| Peer Review   | Per initial report      | \$250.00                   | N                       | D  | April 1, 2016  | By-Law 19-98     |
|   | Per follow-up report(s) | \$108.00                   | N                       | D  | April 1, 2016  | By-Law 19-98     |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**HEALTH DEPARTMENT**

| Description  | Unit | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Effective Date | Notes / Comments |
|--|------|----------------------------|-------------------------|--|----------------|------------------|
| <b>Foodhandlers Training / Certification</b>                     |      |                            |                         |  |                |                  |
| - Course and exam only   |      | \$20.00                    | N                       | D  | April 1, 2007  |                  |
| - Course, Manual and exam  |      | \$40.00                    | N                       | D  | April 1, 2007  |                  |
| - Manual and exam  |      | \$25.00                    | N                       | D  | April 1, 2007  |                  |
| - Challenge Exam   |      | \$10.00                    | N                       | D  | April 1, 2007  |                  |
| - Manual only  |      | \$20.00                    | N                       | D  | April 1, 2007  |                  |
| <b>Foodhandlers Training / Certification - Secondary Schools</b> |      | \$10.00                    | N                       | D  | April 1, 2007  |                  |
| <b>Public Health:</b>  |      |                            |                         |  |                |                  |
| Fridge Thermometers  |      | \$30.00                    | Y                       | I/D                                      |                |                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

| Description   | Unit | Rate (Excluding HST)<br>\$                         | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date    | Notes / Comments |
|---|------|--|-------------------------|---|-------------------|------------------|
| <b>Preparation of Record to Ontario Municipal Board</b><br>(All Development Applications Appealed by Applicant) |      | \$250.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| <b>Land Division:</b>   |      |  |                         |   |                   |                  |
| Application Fee   |      | \$1,000.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Tabling Fee   |      | \$150.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Certification Fee   |      | \$750.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Special Meeting Fee   |      | \$500.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Planning Division Review Fee  |      | \$300.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Re-stamping a deed  |      | \$250.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| <b>Area Municipal Official Plan Amendments:</b>   |      |  |                         |   |                   |                  |
| Application Fee   |      | \$2,000.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Approval Fee (Non-Exempt applications only)   |      | \$4,000.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| <b>Subdivision, Condominium Plans:</b>  |      |  |                         |   |                   |                  |
| Regional Application Fee (Brock, Scugog and Uxbridge Only)  |      | \$4,500.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
|   |      | and \$100 per unit for units in excess of 50 units |                         |   |                   |                  |
| Final Approval Fee (Brock, Scugog and Uxbridge Only)  |      | \$1,125.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Subdivision Delegated Review Fee (Ajax, Clarington, Oshawa, Pickering and Whitby only)                          |      | \$3,000.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Condominium Delegated Review Fee (Ajax, Clarington, Oshawa, Pickering and Whitby only)                          |      |  |                         |   |                   |                  |
| - Common element  |      | \$1,000.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| - Standard/leasehold  |      | \$1,500.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| - Phased  |      | \$1,500.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| - Condominium conversions   |      | \$1,500.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| - Vacant lot  |      | \$3,000.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Standard Clearance Fee (Ajax, Clarington, Oshawa, Pickering and Whitby only)                                    |      | \$1,000.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Minor Clearance Fee (Ajax, Clarington, Oshawa, Pickering and Whitby only)                                       |      | \$500.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Major Revisions/Amendments  |      | \$1,500.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| <b>Part-Lot Control Exemption By-Law Applications</b>   |      |  |                         |   |                   |                  |
| Review Fee (Ajax, Clarington, Oshawa, Pickering and Whitby only)  |      | \$500.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Approval Fee (Brock, Uxbridge and Scugog only)  |      | \$250.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
|   |      | and \$100 per unit for units in excess of 5 units  |                         |   |                   |                  |
| <b>Official Plan Amendments:</b>  |      |  |                         |   |                   |                  |
| Minor Regional Amendment Application  |      | \$5,000.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Major Regional Amendment Application  |      | \$16,000.00  | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Reactivation Fee  |      | \$2,500.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| <b>Tree By-law Applications:</b>  |      |  |                         |   |                   |                  |
| Good Forestry Practices Permit Application  |      | \$50.00  | N                       | D   | September 1, 2012 | By-Law 31-2012   |
| Minor Clear Cutting Permit Application (Between 0.1 Ha and 1 Ha)  |      | \$75.00  | N                       | D   | September 1, 2012 | By-Law 31-2012   |
| Major Clear Cutting Permit Application (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                       | I   | September 1, 2012 | By-Law 31-2012   |
| <b>Rezoning Applications:</b>   |      |  |                         |   |                   |                  |
| Zoning by-law amendments not related to any other planning applications   |      | \$1,000.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| <b>Ministry of the Environment Certificate of Approval / Environmental Compliance Approval</b>                  |      |  |                         |   |                   |                  |
| Type 1 Application (Exempt from Council Resolution)   |      | \$300.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| Type 2 Application (Council Resolution required)  |      | \$1,000.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

| Description   | Unit          | Rate (Excluding HST)<br>\$                       | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date    | Notes / Comments |
|---|---------------|--|-------------------------|---|-------------------|------------------|
| <b>Non-Potable Request</b><br>Request to Use the Non-Potable Site Condition Standard  |               | \$500.00   | N                       | D   | July 1, 2014      | By-Law 37-2014   |
| <b>Publication costs</b> associated with notice requirements of the Planning Act  |               | Actual Cost                                      | Y                       | I   | July 1, 2014      | By-Law 37-2014   |
| <b>Publications:</b><br>Official Plan   |               | \$60.00  | Y                       | D/I   | July 25, 2008     |                  |
| Official Plan Land Use A Composite  |               | \$25.00  | Y                       | D/I   | January 1, 2014   |                  |
| Roads Maps (28"X38")  |               | \$6.50   | Y                       | D/I   | November 1, 2007  |                  |
| Regional Infrastructure Map   |               | \$6.50   | Y                       | D/I   | March 1, 2011     |                  |
| Natural Features Map  |               | \$10.00  | Y                       | D/I   | November 15, 2008 |                  |
| Tree By-Law   |               | \$3.50   | Y                       | D/I   | November 1, 2007  |                  |
| Land Use Schedules  |               | \$5.00   | Y                       | D/I   | January 1, 2014   |                  |
| Copies of Historic Aerial Photographs   |               | \$20.00  | Y                       | D/I   | November 1, 2007  |                  |
| Other Publications not listed here  |               | Printing Cost                                    | Y                       | D/I   | January 1, 2011   |                  |
| <b>Transportation Planning Model Projections</b>  | /horizon year | \$100.00   | Y                       | I   | April 3, 2013     | Report 2013-P-26 |
| <b>Custom Cartography Charges</b><br><b>Standard Orthophotography Map</b><br>(Includes orthophotography, parcels, roads and labels) |               | \$35.00  | Y                       | D/I   | February 1, 2012  |                  |
| <b>Topographic Map</b><br>(Includes parcel fabric, roads, drainage, contours and labels)  |               | \$35.00  | Y                       | D/I   | February 1, 2012  |                  |
| <b>Custom Mapping</b>   |               | Please contact the Planning Division for a quote |                         |   |                   |                  |
| All mapping is provided in digital PDF format. Additional printed copies are available for an extra charge of \$10.00 + HST         |               |  |                         |   |                   |                  |
| <b>Photocopies</b>  | /page         | \$0.68   | Y                       | D/I   | July 1, 2008      | By-Law 41-2008   |
| <b>Administration Charge</b><br>Includes data, research and information requests for items not listed here                          |               | Please contact the Planning Division for a quote |                         |   |                   |                  |
| <b>Shipping and Handling Charges</b><br>Maps, Publications and Requests that require shipping                                       |               | \$10.50  | Y                       | D/I   | January 1, 2011   |                  |
| <b>Advertising Spaces in Brochures -<br/>Discovery Guide</b>  |               |  |                         |   |                   |                  |
| Full colour listing with a 50 word informative listing  | Full Page     | \$2,955.00                                       | Y                       | I   | October 2007      | **               |
| Outside Back Cover  | Full Page     | \$3,770.00                                       | Y                       | I   | October 2007      | **               |
| Inside Covers (Front or Back)   | Full Page     | \$3,300.00                                       | Y                       | I   | October 2007      | **               |
|   | Half Page     | \$1,580.00                                       | Y                       | I   | October 2007      | **               |
|   | 1/4 Page      | \$880.00   | Y                       | I   | October 2007      | **               |
|   | 1/8 Page      | \$460.00   | Y                       | I   | October 2007      | **               |
| Listings without the purchase of advertising space  | /listing      | \$255.00   | Y                       | I   | October 2007      | **               |
| Additional Listing - with purchase of 1/2 page or larger  | /listing      | \$75.00  | Y                       | I   | October 2007      | **               |
| Bed & Breakfast Listing   | /listing      | \$100.00   | Y                       | I   | October 2007      | **               |

\*\* rates are for the 2016 Discovery Guide which will be printed at the beginning of 2016. Prices for the 2017 Guide will be determined in August 2016.



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

| Description   | Unit            | Rate (Excluding HST)<br>\$                             | HST Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date | Notes / Comments             |
|---|-----------------|--|-------------------------|---|----------------|------------------------------|
| <b>Co-operative Advertising</b><br>Based on specific opportunity (as they arise)  |                 | Varies   | Y                       | I   | January 2016   |                              |
| <b>Workshop / Seminars / Events</b><br>(as they arise)  |                 | Varies   | Y                       | I   | January 2016   |                              |
| <b>Processing of Applications for Exemption under the Retail Business Holidays Act</b><br>(a) Businesses larger than 223 square metres or applications involving more than one business | Per Application | \$1,500.00<br>Plus advertising costs (\$1,000 deposit) | N                       | D   | November 2011  | Retail Business Holidays Act |
| (b) Individual businesses under 223 square metres   | Per Application | \$500.00<br>Plus advertising costs (\$1,000 deposit)   | N                       | D   | November 2011  | Retail Business Holidays Act |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**SOCIAL SERVICES DEPARTMENT - CHILDREN'S SERVICES**

| Description   | Unit           | Rate<br>(Excluding<br>HST)<br>\$ | HST<br>Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date    | Notes / Comments                |
|---|----------------|----------------------------------|----------------------------|---|-------------------|---------------------------------|
| <b>Per Diem Rate for Regional Directly Operated<br/>Child Care Centres<br/>(Ajax, Edna Thomson, Clara Hughes, Lakewoods, Pickering and<br/>Whitby Child Care Centres)</b> |                |                                  |                            |   |                   |                                 |
| Infant - Full Day   | /child/day     | \$50.00                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Toddlers - Full Day   | /child/day     | \$45.25                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Preschool - Full Day  | /child/day     | \$42.25                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Preschool - Part Day with Meal (AM or PM)   | /child/day     | \$32.50                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Preschool - Part Day (AM or PM)   | /child/day     | \$29.25                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Kindergarten - Full Day   | /child/day     | \$42.25                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Kindergarten - Minimum (Before or After School)   | /child/day     | \$23.50                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Kindergarten - Part Day with Meal (Before Lunch & After School)   | /child/day     | \$32.50                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Kindergarten - Part Day (Before and After School)   | /child/day     | \$29.25                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| <b>School Age Per Diem Rate for Regional Directly Operated<br/>Child Care Centres<br/>(Ajax and Pickering Child Care Centres only)</b>                                    |                |                                  |                            |   |                   |                                 |
| Full Day  | /child/day     | \$40.25                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Before and After School   | /child/day     | \$27.50                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Before w/ meal and After School   | /child/day     | \$30.75                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| After School  | /child/day     | \$21.75                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Before School   | /child/day     | \$21.75                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Kindergarten - Full Day   | /child/day     | \$42.25                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Kindergarten - Minimum (Before or After School)   | /child/day     | \$23.50                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Kindergarten - Part Day with Meal (Before Lunch & After School)   | /child/day     | \$32.50                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Kindergarten - Part Day (Before and After School)   | /child/day     | \$29.25                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| <b>(Lakewoods, Sunderland and Clara Hughes Early Learning and Child<br/>Care Centre)</b>  |                |                                  |                            |   |                   |                                 |
| Full Day  | /child/day     | \$35.00                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Before and After School   | /child/day     | \$25.00                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| After School  | /child/day     | \$18.50                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Before School   | /child/day     | \$14.50                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| <b>Nursery School Programs</b>  |                |                                  |                            |   |                   |                                 |
| Sunderland (2 hour session)   | /child/session | \$10.00                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| Pickering and Lakewoods (3 hour session)  | /child/session | \$14.00                          | N                          | I   | September 1, 2015 | Report 2015-CSD-07              |
| <b>Processing of Dishonoured Payments</b>   | /payment       | \$46.00                          | N                          | I   | January 1, 2016   | By-Law 53-2015 / By-Law 54-2015 |



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**SOCIAL SERVICES DEPARTMENT - SERVICES FOR SENIORS**

| Description  | Unit   | Rate (Excluding HST) |            | HST<br>Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Minimum<br>Charge<br>\$ | Effective Date  | Notes / Comments                  |
|--|--------|----------------------|------------|----------------------------|---|-------------------------|-----------------|-----------------------------------|
|  |        | \$                   | \$         |                            |   |                         |                 |                                   |
| <b>Accommodation Rates at Long-Term Care Facilities</b>  |        | Daily                | Monthly    |                            |   |                         |                 |                                   |
| Type of Accommodation  |        |                      |            |                            |   |                         |                 |                                   |
| Long-Stay:   |        |                      |            |                            |   |                         |                 |                                   |
| Basic  |        | \$58.35              | \$1,774.81 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Semi-Private   |        |                      |            |                            |   |                         |                 |                                   |
| Residents occupying older beds or admitted to newer beds on/after July 1, 2012   |        | \$66.35              | \$2,018.15 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013   |        | \$67.35              | \$2,048.56 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014  |        | \$68.35              | \$2,078.98 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015  |        | \$69.35              | \$2,109.40 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Residents admitted to newer beds on/after July 1, 2015   |        | \$70.35              | \$2,139.81 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Private  |        |                      |            |                            |   |                         |                 |                                   |
| Residents occupying older beds or admitted to newer beds on/after July 1, 2012   |        | \$76.35              | \$2,322.32 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013   |        | \$78.10              | \$2,375.54 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014  |        | \$79.85              | \$2,428.77 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015  |        | \$81.60              | \$2,482.00 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Residents admitted to newer beds on/after July 1, 2015   |        | \$83.35              | \$2,535.23 | N                          | D   | N/A                     | July 1, 2015    | Approved by Provincial Regulation |
| Short-Stay   |        | \$37.77              | N/A        | N                          | D   | N/A                     | July 1, 2015    | 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.   |        |                      |            |                            |   |                         |                 |                                   |
| <b>Meals on Wheels (MOW)</b>   | /meal  | \$5.90               |            | N                          | D   | N/A                     | April 1, 2015   |                                   |
| <b>Cost of Cable TV</b>  | /month |                      | \$29.38    |                            | I/D   | N/A                     | January 1, 2012 |                                   |
| <b>Adult Day Program</b>   |        |                      |            |                            |   |                         |                 |                                   |
| Consumer Fee   | /day   | \$21.00              |            | N                          | I   | N/A                     |                 |                                   |
| - 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**  
**2016 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

| Description  |                         | Rate (Excluding HST) |    | HST<br>Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date  | Notes / Comments |
|--|-------------------------|----------------------|----|----------------------------|---|-----------------|------------------|
|  |                         | \$                   | \$ |                            |   |                 |                  |
| <b>ONTARIO DRINKING WATER REGULATION PACKAGES</b>  |                         |                      |    |                            |   |                 |                  |
| <b>DESCRIPTION</b>   |                         |                      |    |                            |   |                 |                  |
| <b>Microbiological</b>   |                         |                      |    |                            |   |                 |                  |
| Presence/Absence Test (P/A for TC, EC)   |                         | \$14.30              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Treated Water (P/A, HPC or BKD)  |                         | \$26.50              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Well Water/Raw/Reg.319 (TC, EC)  |                         | \$27.50              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Well Water/Treated/Distribution (TC, EC, HPC)  |                         | \$37.70              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Resample Tests (e.g. MFHPC, MFTC)  |                         | \$13.30              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Resample Test (E.coli)   |                         | \$14.30              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Inorganic Chemical</b>  |                         |                      |    |                            |   |                 |                  |
| <b>All Parameters required under Schedule 23</b><br>(As, B, Ba, Cd, Cr, Hg, Sb, Se, U)   |                         | \$80.60              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>All Parameters required under Schedule 23 plus additional metals</b><br>(Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Hg, Mn, Mo, Ni, Pb, Sb, Se, U, Zn)  |                         | \$80.60              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Inorganic Ions required under O.Regulation 170/03</b><br>(F, NO2, NO3, Na)  |                         | \$79.60              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Inorganic Ions required under O.Regulation 170/03 plus additional Ions</b><br>(Hardness*, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO2, NO3, PO4, SO4)  |                         | \$79.60              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| (Nitrite, Nitrate)   |                         | \$52.00              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| (Sodium)   |                         | \$34.70              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| (Fluoride)   |                         | \$34.70              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| (Lead testing as required under O.Regulation 170)  |                         | \$35.70              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| (Lead testing as required under O.Regulation 243) - For Standing & Flushed   |                         | \$102.00             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Organic Chemical</b>  |                         |                      |    |                            |   |                 |                  |
| <b>THMs (Trihalomethanes)</b><br>bromodichloromethane<br>dibromochloromethane<br>THM (Total)   | bromoform<br>chloroform | \$102.00             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>All Parameters required under Schedule 24</b><br>(Please see Parameters listed in O.Regulation 170/03)  |                         | \$1,087.30           |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>All Parameters required under Schedule 24 plus additional Organic Parameters</b><br>(Includes all Parameters described under the following test CODES listed in this book -<br>VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB) |                         | \$1,087.30           |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Combined Packages</b>   |                         |                      |    |                            |   |                 |                  |
| <b>York Region Drinking Water Package A</b><br>(Includes DW2M (less TURB), Hg, B, Ba, U, VOC, OC, TRIAZ, OP, PHENAC,<br>CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB)   |                         | \$1,285.20           |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| *Calculation included (no charge).   |                         |                      |    |                            |   |                 |                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

| Description   |                  | Rate (Excluding HST) |    | HST<br>Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date  | Notes / Comments |
|---|------------------|----------------------|----|----------------------------|---|-----------------|------------------|
|   |                  | \$                   | \$ |                            |   |                 |                  |
| <b>MICROBIOLOGICAL CODES</b>  |                  |                      |    |                            |   |                 |                  |
| <b>DESCRIPTION</b>  |                  |                      |    |                            |   |                 |                  |
| <b>O.Regulation 170/03</b>  |                  |                      |    |                            |   |                 |                  |
| Presence/Absence Test (P/A for TC, EC)                                      |                  | \$14.30              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Treated Water (P/A, HPC or BKD)   |                  | \$26.50              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Well Water/Raw/Reg.319 (TC, EC)   |                  | \$27.50              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Well Water/Treated/Distribution (TC, EC, HPC)                               |                  | \$37.70              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Raw Water Intake, Municipal (TC, EC, BKD)                                   |                  | \$32.60              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Treated/Distribution Water (TC, EC, BKD, HPC)                               |                  | \$42.80              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Resample Tests (e.g. MFHPC, MFTC)   |                  | \$13.30              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Resample Test (E.coli)  |                  | \$14.30              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>New Mains</b>  |                  |                      |    |                            |   |                 |                  |
| New Water Mains (TC, EC, BKD, HPC)  |                  | \$42.80              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| New Water Mains (TC, EC, BKD, HPC)+Thiosulphate                             |                  | \$53.00              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Waste Water</b>  |                  |                      |    |                            |   |                 |                  |
| E.coli (Final Effluent)   |                  | \$16.30              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| E.coli (Sludge / Cake)  |                  | \$30.60              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Final Effluent (TC, EC)   |                  | \$30.60              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Final Effluent (TC, EC, FS)   |                  | \$40.80              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Microscopic Examination   |                  | \$96.90              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Recreational Water</b>   |                  |                      |    |                            |   |                 |                  |
| E.coli (Lake/Beach/Creek/Pond/River)  |                  | \$14.30              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Lakes / Bathing beaches (TC, EC, FS)  |                  | \$37.70              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Any Single Membrane Filtration Test (eg. FC - MFFC, AE - MFAE, PS, SA etc.) |                  | \$25.50              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Raw Water</b>  |                  |                      |    |                            |   |                 |                  |
| Algae Enumeration and Identification  |                  | \$75.50              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Algae by Microscopic Particulate Analysis                                   |                  | \$500.00             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Microcystin   | MOE Reg O.160/03 | \$153.00             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| F Specific Coliphages   |                  | \$200.00             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Mycology (Fungi)</b>   |                  |                      |    |                            |   |                 |                  |
| Fungal Enumeration  |                  | \$21.40              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Fungal Identification (Consultation Required)                               |                  | \$107.10             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Air Quality (Microbial - Bacteria, Yeasts & Molds)                          |                  | \$54.10              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Enumeration of Bacteria, Yeast and Molds by RODAC plates (BHI & SAB/MEA)    |                  | \$50.00              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Protozoa Testing</b>   |                  |                      |    |                            |   |                 |                  |
| Cryptosporidium and Giardia (MBCG)  |                  | \$800.00             |    | Y                          | I   |                 |                  |
| <b>Sterility (Spore) Testing</b>  |                  |                      |    |                            |   |                 |                  |
| Bacillus subtilis (DRY)   |                  | \$25.50              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Bacillus stearothermophilus (STEAM)   |                  | \$25.50              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Other Bacteriological Groups</b>   |                  |                      |    |                            |   |                 |                  |
| Private Wells (TC, EC)(Signed Report only in one week)                      |                  | \$27.50              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Private Wells (TC, EC)(Unsigned Report faxed next day)                      |                  | \$51.00              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Private Wells (TC, EC)(Signed Report faxed next day)                        |                  | \$76.50              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Iron Bacteria - Presence/Absence  |                  | \$54.10              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Sulphur Bacteria - Presence/Absence   |                  | \$54.10              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Iron & Sulphur Bacteria - Presence/Absence                                  |                  | \$85.70              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Enumeration for (TC, EC, FC, HPC, BKD, PS, AE or FS) per parameter          |                  | \$51.00              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |

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|--|----------------------|---------|----------------------------|---|-----------------|------------------|
|  | \$                   | \$      |                            |   |                 |                  |
| <b>GENERAL INORGANIC CODES</b>                           |                      |         |                            |   |                 |                  |
| <b>DESCRIPTION</b>                                       |                      |         |                            |   |                 |                  |
|  | Water                | S/S/S   |                            |   |                 |                  |
| pH, Conductivity, Alkalinity                             | \$27.50              | \$32.60 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Alkalinity   | \$16.30              | \$21.40 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Conductivity   | \$11.20              | \$16.30 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| pH   | \$11.20              | \$16.30 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Fluoride by Ion Selective Electrode                      | \$21.40              | \$27.50 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Total Residual Chlorine                                  | \$11.20              | \$19.40 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Free Residual Chlorine                                   | \$11.20              | \$19.40 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Colour   | \$16.30              | \$19.40 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Turbidity  | \$16.30              | \$19.40 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Biochemical Oxygen Demand (BOD5)                         | \$35.70              | \$42.80 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Carbonaceous Biochemical Oxygen Demand (cBOD5)           | \$35.70              | \$42.80 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Chemical Oxygen Demand (COD)                             | \$31.60              | \$37.70 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Dissolved Organic Carbon (DOC)                           | \$29.60              | \$37.70 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Cyanide (Total)  | \$40.80              | \$47.90 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Cyanide (Free)   | \$40.80              | \$47.90 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Phenol   | \$37.70              | \$45.90 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Sulphide (H2S)   | \$37.70              | \$45.90 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Silicate (SiO3)  | \$27.50              | \$32.60 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Dissolved Solids (DS)                                    | \$18.40              | \$21.40 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Dissolved Solids, Ashed Dissolved Solids                 | \$26.50              | \$29.60 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Volatile Dissolved Solids*                               |                      |         |                            |   |                 |                  |
| Suspended Solids (SS)                                    | \$15.30              | \$17.30 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Suspended Solids, Ashed Suspended Solids,                | \$21.40              | \$24.50 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Volatile Suspended Solids*                               |                      |         |                            |   |                 |                  |
| Total Solids (TS)  | \$13.30              | \$15.30 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Total Solids, Ashed Total Solids, Volatile Total Solids* | \$19.40              | \$21.40 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Dissolved Solids, Suspended Solids, Total Solids         | \$35.70              | \$40.80 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Total Oil & Grease                                       | \$53.00              | \$63.20 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Total / Mineral / Animal & Vegetable* Oil & Grease       | \$80.60              | \$96.90 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Volatile Acids   | \$30.60              | \$30.60 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Moisture   | -                    | \$19.40 | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| S/S/S = Sewage, Sludge and Soil                          |                      |         |                            |   |                 |                  |
| *Calculation included (no charge).                       |                      |         |                            |   |                 |                  |

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|---|----------------------|---------|----------------------------|---|----------------|------------------|------------------|
|   | \$                   | \$      |                            |   |                |                  |                  |
| <b>GENERAL INORGANIC CODES</b>  |                      |         |                            |   |                |                  |                  |
| <b>DESCRIPTION</b>  |                      |         |                            |   |                |                  |                  |
| <b>Ion Chromatography</b>   |                      |         |                            |   |                |                  |                  |
| Hardness*,Ca,Mg,Na,K,Ammonia,F,Cl,Br,NO2,NO3,PO4,SO4  | Water                | \$79.60 | \$95.90                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| F,Cl,Br,NO2,NO3,NO2+NO3,PO4,SO4   | S/S/S                | \$52.00 | \$62.20                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| Hardness*,Ca,Mg,Na,K,Ammonia  |                      | \$52.00 | \$62.20                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| Any One of the Above Single Elements by IC  |                      | \$34.70 | \$40.80                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| <b>Nutrients by Segmented Flow Analyzer</b>   |                      |         |                            |   |                |                  |                  |
| NH3+NH4, PO4, NO2, NO2+NO3, TKN, TP   |                      | \$98.90 | \$118.30                   | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| NH3+NH4, PO4, NO2, NO2+NO3  |                      | \$59.20 | \$70.40                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| TKN, TP   |                      | \$59.20 | \$70.40                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| Any One of the Above Single Nutrients by SFA  |                      | \$38.80 | \$46.90                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| <b>Metals</b>   |                      |         |                            |   |                |                  |                  |
| Mercury (Hg) by Cold Vapour AA or AF  |                      | \$35.70 | \$42.80                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| Acid Soluble Metals by ICP (Al, Fe, Mn, Pb, Zn)   |                      | \$40.80 | -                          | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| Cation Scan by ICP (B,Ba,Be,Ca,K,Li,Mg,Na,SiO3,Sr,U)  |                      | \$40.80 | -                          | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| Heavy Metals Scan by ICP (Water)<br>(Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Se, Sb, Zn)                    |                      | \$54.10 | \$64.30                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| Heavy Metals Scan by ICP (Sewage/Sludge/Soil)<br>(As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn)                       |                      | -       | \$64.30                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| Regulation 170 - Heavy Metals Scan by ICP<br>(Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, U, Zn) |                      | \$76.50 | -                          | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| Any One of the Above Single Metals by ICP   |                      | \$35.70 | \$42.80                    | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| (Lead testing as required under O.Regulation 170)   |                      | \$35.70 | -                          | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| (Lead testing as required under O.Regulation 243)   |                      | \$51.00 | -                          | Y   | I              | January 1, 2016  | Report 2015-J-59 |
| Other elements such as (Ag, Ti, V, Tl, etc.)<br>are available as single element requests.                       |                      |         |                            |   |                |                  |                  |
| S/S/S = Sewage, Sludge and Soil<br>* = Calculation Included (no charge)   |                      |         |                            |   |                |                  |                  |



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|--|----------------------|----|----------------------------|---|-----------------|------------------|
|  | \$                   | \$ |                            |   |                 |                  |
| <b>INORGANIC MONITORING PACKAGES</b>   |                      |    |                            |   |                 |                  |
| <b>DESCRIPTION</b>   |                      |    |                            |   |                 |                  |
| <b>Drinking Water</b>  |                      |    |                            |   |                 |                  |
| <b>Drinking Water Package #1</b><br>(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, 2016 | Report 2015-J-59 |
| <b>Drinking Water Package #2</b><br>(colour, turbidity, Al, Fe, Mn, Pb, Zn)<br>(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, 2016 | Report 2015-J-59 |
| <b>Drinking Water Package #2 with expanded metals</b><br>(colour, turbidity, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)<br>(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, 2016 | Report 2015-J-59 |
| <b>Landfill Monitoring</b>   |                      |    |                            |   |                 |                  |
| <b>Surface Water</b><br>(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, 2016 | Report 2015-J-59 |
| (Filtration of Raw Landfill samples)   | \$35.70              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| *Calculation included (no charge).   |                      |    |                            |   |                 |                  |

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|--|----------------------|----|----------------------------|---|-----------------|------------------|
|  | \$                   | \$ |                            |   |                 |                  |
| <b>INORGANIC MONITORING PACKAGES</b>   |                      |    |                            |   |                 |                  |
| <b>DESCRIPTION</b>   |                      |    |                            |   |                 |                  |
| <b>Sewer Use By-law</b><br><b>Complete Inorganic Package</b><br>BOD, suspended solids, total kjeldahl nitrogen, total phosphorus, pH, fluoride<br>sulphate, phenol, cyanide, Total/Mineral/Animal & Vegetable Oil & Grease<br>Hg, Ag, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Sn, Ti, Zn | \$415.10             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Sewage and Industrial Waste</b><br><b>Monitoring Package #1</b><br>(BOD5, suspended solids)   | \$42.80              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Monitoring Package #2</b><br>(BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus)  | \$100.00             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Monitoring Package #2 plus Metals</b><br>(BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus<br>Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)  | \$161.20             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Monitoring Package #3</b><br>(BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus<br>ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate)   | \$149.90             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Monitoring Package #3 plus Metals</b><br>(BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus<br>ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate<br>Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)   | \$211.10             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Monitoring Package #4 plus Metals</b><br>(BOD5, CBOD5, susp. solids, total kjeldahl nitrogen, total phosphorus<br>ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate, pH,<br>Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)   | \$262.10             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Sludge</b><br><b>Sludge Monitoring Package #1</b><br>(total solids, total kjeldahl nitrogen, total phosphorus,<br>ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate)  | \$116.30             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Sludge Monitoring Package #1 plus Metals</b><br>(total solids, total kjeldahl nitrogen, total phosphorus,<br>ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate<br>Hg, As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn)   | \$177.50             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Sludge Monitoring Package #2 (Agrisludge)</b><br>(total solids, ashed total solids, volatile total solids*,<br>total kjeldahl nitrogen, total phosphorus, ammonia+ammonium<br>nitrite + nitrate, Hg, As, Cd, Co, Cr, Cu, K, Mo, Ni, Pb, Se, Zn)   | \$204.00             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| *Calculation included (no charge).   |                      |    |                            |   |                 |                  |

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|---|-------------------------------|----------------------|----|----------------------------|---|-----------------|------------------|
|   |                               | \$                   | \$ |                            |   |                 |                  |
| <b>ORGANIC MONITORING PACKAGES</b>                      |                               |                      |    |                            |   |                 |                  |
| <b>DESCRIPTION</b>                                      |                               |                      |    |                            |   |                 |                  |
| <b>Drinking / Surface / Ground Water and Wastewater</b> |                               |                      |    |                            |   |                 |                  |
| <b>THMs (Trihalomethanes)</b>                           |                               |                      |    |                            |   |                 |                  |
| bromodichloromethane                                    | bromoform                     | \$102.00             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| dibromochloromethane                                    | chloroform                    |                      |    |                            |   |                 |                  |
| THM (Total)   |                               |                      |    |                            |   |                 |                  |
| <b>BTEX by Purge &amp; Trap GC/MS</b>                   |                               |                      |    |                            |   |                 |                  |
| benzene   | ethylbenzene                  | \$80.60              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| m,p-xylene  | o-xylene                      |                      |    |                            |   |                 |                  |
| toluene   |                               |                      |    |                            |   |                 |                  |
| <b>Taste &amp; Odour</b>                                |                               |                      |    |                            |   |                 |                  |
| geosmin   | 2-methylisoborneol (MIB)      | \$229.50             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| 2-isobutyl-3-methoxypyrazine                            | 2-isopropyl-3-methoxypyrazine |                      |    |                            |   |                 |                  |
| 2,3,6-trichloroanisole                                  | 2,4,6-trichloroanisole        |                      |    |                            |   |                 |                  |
| <b>Haloacetic Acids (Disinfection By-Products)</b>      |                               |                      |    |                            |   |                 |                  |
| bromochloroacetic acid                                  | dibromoacetic acid            | \$198.90             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| dichloroacetic acid                                     | monobromoacetic acid          |                      |    |                            |   |                 |                  |
| monochloroacetic acid                                   | trichloroacetic acid          |                      |    |                            |   |                 |                  |
| <b>Volatile Organic Compounds</b>                       |                               |                      |    |                            |   |                 |                  |
| benzene   | cis-1,2-dichloroethylene      | \$128.50             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| bromodichloromethane                                    | trans-1,2-dichloroethylene    |                      |    |                            |   |                 |                  |
| bromoform   | dichloromethane               |                      |    |                            |   |                 |                  |
| bromomethane  | 1,2-dichloropropane           |                      |    |                            |   |                 |                  |
| carbon tetrachloride                                    | cis-1,3-dichloropropylene     |                      |    |                            |   |                 |                  |
| chlorobenzene   | trans-1,3-dichloropropylene   |                      |    |                            |   |                 |                  |
| chlorodibromomethane                                    | ethylbenzene                  |                      |    |                            |   |                 |                  |
| chloroethane  | styrene                       |                      |    |                            |   |                 |                  |
| chloroform  | 1,1,2,2-tetrachloroethane     |                      |    |                            |   |                 |                  |
| chloromethane   | toluene                       |                      |    |                            |   |                 |                  |
| tetrachloroethylene (perchloroethylene)                 | 1,1,1-trichloroethane         |                      |    |                            |   |                 |                  |
| 1,2-dibromoethane(ethylene dibromide)                   | 1,1,2-trichloroethane         |                      |    |                            |   |                 |                  |
| 1,2-dichlorobenzene                                     | trichloroethylene             |                      |    |                            |   |                 |                  |
| 1,3-dichlorobenzene                                     | trichlorofluoromethane        |                      |    |                            |   |                 |                  |
| 1,4-dichlorobenzene                                     | vinyl chloride                |                      |    |                            |   |                 |                  |
| 1,1-dichloroethane                                      | o-xylene                      |                      |    |                            |   |                 |                  |
| 1,2-dichloroethane                                      | m,p-xylene                    |                      |    |                            |   |                 |                  |
| 1,1-dichloroethylene                                    | THM (Total)                   |                      |    |                            |   |                 |                  |
| methyl tert-butyl ether (MTBE)                          | xylene (Total)                |                      |    |                            |   |                 |                  |
| methyl ethyl ketone (MEK)                               | 2-hexanone                    |                      |    |                            |   |                 |                  |
| methyl isobutyl ketone (MIBK)                           | acetone                       |                      |    |                            |   |                 |                  |
| 1,1,1,2-tetrachloroethane                               | 1,2,4-trichlorobenzene        |                      |    |                            |   |                 |                  |
| <b>Pesticide/Herbicide Analysis</b>                     |                               |                      |    |                            |   |                 |                  |
| <b>Organochlorine Pesticides</b>                        |                               |                      |    |                            |   |                 |                  |
| aldrin  | endosulphan I                 | \$123.40             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| a-BHC   | endosulphan II                |                      |    |                            |   |                 |                  |
| b-BHC   | endosulphan sulphate          |                      |    |                            |   |                 |                  |
| g-BHC (Lindane)   | endrin                        |                      |    |                            |   |                 |                  |
| a-chlordane   | heptachlor                    |                      |    |                            |   |                 |                  |
| g-chlordane   | heptachlor epoxide            |                      |    |                            |   |                 |                  |
| p,p'-DDD  | methoxychlor                  |                      |    |                            |   |                 |                  |
| p,p'-DDE  | mirex                         |                      |    |                            |   |                 |                  |
| p,p'-DDT  | oxychlordane                  |                      |    |                            |   |                 |                  |
| o,p'-DDT  | trifluralin                   |                      |    |                            |   |                 |                  |
| dieldrin  | toxaphene                     |                      |    |                            |   |                 |                  |

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|---|---------------------------|----------------------|----|----------------------------|---|-----------------|------------------|
|   |                           | \$                   | \$ |                            |   |                 |                  |
| <b>ORGANIC MONITORING PACKAGES</b>                        |                           |                      |    |                            |   |                 |                  |
| <b>DESCRIPTION</b>  |                           |                      |    |                            |   |                 |                  |
| <b>Pesticide/Herbicide Analysis</b>                       |                           |                      |    |                            |   |                 |                  |
| <b>Triazine Herbicides</b>                                |                           |                      |    |                            |   |                 |                  |
| alachlor (Lasso)  | metolachlor               | \$107.10             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| ametryn   | metribuzin (Sencor)       |                      |    |                            |   |                 |                  |
| atraton   | prometon                  |                      |    |                            |   |                 |                  |
| atrazine  | prometryn                 |                      |    |                            |   |                 |                  |
| cyanazine (Bladex)  | propazine                 |                      |    |                            |   |                 |                  |
| desethyl atrazine   | simazine                  |                      |    |                            |   |                 |                  |
| desethyl simazine   |                           |                      |    |                            |   |                 |                  |
| <b>Organophosphorus Pesticides</b>                        |                           |                      |    |                            |   |                 |                  |
| chlorpyrifos (Dursban)                                    | malathion                 | \$107.10             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| chlorpyrifos-methyl (Reldan)                              | methyl parathion          |                      |    |                            |   |                 |                  |
| diazinon  | mevinphos (Phosdrin)      |                      |    |                            |   |                 |                  |
| dichlorvos  | parathion                 |                      |    |                            |   |                 |                  |
| dimethoate  | phorate (Thimet)          |                      |    |                            |   |                 |                  |
| ethion  | temephos (Abate)          |                      |    |                            |   |                 |                  |
| fenchlorphos (Ronne)                                      | terbufos                  |                      |    |                            |   |                 |                  |
| guthion (Azinphos-methyl)                                 |                           |                      |    |                            |   |                 |                  |
| <b>Phenoxy Acid Herbicides</b>                            |                           |                      |    |                            |   |                 |                  |
| 2,4-dichlorophenoxyacetic acid (2,4-D)                    |                           | \$161.20             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| 2,4-dichlorophenoxybutyric acid (2,4-DB)                  |                           |                      |    |                            |   |                 |                  |
| 2,4-dichlorophenoxypropionic acid (2,4-DP, Dichlorprop)   |                           |                      |    |                            |   |                 |                  |
| 2,4,5-trichlorophenoxyacetic acid (2,4,5-T)               |                           |                      |    |                            |   |                 |                  |
| bromoxynil  | dinoseb                   |                      |    |                            |   |                 |                  |
| dicamba   | picloram                  |                      |    |                            |   |                 |                  |
| diclofop-methyl   | silvex (2,4,5-TP)         |                      |    |                            |   |                 |                  |
| <b>Chlorophenols</b>                                      |                           |                      |    |                            |   |                 |                  |
| 2,4-dichlorophenol  | 2,3,4,6-tetrachlorophenol | \$161.20             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| 2,4,6-trichlorophenol                                     | 2,3,4,5-tetrachlorophenol |                      |    |                            |   |                 |                  |
| 2,3,4-trichlorophenol                                     | 2,3,5,6-tetrachlorophenol |                      |    |                            |   |                 |                  |
| 2,4,5-trichlorophenol                                     | pentachlorophenol         |                      |    |                            |   |                 |                  |
| <b>Carbamate &amp; Phenyl Urea Pesticides/Herbicides</b>  |                           |                      |    |                            |   |                 |                  |
| Aldicarb  | Bendiocarb                | \$239.70             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Carbaryl  | Carbofuran                |                      |    |                            |   |                 |                  |
| Diuron  | Triallate                 |                      |    |                            |   |                 |                  |
| Benzo(a)pyrene  |                           |                      |    |                            |   |                 |                  |
| Glyphosate  | AMPA                      | \$198.90             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Diquat  | Paraquat                  | \$198.90             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>PCB Analysis</b>                                       |                           |                      |    |                            |   |                 |                  |
| Polychlorinated Biphenyls                                 |                           | \$80.60              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Polychlorinated Biphenyls in oil/paint                    |                           | \$80.60              |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>PAHs (Polynuclear Aromatic Hydrocarbons) by GC/MSD</b> |                           |                      |    |                            |   |                 |                  |
| Acenaphthene  | Chrysene                  | \$229.50             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Acenaphylene  | Dibenz(a,h)anthracene     |                      |    |                            |   |                 |                  |
| Anthracene  | Fluoranthene              |                      |    |                            |   |                 |                  |
| Benzo(a)anthracene  | Fluorene                  |                      |    |                            |   |                 |                  |
| Benzo(a)pyrene  | Indeno(1,2,3-cd)pyrene    |                      |    |                            |   |                 |                  |
| Benzo(b)fluoranthene                                      | 1-Methylnaphthalene       |                      |    |                            |   |                 |                  |
| Benzo(g,h,i)perylene                                      | 2-Methylnaphthalene       |                      |    |                            |   |                 |                  |
| Benzo(k)fluoranthene                                      | Naphthalene               |                      |    |                            |   |                 |                  |
| 1-Chloronaphthalene                                       | Phenanthrene              |                      |    |                            |   |                 |                  |
| 2-Chloronaphthalene                                       | Pyrene                    |                      |    |                            |   |                 |                  |
| <b>Open Characterization (Semi-quantitative)</b>          |                           |                      |    |                            |   |                 |                  |
| Volatiles<br>(Scans for Volatile Organic Compounds)       |                           | \$209.10             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Extractables<br>(Scans for Extractable Organic Compounds) |                           | \$246.80             |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

| Description  |   | Rate (Excluding HST)          |    | HST<br>Applicable<br>(Y/N) | Invoice (I) / Direct<br>charge (D)<br>(I/D) | Effective Date  | Notes / Comments |
|--|---|-------------------------------|----|----------------------------|---|-----------------|------------------|
|  |   | \$                            | \$ |                            |   |                 |                  |
| <b>ORGANIC MONITORING PACKAGES</b>   |   |                               |    |                            |   |                 |                  |
| <b>Industrial Sewer Use By-law Acid/Base/Neutral Compounds</b>                         |   |                               |    |                            |   |                 |                  |
| di-n-butylphthalate  | bis(2-ethylhexyl)phthalate                | \$214.20                      |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Polychlorinated Biphenyls  |   | \$80.60                       |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| <b>Industrial Sewer Use By-law Volatile Organic Compounds</b>                          |   | \$134.60                      |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| 1,1,2,2,-tetrachloroethane   | m/p-xylene                                |                               |    |                            |   |                 |                  |
| 1,2-dichlorobenzene  | o-xylene                                  |                               |    |                            |   |                 |                  |
| 1,4-dichlorobenzene  | styrene                                   |                               |    |                            |   |                 |                  |
| benzene  | tetrachloroethylene                       |                               |    |                            |   |                 |                  |
| chloroform   | toluene                                   |                               |    |                            |   |                 |                  |
| cis-1,2-dichloroethylene   | trans-1,3-dichloropropylene               |                               |    |                            |   |                 |                  |
| dichloromethane  | trichloroethylene                         |                               |    |                            |   |                 |                  |
| ethylbenzene   | xylene (Total)                            |                               |    |                            |   |                 |                  |
| methyl ethyl ketone (MEK)  |   |                               |    |                            |   |                 |                  |
| <b>Industrial Sewer Use By-law Nonylphenols &amp; Ethoxylates (Subcontracted)</b>      |   | \$428.40                      |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| nonylphenol  | nonylphenol ethoxylates                   |                               |    |                            |   |                 |                  |
| <b>Durham/York/Peel Sewer Use By-law Organic Package</b>                               |   | \$777.20                      |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| 1,1,2,2,-tetrachloroethane   | m/p-xylene                                |                               |    |                            |   |                 |                  |
| 1,2-dichlorobenzene  | o-xylene                                  |                               |    |                            |   |                 |                  |
| 1,4-dichlorobenzene  | styrene                                   |                               |    |                            |   |                 |                  |
| benzene  | tetrachloroethylene                       |                               |    |                            |   |                 |                  |
| chloroform   | toluene                                   |                               |    |                            |   |                 |                  |
| cis-1,2-dichloroethylene   | trans-1,3-dichloropropylene               |                               |    |                            |   |                 |                  |
| dichloromethane  | trichloroethylene                         |                               |    |                            |   |                 |                  |
| ethylbenzene   | xylene (Total)                            |                               |    |                            |   |                 |                  |
| methyl ethyl ketone (MEK)  |   |                               |    |                            |   |                 |                  |
| di-n-butyl phthalate   | bis (2-ethylhexyl) phthalate              |                               |    |                            |   |                 |                  |
| PCB (Total)  |   |                               |    |                            |   |                 |                  |
| nonylphenol**  | nonylphenol ethoxylates**                 |                               |    |                            |   |                 |                  |
| ** Subcontracted tests   |   |                               |    |                            |   |                 |                  |
| <b>Total Petroleum Hydrocarbons (TPH) in Water (Subcontracted)</b>                     |   | \$204.00                      |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| 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                                |   |                               |    |                            |   |                 |                  |
| <b>Legal Sample Fees and Legal storage fees</b>  |   |                               |    |                            |   |                 |                  |
| Sample submitted under legal chain of custody  | per sample                                | \$255.00                      |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| (To maintain an unbroken chain of custody for samples that may be used for litigation) |   |                               |    |                            |   |                 |                  |
| Extended storage for legal samples (longer than 30 days)                               | per container per month                   | \$3.10                        |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| (Samples will be stored free of charge for 30 days from date of final report)          |   |                               |    |                            |   |                 |                  |
| Court testimony by Regional Environmental Laboratory staff                             | per hour (including travel and wait time) | To be determined case-by-case |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |
| Mileage for appearance   | per kilometre (actual)                    | \$0.55                        |    | Y                          | I   | January 1, 2016 | Report 2015-J-59 |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**WORKS DEPARTMENT - SOLID WASTE MANAGEMENT**

| Description  | Unit                 | Rate (Excluding HST)<br>\$                   | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Minimum Charge<br>\$ | Effective Date    | Notes / Comments |
|--|----------------------|--|-------------------------|--|----------------------|-------------------|------------------|
| <b>Blue Box Materials:</b><br>Newspapers, glass bottles and jars, cardboard, metal and aluminium 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<br>For loads of 100% Blue Box materials <u>only</u> | / 1,000kg            | \$120.00                                     | N                       | D  | N/A                  | July 1, 2007      |                  |
| <b>Household Hazardous Waste (HHW):</b><br>Oil and oil filters, paints, propane tanks, batteries, antifreeze, etc.<br>For loads of 100% Household Hazardous Waste <u>only</u>  |                      | No Charge                                    |                         |  |                      |                   |                  |
| <b>Waste Electronics and Electrical Waste:</b><br>For loads of 100% Waste Electronics and Electrical <u>only</u>   |                      | No Charge                                    |                         |  |                      |                   |                  |
| <b>Used Tires:</b><br>For loads of 100% Tires <u>only</u>  |                      | No Charge                                    |                         |  |                      |                   |                  |
| <b>Bale Wrap:</b><br>For loads of 100% Bale Wrap only<br>Must be delivered clean and free of debris  |                      | No Charge                                    |                         |  |                      |                   |                  |
| <b>Sign Recycling:</b><br>For loads of 100% Signs <u>only</u> , and consisting of plastic film on wire, paperboard on wood, or corrugated plastic  |                      | No Charge                                    |                         |  |                      |                   |                  |
| <b>Waste Disposal:</b><br>General residential and commercial garbage waste<br>a) For loads up to and including 50.00 kg the minimum charge is  | / vehicle / load     | N/A  | N                       | D  | \$5.00               | July 1, 2007      |                  |
| b) For loads over 50.00 kg   | / 1,000kg            | \$120.00                                     | N                       | D  | N/A                  | July 1, 2007      |                  |
| <b>Mixed Loads:</b><br>For loads of Blue Box, HHW Material, Bale Wrap, Tires and/or Electronics and Electrical<br>Wastes in the same load as other wastes  | / 1,000kg            | \$120.00                                     | N                       | D  | N/A                  | July 1, 2007      |                  |
| <b>When scales are not in service:</b><br>A flat rate charge system will apply and staff will estimate the loads<br>a) For loads up to and including 50.00 kg, except for loads of 100% Blue Box and/or 100% Household Hazardous Waste   | / vehicle / load     | N/A  | N                       | D  | \$5.00               |                   |                  |
| b) For loads estimated over 50.00 kg   | / 100 kg             | \$12.00                                      | N                       | D  | N/A                  | July 1, 2007      |                  |
| <b>Recycling Depot:</b><br>Blue Box sales<br>Green Bin sales<br>Backyard Composter sales   | each<br>each<br>each | Market price<br>Market price<br>Market price | N<br>N<br>N             | D<br>D<br>D                              | N/A<br>N/A<br>N/A    | N/A<br>N/A<br>N/A |                  |
| <b>Integrated System:</b><br>Solid Waste Bag Tags<br>(where bag limit is exceeded)   | / tag                | \$2.50                                       | N                       | D  | N/A                  | May 1, 2014       |                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**WORKS DEPARTMENT - GENERAL SERVICES**

| Item Code | Description   | Unit     | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Minimum Charge<br>\$ | Effective Date | Notes / Comments |
|-----------|---|----------|----------------------------|-------------------------|--|----------------------|----------------|------------------|
| 1         | a) Engineering drawings   | /drawing | \$10.00                    | Y                       | I  | N/A                  | April 1, 2013  |                  |
|           | b) Valve location drawings  | /drawing | \$2.30                     | Y                       | I  | N/A                  | April 1, 2013  |                  |
|           | c) CAD File - Engineering Drawing   | /drawing | \$22.00                    | Y                       | I  | N/A                  | April 1, 2013  |                  |
|           | d) Engineering Reports/Drawings<br>Digital Format on CD/DVD   | /drawing | \$54.00                    | Y                       | I  | N/A                  | April 1, 2013  |                  |
|           | e) Environmental Study Reports (based on number of pages)   | Various  |                            | Y                       | I  | N/A                  | 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  | N/A                  | April 1, 2013  |                  |
|           | Digital pdf files of Regional Sewer System 1:5000 on CD   | /file    | \$113.00                   | Y                       | D  | N/A                  | April 1, 2013  |                  |
|           | Digital pdf files of Regional Storm Sewer System 1:5000 on CD   | /file    | \$113.00                   | Y                       | D  | N/A                  | April 1, 2013  |                  |
|           | b) Water, Sanitary Sewer, Storm System maps 24"x36" Colour  | /sheet   | \$84.00                    | Y                       | D  | N/A                  | April 1, 2013  |                  |
|           | c) Water, Sanitary Sewer, Storm System maps 24"x36" b/w   | /sheet   | \$11.00                    | Y                       | D  | N/A                  | April 1, 2013  |                  |
| 3         | Design Guidelines (Criteria & Standards)  |          | \$111.00                   | Y                       | D  | N/A                  | April 1, 2013  |                  |
|           | Design Guideline Revisions  |          | \$23.00                    | Y                       | D  | N/A                  | April 1, 2013  |                  |
| 4         | Standard Construction Specifications  |          |                            |                         |  |                      |                |                  |
|           | a) Individual sheets  | /sheet   | \$0.50                     | Y                       | D  | N/A                  | April 1, 2013  |                  |
|           | b) Regional Sewer & Watermain Specs.  | /set     | \$11.00                    | Y                       | D  | N/A                  | April 1, 2013  |                  |
| 5         | Contract Tender Documents   |          | Various                    | Y                       |  | N/A                  | April 1, 2013  |                  |
| 6         | Topographical Maps (Contour)  |          |                            |                         |  |                      |                |                  |
|           | - Oshawa  | /sheet   | \$56.00                    | Y                       | D  | N/A                  | April 1, 2013  |                  |
|           | - Port Perry, Brooklin, Whitby, Bowmanville, Newcastle, Port of Darlington, Uxbridge, Cannington, Beaverton and Sunderland      | /sheet   | \$17.00                    | Y                       | D  | N/A                  | April 1, 2013  |                  |
| 7         | Curb Cutting  | /metre   | Actual Cost                | N                       | D  | \$210.00             | April 1, 2013  |                  |
|           |   | /foot    | Actual Cost                | N                       | D  | \$210.00             | April 1, 2013  |                  |
| 8         | Curb Placement or Replacement   |          | Actual Cost                | N                       | I/D                                      | N/A                  | April 1, 2013  |                  |
| 9         | Private Driveway Entrances (Culverts)   |          |                            |                         |  |                      |                |                  |
|           | 450 mm dia/7 m (18" dia/23' long)   |          | \$3,600.00                 | N                       | D  | N/A                  | April 1, 2016  |                  |
|           | 600 mm dia/7 m (24" dia/23' long)   |          | \$3,900.00                 | N                       | D  | N/A                  | April 1, 2016  |                  |
|           | Per meter over 7 m (450 mm dia.) (18" dia.)   | /metre   | \$244.00                   | N                       | D  | N/A                  | April 1, 2013  |                  |
|           |   | /foot    | \$68.00                    | N                       | D  | N/A                  | April 1, 2013  |                  |
|           | Per meter over 7 m (600 mm dia.) (24" dia.)   | /metre   | \$265.00                   | N                       | D  | N/A                  | April 1, 2013  |                  |
|           |   | /foot    | \$78.00                    | N                       | D  | N/A                  | April 1, 2013  |                  |
|           | Culvert relocation & culverts over 600 mm in diameter or over 12.2 m long   |          | Actual Cost                | N                       | D  | N/A                  | April 1, 2013  |                  |
| 10        | Weed Cutting  |          |                            |                         |  |                      |                |                  |
|           | Weed inspectors be authorized to pay the following rates:   |          |                            |                         |  |                      |                |                  |
|           | Person with spraying equipment  |          | Actual Cost                | N                       | D  | N/A                  | April 1, 2013  |                  |
| 11        | Payroll Burden  |          |                            |                         |  |                      |                |                  |
|           | a) On regular labour  |          | 50%                        | N                       |  | N/A                  | April 1, 2013  |                  |
|           | b) On overtime  |          | 10%                        | N                       |  | N/A                  | April 1, 2013  |                  |
| 12        | Overhead  |          |                            |                         |  |                      |                |                  |
|           | a) On Regional day labour   |          | 8%                         | N                       |  | N/A                  | April 1, 2013  |                  |
|           | b) On outside contracts or quotations (not including area municipalities) which do not involve Regional supervision/involvement |          | 1%                         | N                       |  | N/A                  | April 1, 2013  |                  |

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**WORKS DEPARTMENT - GENERAL SERVICES**

| Item Code | Description   | Unit                    | Rate (Excluding HST)<br>\$ | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Minimum Charge<br>\$ | Effective Date                 | Notes / Comments |
|-----------|---|-------------------------|----------------------------|-------------------------|--|----------------------|--------------------------------|------------------|
| 13        | Encroachments   |                         |                            |                         |  |                      |                                |                  |
|           | a) On Regional Roads  |                         |                            |                         |  |                      |                                |                  |
|           | i) Stand alone or existing structures plus yearly fee (five year term)  | Processing Charge /year | \$520.00<br>\$100.00       | N<br>N                  | D<br>D                                   | N/A<br>N/A           | April 1, 2016<br>April 1, 2014 |                  |
|           | ii) Signs or canopies attached to buildings   | Processing Charge       | \$520.00                   | N                       | D  | N/A                  | April 1, 2016                  |                  |
|           | b) 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       | \$405.00                   | N                       | D  | N/A                  | April 1, 2013                  |                  |
|           | ii) Release of all/portion of easement due to abandonment, plus legal, survey, registration fees, plus any increase in value of land, if applicable   | Processing Charge       | \$405.00                   | N                       | D  | N/A                  | April 1, 2013                  |                  |
| 14        | Vendor permits  |                         |                            |                         |  |                      |                                |                  |
|           | License required by owner or occupants of property adjoining a highway to use the untravelled portion to sell goods by retail   |                         | \$56.00                    | N                       | D  | N/A                  | April 1, 2013                  |                  |
| 15        | Traffic Information   |                         |                            |                         |  |                      |                                |                  |
|           | - signal timings (letter)   | /intersection           | \$85.00                    | Y                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - signal maintenance data (e-mail, other)   | /search                 | \$65.00                    | Y                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - turning movement count  | /intersection           | \$51.50                    | Y                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - collision summary annual report (CD)  | /ADT                    | \$80.00                    | Y                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - 3 Yr. collision data  | /collision              | \$56.00                    | Y                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - automated traffic records summary 24-hr   | /location               | \$50.00                    | Y                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - collision diagram   | /location               | \$157.00                   | Y                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - signal drawings (on paper)  | /print                  | \$58.00                    | Y                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - legal enquiries - signal timing   | /enquiry                | \$190.00                   | Y                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - legal enquiries - other   | /hr                     | \$70.00                    | N                       | D  | N/A                  | April 1, 2013                  |                  |
| 16        | Municipal Consent processing fee  |                         | \$405.00                   | Y                       | I  | N/A                  | April 1, 2013                  |                  |
| 17        | Pavement Degradation Fee (Cost of Utility Trench Impact (m2))   |                         |                            |                         |  |                      |                                |                  |
|           | Road Condition Index: 100-90  |                         | \$27.00                    | Y                       | I  | N/A                  | April 1, 2013                  |                  |
|           | Road Condition Index: 89-80   |                         | \$23.00                    | Y                       | I  | N/A                  | April 1, 2013                  |                  |
|           | Road Condition Index: 70-60   |                         | \$19.00                    | Y                       | I  | N/A                  | April 1, 2013                  |                  |
|           | Road Condition Index: 59-50   |                         | \$12.00                    | Y                       | I  | N/A                  | April 1, 2013                  |                  |
|           | Road Condition Index: <50   |                         | \$6.00                     | Y                       | I  | N/A                  | April 1, 2013                  |                  |
| 18        | Environmental information   | /site                   | \$128.00                   | Y                       | I  | N/A                  | April 1, 2013                  |                  |
| 19        | Road Occupancy  |                         |                            |                         |  |                      |                                |                  |
|           | - Special Events permit (with the exception of Charitable Organizations)  |                         | \$95.00                    | Y                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - Filming permit  | /day                    | \$515.00                   | Y                       | D  | N/A                  | April 1, 2013                  |                  |
| 20        | Oversize Overweight Permit - Annual Permit  |                         |                            |                         |  |                      |                                |                  |
|           | - Annual Permit   | /year                   | \$150.00                   | N                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - Single Trip Permit  | /trip                   | \$100.00                   | N                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - Project Permit  | /project                | \$200.00                   | N                       | D  | N/A                  | April 1, 2013                  |                  |
|           | - Security Deposit as determined by load / damage potential   | Minimum                 | \$1,000.00                 | N                       | D  | N/A                  | April 1, 2013                  |                  |



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2016 FEES AND CHARGES**  
**WORKS DEPARTMENT - GENERAL SERVICES**

| Item Code | Description   | Unit      | Rate (Excluding HST)<br>\$                               | HST Applicable<br>(Y/N) | Invoice (I) / Direct charge (D)<br>(I/D) | Minimum Charge<br>\$ | Effective Date | Notes / Comments |
|-----------|---|-----------|--|-------------------------|--|----------------------|----------------|------------------|
| 21        | Engineering Fees - Subdivision Agreements   |           |  |                         |  |                      |                |                  |
|           | Total Cost of the Works   |           | 3%   | N                       | D  | \$250.00             | April 1, 2013  |                  |
|           | Less than \$100,000   |           |  |                         |  |                      |                |                  |
|           | \$100,001 - \$200,000   |           | \$3,000 on first \$100,000 & 2.5% on next \$100,000      | N                       | D  | N/A                  | April 1, 2013  |                  |
|           | \$200,001 - \$500,000   |           | \$5,500 on first \$200,000 & 2.25% on next \$300,000     | N                       | D  | N/A                  | April 1, 2013  |                  |
|           | \$500,001 - \$1,000,000   |           | \$12,250 on first \$500,000 & 2.0% on next \$500,000     | N                       | D  | N/A                  | April 1, 2013  |                  |
|           | \$1,000,001 - \$2,000,000   |           | \$22,250 on first \$1,000,000 & 1.5% on next \$1,000,000 | N                       | D  | N/A                  | April 1, 2013  |                  |
|           | \$2,000,001 - \$4,000,000   |           | \$37,250 on first \$2,000,000 & 1.2% on next \$2,000,000 | N                       | D  | N/A                  | April 1, 2013  |                  |
| 22        | Engineering Fees - Servicing Agreements   |           |  |                         |  |                      |                |                  |
|           | Total Cost of the Works   |           | 3%   | N                       | D  | \$250.00             | April 1, 2013  |                  |
|           | Less than \$100,000   |           |  |                         |  |                      |                |                  |
|           | \$100,001 - \$200,000   |           | \$3,000 on first \$100,000 & 2.5% on next \$100,000      | N                       | D  | N/A                  | April 1, 2013  |                  |
|           | \$200,001 - \$500,000   |           | \$5,500 on first \$200,000 & 2.25% on next \$300,000     | N                       | D  | N/A                  | April 1, 2013  |                  |
|           | \$500,001 - \$1,000,000   |           | \$12,250 on first \$500,000 & 2.0% on next \$500,000     | N                       | D  | N/A                  | April 1, 2013  |                  |
|           | \$1,000,001 - \$2,000,000   |           | \$22,250 on first \$1,000,000 & 1.5% on next \$1,000,000 | N                       | D  | N/A                  | April 1, 2013  |                  |
|           | \$2,000,001 - \$4,000,000   |           | \$37,250 on first \$2,000,000 & 1.2% on next \$2,000,000 | N                       | D  | N/A                  | April 1, 2013  |                  |
| 23        | Telecommunications Equipment - Installation on Regional Sites, Infrastructure and Facilities                        |           |  |                         |  |                      |                |                  |
|           | a) Site Licenses - tower constructed on Regional site:  |           |  |                         |  |                      |                |                  |
|           | i) Application fee  |           | \$2,390  | N                       | D  | N/A                  | April 1, 2016  |                  |
|           | ii) Annual license fee  |           | \$21,493   | Y                       | D  | N/A                  | April 1, 2016  |                  |
|           | iii) Application fee for modifications to existing towers   |           | \$2,390  | N                       | D  | N/A                  | April 1, 2016  |                  |
|           | An increase to the annual license fee of 25% per carrier will apply for each additional carrier utilizing the tower |           | \$5,374  | Y                       | D  | N/A                  | April 1, 2016  |                  |
|           | b) Site License - antenna installed on Regional facility/infrastructure:  |           |  |                         |  |                      |                |                  |
|           | i) Application fee  |           | \$2,390  | N                       | D  | N/A                  | April 1, 2016  |                  |
|           | ii) Annual license fee for site access  |           | \$11,941   | Y                       | D  | N/A                  | April 1, 2016  |                  |
|           | iii) Annual fee per antenna installed   |           | \$777  | Y                       | D  | N/A                  | April 1, 2016  |                  |
|           | iv) Application fee for modifications to existing antenna   |           | \$2,390  | N                       | D  | N/A                  | April 1, 2016  |                  |
|           | The fees will increase each year for the term of the agreement by a rate of 3% per annum                            |           |  |                         |  |                      |                |                  |
| 24        | House Inspection Fee  | /location | \$250  | N                       | I  | N/A                  | April 1, 2013  |                  |

**The Regional Municipality of Durham**

Finance Department  
Business Planning

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