

|  |
|--|
| <b>TABLE OF CONTENTS</b><br><b>2016 BUSINESS PLANS &amp; BUDGETS</b><br><b>GENERAL PROPERTY TAX REQUIREMENTS</b> |
|--|

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

|   | <u>Page No.</u> |
|---|-----------------|
| <b><u>SECTION 1</u></b>                                   |                 |
| Finance & Administration Committee Report 2016-F-10 ..... | 3-27            |
| <b>Attachments:</b>                                       |                 |
| 1. Summary .....  | 28-32           |
| 2. New Positions.....                                     | 33-36           |
| 3. Tangible Capital Assets – New .....                    | 37              |
| 4. Tangible Capital Assets – Replacements.....            | 38              |
| 5. Capital Forecasts .....                                | 39-72           |
| <br><b><u>SECTION 2</u></b>                               |                 |
| <b>2016 BUSINESS PLANS &amp; BUDGETS</b>                  |                 |
| <br><b>Works Committee</b>                                |                 |
| General Tax.....  | 73-82           |
| Solid Waste Management .....                              | 83-91           |
| <br><b>Health and Social Services Committee</b>           |                 |
| <b>Health Department:</b>                                 |                 |
| Public Health.....  | 92-101          |
| Paramedic Services.....                                   | 102-106         |
| <br><b>Social Services Department:</b>                    |                 |
| Emergency Management and Program Support.....             | 107-109         |
| Social Assistance .....                                   | 110-116         |
| Children’s Services .....                                 | 117-124         |
| Family Services .....                                     | 125-128         |
| Housing Services .....                                    | 129-134         |
| Long Term Care and Services for Seniors .....             | 135-136         |
| LTC Administration .....                                  | 137             |
| Fairview Lodge .....                                      | 138-141         |
| Hillsdale Estates .....                                   | 142-145         |
| Hillsdale Terraces .....                                  | 146-150         |
| Lakeview Manor.....                                       | 151-156         |
| Adult Day Program .....                                   | 157             |
| <br><b>Planning and Economic Development Committee</b>    |                 |
| Planning .....  | 158-165         |
| Economic Development & Tourism.....                       | 166-173         |

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

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

|  |         |
|--|---------|
| <b>Finance &amp; Administration Committee</b>                |         |
| Regional Council .....                                       | 174-175 |
| Regional Chair’s Office .....                                | 176-177 |
| Chief Administrative Officer .....                           | 178-183 |
| Corporate Services – Legal Services.....                     | 184-186 |
| Corporate Services - Legal Services– Provincial Offences Act | 187-189 |
| Corporate Services - Human Resources .....                   | 190-193 |
| Corporate Services – Information Technology .....            | 194-199 |
| Corporate Services – Legislative Services.....               | 200-203 |
| Durham Emergency Management Office .....                     | 204-206 |
| Emergency 9-1-1 Telephone System .....                       | 207-209 |
| Non Departmental.....  | 210-213 |
| Finance.....   | 214-220 |
| Conservation Authorities.....                                | 221-276 |
| Durham Regional Police Service.....                          | 277-281 |
| Durham Region Transit.....                                   | 282-291 |
| Durham Regional Local Housing Corporation .....              | 292-295 |
| Provincial Download Services.....                            | 296-297 |



The Regional Municipality of Durham  
 Report to: The Finance and Administration Committee  
 From: Commissioner of Finance  
 Report #: 2016-F-10  
 Date: February 9, 2016

**Subject:**

The 2016 Regional Business Plans and Budgets for Property Tax Purposes, including General Purpose, Solid Waste Management and Durham Region Transit.

**Recommendations:**

THAT the Finance and Administration Committee recommend to Regional Council that:

**2016 General Purpose Property Tax Business Plans and Budgets**

- The **2016 Business Plans and Property Tax Budgets for General Purposes (excluding Durham Region Transit and Solid Waste Management)** be approved, at a total net property tax requirement of \$507,588,000, as detailed within the 2016 Regional Business Plans and Budgets, which are highlighted in Attachment #1 to this report and summarized as follows:

|  | <b>2016 Tax Requirements</b> |
|--|------------------------------|
|  | <b>(\$000s)</b>              |
| <b>Regional Operations</b>                     |                              |
| Departmental Operations                        | 220,524                      |
| Regional Roads Reserve – Growth                | 12,549                       |
| Regional Roads – Rehabilitation Reserve Fund   | 21,245                       |
| Regional Bridges – Rehabilitation Reserve Fund | 5,525                        |
| <b>Total Regional Operations</b>               | <b>259,843</b>               |
| <b>Police Services</b>                         | <b>187,499</b>               |
| <b>Provincial Download Service Costs</b>       | <b>46,160</b>                |
| <b>Conservation Authorities</b>                | <b>7,260</b>                 |
| <b>Special Contributions</b>                   |                              |
| Regional Land Acquisition Reserve Fund         | 959                          |
| Hospital Funding                               | 4,410                        |
| <b>Total Special Contributions</b>             | <b>5,369</b>                 |
| <b>SUBTOTAL</b>                                | <b>506,131</b>               |
| <b>Adjustment to 2016 Assessment Base</b>      | <b>1,457</b>                 |
| <b>TOTAL GENERAL PROPERTY TAX PURPOSES</b>     | <b>507,588</b>               |

Note: Excludes Durham Region Transit and Solid Waste Management

2. **The 2016 Net Major Tangible Capital Asset Program for General Property Tax Purposes** (excluding Solid Waste, Durham Region Transit and Conservation Authorities' requirements) in the amount of \$134,548,000 be approved, and the 2017 to 2025 Capital Forecast in the amount of \$1,200,074,000 as detailed in the following table be received for information purposes only and subject to future approvals.

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

|   | <u>Recommended</u> |                | <u>Forecast</u> |                |                |                | <u>2021-2025</u> | <u>Total 2017-2025</u> |
|---|--------------------|----------------|-----------------|----------------|----------------|----------------|------------------|------------------------|
|   | <u>2016</u>        | <u>2017</u>    | <u>2018</u>     | <u>2019</u>    | <u>2020</u>    |                |                  |                        |
| <b>Police Service</b>   |                    |                |                 |                |                |                |                  |                        |
| Operations Training Centre - Phase 2  | -                  | -              | 1,610           | 23,000         | -              | -              | 24,610           |                        |
| Facility Repairs & Renovations  | 1,315              | 1,000          | 1,000           | 1,000          | 1,000          | 5,000          | 9,000            |                        |
| Clarington Police Complex Phase 2 - Regional Support Centre and Centre for Investigative Excellence | 54,490             | -              | -               | -              | -              | -              | -                |                        |
| Durham Northwest Seaton   | -                  | -              | -               | -              | -              | 28,751         | 28,751           |                        |
| North Division Expansion  | -                  | -              | -               | -              | -              | 3,162          | 3,162            |                        |
| Central East Facility   | -                  | -              | -               | -              | -              | 50,000         | 50,000           |                        |
| <b>Police Service sub-total</b>   | <b>55,805</b>      | <b>1,000</b>   | <b>2,610</b>    | <b>24,000</b>  | <b>1,000</b>   | <b>86,913</b>  | <b>115,523</b>   |                        |
| <b>Paramedic Service</b>  |                    |                |                 |                |                |                |                  |                        |
| Ambulance Stations - Seaton   | -                  | -              | 100             | 3,800          | -              | -              | 3,900            |                        |
| - Clarington  | -                  | -              | -               | -              | -              | 4,300          | 4,300            |                        |
| Ambulances & Equipment - Growth Related   | 83                 | 418            | 70              | 430            | 70             | 1,278          | 2,266            |                        |
| Ambulances & Equipment Replacement  | 1,396              | 2,844          | 3,643           | 1,839          | 1,954          | 13,166         | 23,446           |                        |
| <b>Paramedic Service sub-total</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>    |                        |
| <b>Health &amp; Social Services</b>   |                    |                |                 |                |                |                |                  |                        |
| Wentworth Relocation  | -                  | 20,000         | -               | -              | -              | -              | 20,000           |                        |
| Edna Thomson Relocation   | -                  | 1,150          | -               | -              | -              | -              | 1,150            |                        |
| Seaton Facility   | -                  | -              | -               | 8,000          | -              | -              | 8,000            |                        |
| <b>Social Services sub-total</b>  | <b>-</b>           | <b>21,150</b>  | <b>-</b>        | <b>8,000</b>   | <b>-</b>       | <b>-</b>       | <b>29,150</b>    |                        |
| <b>Headquarters Expansion</b>   | <b>-</b>           | <b>-</b>       | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>100,000</b> | <b>100,000</b>   |                        |
| <b>Works Operations</b>   |                    |                |                 |                |                |                |                  |                        |
| Regional Roads Program  | 77,264             | 92,244         | 98,030          | 92,765         | 101,495        | 536,955        | 921,489          |                        |
| <b>Works operations sub-total</b>   | <b>77,264</b>      | <b>92,244</b>  | <b>98,030</b>   | <b>92,765</b>  | <b>101,495</b> | <b>536,955</b> | <b>921,489</b>   |                        |
| <b>TOTAL TCA REQUIREMENTS</b>   | <b>134,548</b>     | <b>117,656</b> | <b>104,453</b>  | <b>130,834</b> | <b>104,519</b> | <b>742,612</b> | <b>1,200,074</b> |                        |

3. **Financing for the 2016 Net Major Tangible Capital Asset Program for General Property Tax Purposes** in the net amount of \$134,548,000 be approved as follows:

| GENERAL PURPOSES                            | 2016 CAPITAL FINANCING (\$000's) |                  |               |                |
|---|----------------------------------|------------------|---------------|----------------|
|   | <u>Police</u>                    | <u>Paramedic</u> | <u>Roads</u>  | <u>Total</u>   |
| Property Taxes                              | 415                              | 1,479            | 6,110         | <b>8,004</b>   |
| Development Charges                         | -                                | -                | 31,745        | <b>31,745</b>  |
| Rehabilitation / Special Road Reserve Funds | -                                | -                | 39,259        | <b>39,259</b>  |
| Debentures                                  | 54,490                           | -                | -             | <b>54,490</b>  |
| Other                                       | 900                              | -                | 150           | <b>1,050</b>   |
| <b>Total Financing</b>                      | <b>55,805</b>                    | <b>1,479</b>     | <b>77,264</b> | <b>134,548</b> |

### Contributions for Regional Roads and Bridges

4. A 2016 contribution of \$12,549,000 to the **Regional Roads Reserve – Growth** be authorized to allow for financing of Road Capital Construction Projects.
5. A 2016 contribution of \$21,245,000 to the **Regional Roads Rehabilitation Reserve Fund** be authorized to assist with roads rehabilitation requirements.
6. A 2016 contribution of \$5,525,000 to the **Regional Bridges Rehabilitation Reserve Fund** be authorized to assist with bridge rehabilitation requirements.

### Provincial Downloaded Services Costs

7. **The 2016 Provincial Download Services Costs Budget** be approved as part of the 2016 Regional General Purposes property tax requirement in the total amount of \$46,160,000, including a provision of \$4,975,000 for the 2016 Durham Regional Local Housing Corporation Business Plan and Budget.

### Conservation Authorities

8. Funding totaling \$5,460,000 for operations and \$1,625,000 for 2016 Special Projects be approved for the **Region's five Conservation Authorities** with Special Projects funding provided as summarized below:

|  |                    |
|--|--------------------|
| Toronto and Region Conservation Authority            | \$748,000          |
| Ganaraska Region Conservation Authority              | 222,000            |
| Lake Simcoe Region Conservation Authority            | 456,000            |
| Kawartha Region Conservation Authority               | 199,000            |
| <b>Total Conservation Authority Special Projects</b> | <b>\$1,625,000</b> |

9. The **York/Peel/Durham/Toronto Groundwater Management Initiatives** be continued in 2016 at a funding level of \$175,000 for ongoing groundwater protection initiatives jointly funded with the City of Toronto and York and Peel Regions.
10. A contribution of \$959,000 to the **Regional Land Acquisition Reserve Fund** be authorized to assist in financing requests for funding received from the five Conservation Authorities to acquire environmentally sensitive lands within the Region, based on eligibility criteria per the approved Regional Land Acquisition Reserve Fund Policy.
11. Staff undertake a review and report back to Regional Council on the Region's Conservation Authorities' land holdings and land management funding model at a cost not to exceed \$50,000 with funding to be provided from the Regional Land Acquisition Reserve Fund.

### **Solid Waste Management 2016 Business Plan and Budget**

12. The **2016 Business Plan and Budget for Solid Waste Management** at a net property tax requirement of \$44,375,000 be approved per the detailed 2016 Solid Waste Management Business Plan and Budget.
13. The **Solid Waste Management Capital Forecast for the period 2017 to 2025** in the amount of \$65,240,000 as detailed below be received for information purposes only and subject to additional future approvals.

| SOLID WASTE MANAGEMENT                        | TANGIBLE CAPITAL ASSET REQUIREMENTS (\$000's) |               |              |              |               |              |               |
|---|---|---------------|--------------|--------------|---------------|--------------|---------------|
|   | Recommended                                   | Forecast      |              |              |               |              | Total         |
|   | 2016  | 2017          | 2018         | 2019         | 2020          | 2021-2025    | 2017-2025     |
| Landfill Remediation / Reclamation            | -   | 500           | 1,500        | 1,140        | 345           | 1,250        | 4,735         |
| New Waste Transfer and Processing Facility    | -   | 7,000         | 6,000        | -            | -             | -            | 13,000        |
| Organics Plan / Anaerobics Digestion          | 400   | 30,000        | -            | -            | -             | -            | 30,000        |
| Clarington MHSW                               | 1,000   | -             | -            | -            | -             | -            | -             |
| Modifications Waste Facilities / Eco Stations | -   | -             | -            | 600          | 3,152         | 5,253        | 9,005         |
| Seaton Waste Management Facility - Pickering  | -   | -             | -            | -            | 8,500         | -            | 8,500         |
| <b>TOTAL TCA REQUIREMENTS</b>                 | <b>1,400</b>                                  | <b>37,500</b> | <b>7,500</b> | <b>1,740</b> | <b>11,997</b> | <b>6,503</b> | <b>65,240</b> |

### **Durham Region Transit 2016 Business Plan and Budget**

14. The **2016 Business Plan and Budget for Durham Region Transit** be approved at a total net property tax requirement of \$48,500,000, as detailed in the 2016 Durham Region Transit Business Plan and Budget.

15. The **2016 Major Tangible Capital Assets Expenditure Program for Durham Region Transit** be approved in the gross amount of \$7,904,000 and the Capital Forecast for the period 2017 to 2025, (totalling \$199,878,000) as summarized below be received for information purposes only and subject to future approvals:

| DURHAM REGION<br>TRANSIT              | TANGIBLE CAPITAL ASSET REQUIREMENTS (\$000's) |              |           |               |           |               |           |              |           |              |            |                |            |                |
|---------------------------------------|---|--------------|-----------|---------------|-----------|---------------|-----------|--------------|-----------|--------------|------------|----------------|------------|----------------|
|                                       | Recommended                                   |              | Forecast  |               |           |               |           |              |           |              | 2021-2025  |                | 2017-2025  |                |
|                                       | #   | 2016         | #         | 2017          | #         | 2018          | #         | 2019         | #         | 2020         | #          | 2025           | #          | 2025           |
| Growth Related Vehicles               | -   | -            | 38        | 16,621        | 27        | 12,560        | 1         | 465          | -         | -            | 18         | 7,313          | 84         | 36,959         |
| Replacement Vehicles / Refurbishments | 20  | 4,996        | 32        | 8,803         | 26        | 7,372         | 25        | 7,242        | 27        | 7,352        | 133        | 36,620         | 243        | 67,389         |
| Facilities                            |   | 333          |           | 1,263         |           | 632           |           | 316          |           | -            |            | 80,287         |            | 82,498         |
| System Improvements                   |   | 2,575        |           | 3,252         |           | 2,413         |           | 820          |           | 747          |            | 5,800          |            | 13,032         |
| <b>TOTAL TCA REQUIREMENTS</b>         | <b>20</b>                                     | <b>7,904</b> | <b>70</b> | <b>29,939</b> | <b>53</b> | <b>22,977</b> | <b>26</b> | <b>8,843</b> | <b>27</b> | <b>8,099</b> | <b>151</b> | <b>130,020</b> | <b>327</b> | <b>199,878</b> |

16. **Financing for the 2016 Capital Expenditure Program for Durham Region Transit** in the gross amount of \$7,904,000 be approved as follows: \$1,184,000 from 2016 property taxation, \$10,000 from Residential Development Charges, \$5,000 from Non Residential Development Charges, and \$6,705,000 from Ontario Gas Tax Revenues.

### Financial Management and Accountability

17. **The Listing of 2016 Regional Fees and Charges**, as set forth in the 2016 Regional Business Plans and Budgets (on the enclosed CD) be approved and made available to the public and all applicable By-laws be amended accordingly.
18. Based upon the 2016 Regional Business Plans and Budgets as recommended herein, the Commissioner of Finance be authorized to set **2016 Regional Property Tax Rates for General Purpose, Solid Waste Management and Durham Region Transit** and approval be granted for the requisite By-laws.
19. **Capital project approval** be granted for expenditures and financing per the 2016 Capital Project Detail Forms within the 2016 Regional Business Plans and Budgets where contract awards are consistent with the Regional Budget Management Policy.
20. For any Regional program change or capital expenditure included within the 2016 Regional Business Plans and Budgets which is proposed to be financed in whole, or in part, from **Provincial subsidies or related revenues**, neither staffing, capital nor other related Regional expenditures be committed until such time as adequate written confirmation is received from the respective provincial ministry to commit to the subsidy or related revenues (Finance and Administration Committee and Regional Council will be advised accordingly, consistent with Regional Budget Management Policy).

21. All business case applications for subsidy or other related funding from senior levels of government or external organizations with respect to Region-operated programs be coordinated with the Region's Finance Department to ensure corporate financial accountability and requirements in expenditure management and financial reporting are met.
22. Funding totalling \$82,200 be approved within the 2016 Risk Management program of the Finance Department's 2016 Business Plan and Budget for **COMRA** (up to \$41,100) and the **Pickering Auxiliary Rescue Association** (up to \$41,100) to be administered by the Finance Department in consultation with the Durham Regional Police Service based upon services rendered.
23. The reporting of the '**Impact of Excluded Expenses**' for tangible capital asset amortization, post-employment benefits and solid waste landfill closure/post-closure expenses be adopted, per requirements under Ontario Regulation 284/09 of the *Municipal Act 2001* and the Public Sector Accounting Board (PSAB).

**ESTIMATED IMPACT OF EXCLUDED EXPENSES  
ON ACCUMULATED SURPLUS  
FOR THE 2016 BUSINESS PLANS AND BUDGETS  
(\$000's)**

|  | <u>2015</u>      | <u>2016</u>      |
|--|------------------|------------------|
|  | \$               | \$               |
| <b><u>PSAB Additions to Budget</u></b>                       |                  |                  |
| Tangible Capital Asset Amortization                          | 108,188          | 115,200          |
| Post-Employment Benefit Expense                              | 8,308            | 13,309           |
| Landfill Closure/Post Closure - Increase in Liability        | -                | 5                |
| Total PSAB Additions   | <u>116,496</u>   | <u>128,514</u>   |
| <b><u>PSAB Reductions to Budget</u></b>                      |                  |                  |
| Tangible Capital Asset Acquisition                           | (226,763)        | (351,153)        |
| Debt Principal Payments                                      | (30,236)         | (31,245)         |
| Landfill Closure Costs - Decrease in Liability               | (483)            | -                |
| Total PSAB Reductions  | <u>(257,482)</u> | <u>(382,398)</u> |
| <b><u>Net Impact - (Increase) to Accumulated Surplus</u></b> | <u>(140,986)</u> | <u>(253,884)</u> |



## 1.0 Highlights:

This report provides key recommendations regarding the 2016 Regional Property Tax Business Plans and Budgets for General Purposes, Solid Waste Management and Durham Region Transit. The recommendations herein represent the culmination of a significant effort by Regional staff to continue strategic priorities while meeting the 2016 property tax guidelines approved by Regional Council (Report #2015-F-68).

|                                       | <b><u>Recommended</u></b> |                   |
|---------------------------------------|---------------------------|-------------------|
|                                       | <b><u>2016 Budget</u></b> |                   |
|                                       | <b>2016 Increase</b>      | <b>Tax Impact</b> |
|                                       | <b>(\$ millions)</b>      | <b>(%)</b>        |
| Police Services                       | 6.99                      | 1.20              |
| Durham Region Transit                 | 1.00                      | 0.17              |
| Conservation Authorities              | 0.09                      | 0.02              |
| Solid Waste Management                | 0.41                      | 0.07              |
| Regional Operations and Other         | 7.76                      | 1.33              |
| Special Contributions                 | 0.06                      | 0.01              |
|                                       | 16.32                     | 2.80              |
| Estimated assessment growth           |                           | 1.40              |
| Adjustment to 2016 Assessment Base    |                           | (0.25)            |
| Less: Net estimated assessment growth |                           | 1.15              |
| Property Taxpayer Impact              |                           | 1.65              |

- The recommended 2016 Regional Business Plans and Budgets represents a net property tax budgetary increase of 1.65 per cent or approximately \$40 for the Region-wide average residential home after assessment growth, now estimated at 1.4 per cent.
- A portion (0.25 per cent) of assessment growth has been set aside to offset an expected adjustment to the 2016 assessment base from significant gravel pit and other large non-residential assessment appeals.
- The recommended 2016 property tax increase of 1.65 per cent achieves an affordable tax increase for businesses and residential property owners and will provide funding to maintain existing levels of services with program enhancements in priority areas.
- The \$16.3 million net budgetary increase in 2016 is the result of both base and program changes. The 2016 base budget changes include enhancements approved by Regional Council within the 2015 Budget, including:

- Existing Regional economic increases (\$4.9 million);
- Annualization of positions approved in 2015 budget:
  - Fairview Lodge (11 positions) for new facility (\$117,000)
  - Lakeview Manor (two positions) (\$89,000)
  - Children's Services (three positions) (\$154,000)
  - Housing Services (two positions) (\$96,000)
  - Health (six positions) (\$337,000)
  - Corporate Services – Human Resources (three positions) (\$150,000)
  - Works General Tax and Works Solid Waste (8.8 positions) (\$394,000)
  - Economic Development, Transit, Corporate Services – Information Technology, Regional Chair, Finance, Emergency Management Program and Support Services, Social Assistance, Hillsdale Estates and Hillsdale Terraces (one position each) (\$371,000).
- Annualization of costs for the Clarington Police Complex – Phase 1 (\$1.5 million) including \$0.9 million for additional debt servicing costs for the complex.
- The recommended 2016 Business Plans and Budgets accommodate the following:
  - Additional 41 new positions (refer to New Positions Schedule) at a cost for 2016 of \$2.2 million (\$4.3 million annualized);
  - Increased contribution for Regional Bridges Rehabilitation of \$500,000;
  - Construction of Municipal Services for Roads/Bridges of \$77.3 million, including \$5.5 million for bridges, \$27.5 million for road expansion projects, \$23.7 million for Road Rehabilitation; \$12.4 million for Highway 407 related works; \$2.0 million for BRT related construction; and \$6.2 million for Traffic Control and other items;
  - Transit increases for conventional service enhancements (\$0.4 million), specialized service enhancements, (\$0.1 million), increase in GO Transit Fare Agreement costs (\$0.1 million), debt servicing costs for the new Raleigh Maintenance facility (\$0.5) and the provision of \$8.0 million in capital requirements (replacement buses, shelters and fuel management system).
  - Provision for a 2 per cent increase in Ontario Works caseload;
  - Increased provincial subsidy to address an increase in client benefits costs as a result of a projected 2 per cent OW caseload increase;
  - Funding for a new Municipal Hazardous and Special Waste Facility in Clarington (\$1.0 million);
  - Funding for a Regional Headquarters Reserve Fund to address future rehabilitation needs of the facility;
  - Increased funding for the Police Services facility costs; and
  - Increased funding for the Regional Revitalization Reserve Fund.

- Annual reviews of fees and charges are undertaken to ensure appropriate cost recovery, to maximize revenues and to ensure fees are updated where possible to keep pace with the increasing costs of providing Regional services. Changes to property tax supported fees and charges applicable to the 2016 Business Plans and Budgets include those highlighted in section 5.0 of this report for Health, Social Services, General Works, and Durham Region Transit. Impacts to 2016 Business Plans and Budgets include both 2015 revenue annualizations and 2016 revenue changes.

## 1.1 Known Future Fiscal Pressures

- Known and significant financial pressures to be financed over the forecast period include:
  - Staff annualization costs of 41 new staff positions adds \$2.1 million in 2017, and the need for new staff over the forecast period;
  - Regional road improvements required to accommodate the Highway 407 east extension which are estimated to cost the Region \$69.1 million over the forecast period;
  - Based on an asset management approach, there is the need for approximately \$26.9 million in additional bridge work, over and above current Bridge Rehabilitation funding levels, throughout the Roads Capital forecast budget (2017-2025). In addition, \$65.7 million in additional road rehabilitation work and financing, over and above current funding levels will also need to be addressed over the forecast period. Projects identified in the capital program will need to be prioritized and some projects in the near-term will potentially require deferral until post 2019 when the annual application of Federal Gas Tax could provide the required annual additional funding to address this deferred bridge and road work;
  - Police debenture servicing requirements which are anticipated to increase from \$12.0 million in 2016 to \$22.1 million by 2025 and anticipated staffing increases may also be a pressure over the five year planning horizon;
  - Transit debt servicing requirements to increase from \$1.0 million to \$10.2 million by 2024;
  - Funding for an expanding infrastructure requirements over time, based on life-cycle capital replacements and repairs and funding for infrastructure deemed 'critical';
  - Aging social housing projects with significant capital requirements and reduced senior government funding levels over the forecast period;

- Facility expansions over the next 10-year period to meet the current and future staffing requirements (i.e. Headquarters, Health and Social Services and Police) and to increase services for a growing population (i.e. Paramedic Services, Transit, Police Services, Public Health and Social Services). The financial impact of these facilities include future debt servicing costs and an increase in operating costs to maintain the new facilities;
- Future funding commitments related to the Solid Waste Management Program. These include the future remediation costs related to the seven Regional former landfill sites, a new Municipal Hazardous and Hazardous Waste facility in Clarington (which is anticipated to be operational in early 2017), and the potential for a new Anaerobic Digestion facility and waste and processing facility required to divert food waste that is currently in the garbage stream (a consultant is being retained in 2016 to study this project),
- A significant backlog of assessment appeals at the Assessment Review Board (ARB) involving a total of \$14.6 billion in Durham Region assessment. Of these assessment appeals, it is estimated under a medium risk scenario that the Region has the potential to lose \$29.9 million in Regional taxes. In addition to the tax write-offs, these appeals will further erode the non-residential assessment base which has been decreasing since 1998; and
- It is anticipated that the upcoming reassessment could further erode the non-residential assessment base. A declining non-residential assessment base places upward pressure on the residential property tax rate and is a significant financial risk for the Region.
- In addition to the known commitments that the recommended 2016 business plan will impose on the 2017 property tax requirements and the identified pressures above, Council needs to preserve financial flexibility to accommodate any unforeseen program expenditures or financial risks. That flexibility will also ensure that the Region remains prepared to respond to pending opportunities to partner with initiatives by senior governments as well as to absorb changes in provincial subsidies, the outstanding property tax appeals especially in the non-residential sector, and the 2017 re-assessment impacts due to the next scheduled Province-wide property re-assessment.

## 1.2 Provincial Fiscal Restraint, Uncertainties and Risks

- While the Federal government has signaled a willingness to provide infrastructure based stimulus funding, the provincial government remains constrained by expenditure requirements for key service priorities and debt servicing obligations. The current fiscal position of the Provincial government poses potential funding risk for the Region through the possible retreat of provincial subsidy levels. Thus, the Region remains exposed to the risk of potential Provincial policy and program changes that could leave municipalities bearing a greater share of some program costs or losing current revenue opportunities.
- Legislation such as Bill 151: The Waste-Free Ontario Act could fundamentally alter the municipal role, with significant financial costs including the risk of stranded assets.
- Recent changes to the Development Charges Act to include certain waste activities and modify the approach to transit development charges still do not permit municipalities to fully recover growth related capital costs.
- The financial implications remain unknown for the new funding formula proposed under the Public Health Funding Review which will shift the funding levels of mandatory public health programs to a community needs framework.
- Furthermore, without sustainable, ongoing and predictable investment funding by the Province, the Region remains unable to fully and quickly address the significant infrastructure needs related to social housing (new and existing); transit (especially BRT) and energy efficiency.
- With the current economic environment, the Region is experiencing relatively low taxable assessment growth which has been compounded by the decline in non-residential assessment. Another related risk is the number and value of multi-year non-residential assessment appeals before the Assessment Review Board.
- The following chart summarizes the direct and immediate finance costs of shifts in several risk variables including revenue, expenditures and subsidies:

| <b>Risk Component</b>             | <b>Sensitivity Assumption</b>  | <b>Estimated Impact (\$)</b> |
|-----------------------------------|--|------------------------------|
| <b>Revenue</b>                    |  |                              |
| Property Taxes                    | 0.1 per cent <u>decrease</u> in weighted assessment growth   | 600,000                      |
| Assessment Review Board Decisions | 1 per cent <u>decrease</u> in commercial weighted assessment<br>1 per cent <u>decrease</u> in industrial weighted assessment | 777,000<br>218,000           |
| Development Charges               | 100 single detached residential units <u>decrease</u>  | 1.0 million                  |
| Waste Diversion                   | 1 per cent <u>decrease</u> in recyclable revenues  | 50,000                       |
| DRT Fare Revenue                  | 1 per cent <u>decrease</u> in DRT fare revenue   | 208,000                      |
| <b>Expenditure</b>                |  |                              |
| Debt Charges                      | 1 per cent <u>increase</u> in interest rates   | 2.5 million                  |
| Electricity                       | 5 per cent annual price <u>increase</u> (existing rate structures)   | 255,000                      |
| Natural Gas                       | 5 per cent annual price <u>increase</u> (existing rate structures)   | 76,500                       |
| Gasoline                          | 1 cent price <u>increase</u> per litre   | 31,000                       |
| Diesel                            | 1 cent price <u>increase</u> per litre   | 83,000                       |
| Winter Maintenance                | 1 per cent <u>increase</u> in expenditures   | 96,000                       |
| <b>Subsidy</b>                    |  |                              |
| Public Health                     | 1 per cent <u>decrease</u>   | 341,000                      |
| Paramedic Services                | 1 per cent <u>decrease</u>   | 211,000                      |
| Social Assistance Delivery        | 1 per cent <u>decrease</u>   | 222,000                      |
| Long-Term Care                    | 1 per cent <u>decrease</u>   | 420,000                      |
| Child Care                        | 1 per cent <u>decrease</u>   | 461,000                      |

**Notes:**

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

### 1.3 Financial Management and Planning

- Given the scale and scope of the Region, including the very significant capital infrastructure investments and the day-to-day operations of essential services, strong financial management practises and longer term financial planning are critical success factors for the Region. Such practices support prudent financial policies that maximize up-front financing of capital infrastructure projects, minimize debt issuance and maintain adequate reserves and reserve funds to fund outstanding liabilities, capital infrastructure and potential financial risks.
- Regional Council's continued commitment to best practice financial management policies and strategies has been consistently recognized by the bond rating agencies and government organizations. This cornerstone of financial flexibility combined with a longer term outlook has allowed Regional Council to achieve key priorities while respecting the fiscal challenges faced by residents and local businesses.

*"The consistent practice of long-term financial planning helps the regional municipality to identify and address fiscal challenges before they arise."*

Moody's Investors Service

- The Region's financial flexibility and consideration of longer term financial, environmental and social impacts have permitted Council to continue to provide growth related investments while maintaining low levels of debt and a growth pays for growth approach; dedication of funding towards key rehabilitation of aging infrastructure based on long term asset management information; investment in energy and climate change adaptation initiatives and long term servicing considerations and active participation in provincial and federal programs to address key social housing challenges.
- To preserve financial flexibility, the Region has invested savings and surpluses since 2003 to finance nearly \$600 million in capital projects that would have otherwise been debentured. This up-front financing has avoided an estimated \$367 million in interest costs for both the property tax funded and the user rate funded programs.
- The General Levy Stabilization Reserve Fund mitigates against potential costs and risks that are beyond the Region's control and allows Council to maintain the budgets at the anticipated normalized levels, rather than having to increase taxes for potential extraordinary requirements (eg. social assistance caseloads; energy and commodity price fluctuations; extraordinary claims and/or litigation; winter maintenance; Provincial subsidy reductions or other unanticipated financial requirements).

- Moody's continues to caution, given the current economic environment and the Region's expanding capital forecast, which includes increased borrowing requirements that:  
*"A sustained loss of fiscal discipline leading to a significant increase in debt and/or a significant depletion of cash and investments could place downward pressure on the [Triple A] rating".*
- Given that Council continues to balance the challenge of growth related needs with those related to the existing residents for improved services and infrastructure renewal, Council will need to continue to implement programs and projects in a phased priority-driven prudent approach with a reliance on business case analyses and evidence based decision-making.

#### 1.4 Conclusions

- The 2016 Business Plans and Budgets recommendations for property tax supported programs are lower than the guideline adopted by Council in October 2015 and represents a net property tax budgetary increase of 1.65 per cent or approximately \$40 for the Region-wide average residential home after assessment growth. The increase provides funding for the budgetary base changes required to continue with the existing service levels as well as the recommended priority program changes to expand key program needs.
- Staff from all departments will continue to explore efficiencies, consider postponement of program changes and assess the deferral of capital needs. The balancing of known, significant and currently unfunded financial pressures with the financial risks and uncertainties will continue in order to ensure taxpayer affordability.
- Given the economic outlook, it is imperative that the 2016 business plans reflect the necessary fiscal discipline expected by Durham's residents and the business community.

*R. J. Clapp*

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

Recommended for Presentation to Committee:

*Garry Cubitt*

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



## **DETAILED REPORT**

### **2.0 Background**

- This report provides key recommendations regarding the 2016 Regional Property Tax Business Plans and Budgets for General Purpose, Durham Regional Police Service, Durham Region Transit and other agencies funded by the Region.
- Significant staff efforts by all departments have been required to achieve a 1.65 per cent property tax increase, after consideration of estimated net assessment growth. The recommended business plans and budgets reflects the considerable business planning by Council which includes the annual Asset Management Study; Long Term Servicing and Financing Studies for Transportation, Waste Management, Social Housing and Transit; and the annual Property Tax Strategy review.
- The Council approved 2016 Property Tax Guidelines were based upon comprehensive analyses of Departments' and outside agencies' submissions in the context of the current fiscal climate and constrained economic growth, as noted in Report #2015-F-68, the Region's annual 'Five Year Economic and Financial Forecast (2016-2020) and Guidelines for the 2016 Regional Business Plans and Property Tax Budget'.
- The various 2016 Regional servicing and financing studies have emphasized the need for phased continued strategic infrastructure investment. The recommended business plans and budgets accommodates the economic increases, the continuation of existing service levels and programs and provides for the financing of strategic capital projects and Regional Council priority programming needs.

### **3.0 Business Planning Cycle**

- The Region's Business Plans and Budgets are a key component of the Region's business cycle. The annual business planning process begins with the development of a five-year economic and financial forecast and ten year capital plan which includes a comprehensive review of the multi-year operating and capital pressures, risks and available financing across the Region's major program areas to support these pressures. This forecast provides the foundation for setting the current year budget guideline.
- Long-term servicing and financing studies are prepared for each of the Region's major service delivery areas. These detailed studies reflect sound asset management practice and provide information on the long term operating and capital pressures, available financing, environmental scan, and risks in each of the service delivery areas.
- The annual business plans and budgets incorporate the direction provided by the Region's Strategic Plan, five-year economic and financial forecast, budget guideline and servicing and financing studies and reflect the following business principles:

- Support the Region's Strategic Plan.
  - Focus on long term planning to achieve desired results and intended outcomes.
  - Clearly articulate the Region's priorities and issues.
  - Provide for proper, accountable and transparent disclosure of all relevant financial information.
  - Support a financial planning process that assesses long term financial implications of the proposed current business plans and the capital asset forecasts for the forthcoming year.
  - Address new financial or service level issues, as well as, changes in priorities from previous years.
  - Indicate clearly stated Regional goals and objectives and strategies and related plans to achieve these goals and objectives specifically disclosing desired outcomes with the funding requested.
  - Incorporate performance measures to allow assessment of program effectiveness and efficiencies.
  - Provide for the assessment of the condition of all major capital infrastructure and plans for the ongoing financial commitment to maintain, replace and improve these assets.
- 
- The Strategic Planning section of the 2016 Business Plans and Budgets highlights each Department's focus on the Region's Strategic Plan. The detailed goals listed are from the Region's 2009 - 2014 Strategic Plan as this was the plan in place during the development of the 2016 Business Plans and Budgets. On December 16, 2015, Regional Council adopted a new strategic plan identifying the following four key goals:
    - Economic Growth, Diversification and Local Employment
    - Population Health and Quality of Life
    - Healthy Environment and Sustainable Communities
    - Organizational Health and Service Excellence
- 
- These goals are closely aligned with the goals identified in the Region's 2009 – 2014 plan. Over the coming months, the Region will be developing and delivering an action plan and implementation strategies to operationalize the Region's new strategic plan.

#### **4.0 2016 Regional Property Tax Impact**

- The 2016 Regional Business Plans and Budgets for Property Tax Purposes provide funding for the following program areas:
  - Regional Operations (including Solid Waste Management);
  - Durham Regional Police Service;
  - Durham Region Transit;
  - Provincial Download Services Cost (mainly Social Housing and MPAC);
  - Conservation Authorities; and,
  - Special funding contributions.

#### **5.0 A Base Budget With Limited and Targeted 2016 Increases**

- The 2016 Business Plans and Budgets continue Durham's adherence to fundamental financial management best practices. Financial management principles are recognized as core to the Region's long standing Triple A credit rating, including support for low, manageable levels of debt, and the conservative and prudent use of the Region's reserves and reserve funds.
- The Business Plans and Budgets also advance the accountability and transparency of the Region's budget reporting and operations, aligning funding decisions to the priorities identified in the Region's strategic plan, supporting performance measurement initiatives, such as the Ontario Municipal Benchmarking Initiative, and adhering to Public Services Accounting Board changes, including the reporting of capital assets.
- The recommended 2016 Regional Business Plans and Budgets meet the approved property tax guideline; maintain current service levels without reductions to existing programs; address critical needs; provide strategic increases to address Regional Council priority initiatives and honour existing multi-year commitments related to special contributions.

#### **5.1 Durham Regional Police Service**

- The recommended 2016 Business Plan and Budget for the Durham Regional Police Service, in the amount of \$187.5 million, represents a net expenditure increase of 3.87 per cent, or \$7.0 million compared to 2015 (a 2016 Property Tax impact of 1.2 per cent).
- The 2016 Business Plan and Budget includes no new staff; a net increase in recoveries, fees and Provincial subsidy, primarily driven by the court security upload of \$0.8 million; and approximately \$1.5 million in annualized operating costs for the Clarington Police Complex – Phase 1, including \$0.9 million for additional debt servicing costs.

- The 2016 capital budget for Durham Regional Police Services includes property tax funded capital purchases of \$3.4 million for vehicle, equipment purchases and facility maintenance and renewal. The 2016 capital budget also includes \$54.5 million in debenture financing for the construction of Phase 2 of the Clarington Police Complex for the Regional Support Centre and the Centre for Investigative Excellence.

## 5.2 Durham Region Transit

- The recommended 2016 Business Plan and Budget for Durham Region Transit (DRT), in the amount of \$48.5 million, represents a net expenditure increase of 2.1 per cent, or \$1.0 million compared to 2015, including:
  - The implementation of strategic service enhancements to the conventional service beginning in January, July and September. (\$0.4 million).
  - Increase of 2,080 hours in specialized services primarily outside weekday peak periods and on weekends. (\$0.1 million)
  - Increase in the GO Transit Fare Agreement costs effective April 1, 2016 (\$0.1 million).
  - Introduction of debt charges for the Raleigh Maintenance facility (\$0.5 million)
  - Capital investments totaling approximately \$8.0 million that includes bus replacements (eight conventional, four specialized, three service vehicles and five bus refurbishment), installation of 100 shelters, accessibility improvements such as hard surface paving of bus stops, additional repairs and improvements to the Westney Maintenance Facility and an advanced fuel management system.
  - Net adjustment to the base fare revenue to account for the decline in ridership in 2015 to a level that is expected to be sustained in 2016 (\$0.5 million)
  - Annualization of 2015 fare increase and a 2016 fare increase in cash fares of 7 to 11 per cent (depending on fare category) and 2 to 3 per cent (depending on fare category) for non-cash fare effective May 2016. The fare increases are estimated to generate approximately \$0.4 million in new revenue in 2016.
  - Annualization of prior year's U-Pass rate increase as well as the previously approved increase in the U-Pass rate effective September 1, 2016 from \$103 per student per semester to \$120 per student per semester (\$0.8 million).

## 5.3 Regional Operations

- The recommended 2016 Business Plans and Budgets will allow the following initiatives to move forward:
  - A Regional Roads Capital Budget of \$77.3 million, which represents an increase of \$3.1 million or 4.2 per cent over 2015 (\$74.2 million), will advance the following priority Regional road and bridge projects:

- Preparatory construction work on Consumers Drive from East of Thicksen Road in the Town of Whitby to Thornton Road in the City of Oshawa;
- The widening of Victoria Street from Halls Road to Seaboard Gate in the Town of Whitby;
- The widening of Whites Road North and South of Kingston Road in the City of Pickering;
- The widening of Rossland Road West of Civic Centre Drive to West of Garden Street, including the construction of a multi-use path, in the Town of Whitby;
- Road rehabilitation work of \$23.7 million;
- \$5.5 million in funding for bridge and structure rehabilitation and replacement work;
- \$12.4 million in road project costs to continue to accommodate the extension of Highway 407.
- In total, there are 41 new positions in various departments (refer to New Staffing schedule) at cost of \$2.2 million (\$4.3 million annualized). These positions:
  - support changes in provincial policy and legislation (i.e. Smoke Free Ontario Act, Making Healthier Choices Act, provincial Healthy Smiles Program);
  - support key strategic initiatives of the Region including two new caseworkers, a family counsellor and a community development coordinator to meet community development needs around poverty reduction, youth unemployment and other related initiatives;
  - address corporate support and administration requirements; and
  - respond to continuing service demand increases.
- Hardware and software costs for the implementation of e-agendas (\$0.2 million)
- Four new Primary Care Paramedics and a new shift superintendent to improve emergency coverage throughout the Region (\$0.3 million). Capital investment of \$1.5 million for paramedic services including the replacement of 8 ambulances (\$1.2 million) and two emergency response vehicles (\$0.1 million).
- Provision for a 2 per cent increase in Ontario Works caseload (\$0.1 million).
- Increased provincial childcare subsidy to fund 96 additional subsidized spaces, continuation of the Province's Wage Enhancement Program; additional funding of Children's Services programming in Special Needs Resourcing; start-up support for child care providers and directly operated program oversight and management (\$0.7 million).

- Increased contribution to the Regional Headquarters Reserve for necessary repairs and maintenance related to life cycle costs (eg. roofing, carpet replacement).
- Increased Regional funding for the Community Homelessness Prevention Initiative (\$0.4 million).
- A contribution of \$50,000 to provide one third funding for the Metrolinx Business Case for the Lakeshore East GO Train extension, as requested by Regional Council.

#### **5.4 Conservation Authority Funding**

- The Conservation Authorities have achieved the 2016 guideline both in operating expenditures and special benefitting programs.
- The 2016 funding for the York/Peel/Durham/Toronto Groundwater Management Initiatives is recommended to remain at \$175,000 to finance ongoing groundwater protection initiatives jointly funded by the Regions and the City of Toronto.
- The 2016 contribution to the Regional Conservation Land Acquisition Reserve is re-established at \$959,000 as provided in the 2016 budget guideline.
- Ganaraska Region and Lake Simcoe Region have submitted the following special requests for consideration by Committee and Council:
  - Ganaraska Region – Ganaraska Forest Management Plan \$25,000
  - Lake Simcoe Region
    - Beaver River Wetland Trail Upgrades \$50,000
    - Scanlon Creek Operations Centre Infrastructure Maintenance \$24,000
- These special requests are not included in the proposed budget submission.

#### **5.5 Fees and Charges**

- Regional staff conduct annual reviews of revenues and fees to ensure full cost recovery where appropriate, maximize revenues to the extent possible and at a minimum, that all fees are updated to reflect changing circumstances, including inflationary pressures and legislative compliance.
- The following highlights the changes made to General Purpose Fees and Charges in the 2016 Business Plans and Budgets:

**Development Charges**

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

**Children's Services**

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

**Services for Seniors**

- Ministry of Health and Long-Term Care adjustment to resident co-payment rates.

**Health and Paramedic Services**

- Increase in Paramedic Services event coverage rate based on economic increase in paramedic wage rates.
- Increase to fees based on supplier charges for medication at Sexual Health Clinics.
- Increase in fees for services provided by Environmental Health for Ontario Building Code (building permits for sewerage system) and Regional activities based on by-laws passed by Regional Council earlier in 2016, effective April 1, 2016.

**General Works**

- Increase in encroachment fees to cover the cost of search and registration of encroachment agreements.
- Increase in rate charged for culvert replacements to cover increased construction costs.
- Increase in site license fees for telecommunication equipment installed on Regional sites, infrastructure and facilities.

**Solid Waste Management**

- The cost of disposing of garbage/mixed loads at the Region's Waste Management Facilities.

**Durham Region Transit**

- Recommended fare increases effective May 1, 2016 (cash fares 7 to 11 per cent; all other regular non-cash fares 2 to 3 per cent; and charter rates 2 per cent)
- Previously approved Universal Transit Pass (U-Pass) rate increases to \$120 per student per semester for September 2016.

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

- In June 2006, the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA) approved revisions to Section PS 3150 of the Public Sector Accounting Handbook for the accounting of tangible capital assets (TCA) for local governments. The purpose of these revisions was to establish standards for the accounting treatment of tangible capital assets acquired by local governments.
- The Regulation requires municipalities to prepare a report for adoption by Council if a municipality excludes provisions in its annual budget for all or a portion of the following expenses:
  1. TCA Amortization Expenses;
  2. Post-Employment Benefits Expenses; and,
  3. Solid Waste Landfill Closure and Post Closure Expenses.
- Since the Region's 2016 Business Plans and Budgets exclude provisions for all or a portion of the expenses relating to amortization of Tangible Capital Assets, post-employment benefits and solid waste landfill closure and post closure, this report is provided as required by the Regulation.

**ESTIMATED IMPACT OF EXCLUDED EXPENSES  
ON ACCUMULATED SURPLUS  
FOR THE 2016 BUSINESS PLANS AND BUDGETS  
(\$000's)**

|  | <u>2015</u>      | <u>2016</u>      |
|--|------------------|------------------|
|  | \$               | \$               |
| <b><u>PSAB Additions to Budget</u></b>                       |                  |                  |
| Tangible Capital Asset Amortization                          | 108,188          | 115,200          |
| Post-Employment Benefit Expense                              | 8,308            | 13,309           |
| Landfill Closure/Post Closure - Increase in Liability        | -                | 5                |
| Total PSAB Additions   | <u>116,496</u>   | <u>128,514</u>   |
| <b><u>PSAB Reductions to Budget</u></b>                      |                  |                  |
| Tangible Capital Asset Acquisition                           | (226,763)        | (351,153)        |
| Debt Principal Payments                                      | (30,236)         | (31,245)         |
| Landfill Closure Costs - Decrease in Liability               | (483)            | -                |
| Total PSAB Reductions  | <u>(257,482)</u> | <u>(382,398)</u> |
| <b><u>Net Impact - (Increase) to Accumulated Surplus</u></b> | <u>(140,986)</u> | <u>(253,884)</u> |



## **7.0 Impacts of Prolonged Budget Constraint**

- The departmental submissions contained requirements in keeping with their preferred strategic priorities and enhanced program and service levels. However, in order to meet the 2016 budget guideline, all departments have modified their plans in order to permit a phased approach to continued service growth. The 2016 recommended budget will permit:
  - increased staffing levels in key program areas;
  - conventional and specialized transit service enhancements;
  - strategic investments in social assistance and family services to address community development needs around poverty reduction, youth unemployment and other related initiatives;
  - resources required to address provincial policy and legislative changes in Public Health; and
  - a modest increase in paramedic coverage.
- It must be recognized that the implementation of the strategic objectives of Regional Council, including the reinvestment necessary for Regional assets, such as social housing, remain phased with significant capital investment required over the forecast period, in response to the fiscal challenges faced by local businesses and residents.

## **8.0 Multi-Year Commitments: Strain on Future Budgets**

- The recommended 2016 budgets will have an impact on the 2017 property tax requirement in order to fully fund the annualized impact of the proposed enhancements to Regional program, such as:
  - Annualization costs of the positions proposed in the 2016 budget; and
  - Additional Paramedic Services positions for the Sunderland Paramedic Station due for completion in 2017.

## **9.0 Known Financial Pressures Pending in Forecast**

- In addition to the annualization obligations from the 2016 budget, there are other pending significant financial obligations on the horizon which will become budgetary challenges in 2017 and the future:
  - Very significant asset management needs related to Regional roads, bridges and facilities (as outlined in Report #2015-J-55) as well as those related to Regionally-owned and Regionally-administered social housing stock.
  - Police debt servicing requirements estimated to reach a high of \$22.1 million annually by 2025.
  - Transit debt servicing requirements are estimated to increase from \$1.0 million in 2016 to \$10.2 million in 2024.

- Based on an asset management approach, there is the need for approximately \$26.9 million in additional bridge work, over and above current Bridge Rehabilitation funding levels, throughout the Roads Capital forecast budget (2017-2025). In addition, \$65.7 million in additional road rehabilitation work and financing, over and above current funding levels will also need to be addressed over the forecast period. Projects identified in the capital program will need to be prioritized and some projects in the near-term will potentially require deferral until post 2019 when the annual application of Federal Gas Tax could provide the required annual additional funding to address this deferred bridge and road work;
- Continuation of Regional Council's priority areas with the focus on growing a transit system and completing the investments in police facilities
- Emerging Regional priorities such as initiatives stemming from the 2015 Health Neighbourhoods study; active transportation projects (cycling) and projects in support of climate change adaptation.
- While Moody's continues to identify the magnitude of the multi-year capital forecast as a credit challenge due to the requirement for increased borrowing, Moody's also continues to recognize Durham's strong population growth and diversified economy as major credit strengths. Moody's believes that the program challenges can be addressed by the Region through its adherence to multi-year financial planning:

*"The continued population growth in the region has increased demand for governmental service and added pressure on infrastructure. We expect that the region will successfully address these challenges through its long-term fiscal planning."*

#### **10.0 Risks/Uncertainties: Impacts Beyond the Region's Control**

- As well as the internally generated uncertainties and known annualization impacts which will require additional property tax increases in the future, there are a significant number of risks that are beyond the Region's control:
  - Pending release of the details for the Provincial cap and trade carbon pricing system
  - New Public Health funding model which will reflect needs based factors
  - Bill 151: Waste-Free Ontario Act with its proposed re-assignment of the operational and ownership roles within blue box collection for private sector organizations and municipalities
  - Reduced commodity pricing bringing the reality of reduced recycling revenue

- While the recent changes to the Development Charges Act may allow for some greater recovery of growth related costs for transit and certain waste functions, many barriers to full recovery of growth related costs remain, including the prohibition on any voluntary payments by developers to assist with the non-residential portion of those costs.
- Significant losses in property tax revenue for past years and on an on-going basis related to pending property tax appeals as well as the individual financial impacts on residents and businesses related to the 2017 property tax reassessment
- Further, and potentially more acute, challenges arising from the current uncertainties regarding the economy.

#### **11.0 Conclusion: Maintain Sound Financial Management Practises and Long-Term Financial Planning**

- The recommended 2016 Regional Budgets and Business Plans as presented in this report are lower than the guideline established by Regional Council at the beginning of this annual business planning cycle.
- The recommended 2016 property tax increase of 1.65 per cent absorbs the economic increases, accommodates the continuation of existing service levels, and provides financing of strategic capital project and program areas while maintains a balance of affordable taxes for Durham's property taxpayers. Although Durham continues to offer very affordable home ownership options, the Region also needs to retain and attract employers by offering attractive communities with modern healthcare, research and educational support for local businesses as well as competitive property taxation levels. Non-residential property tax assessment is key to ensuring long term financial sustainability.
- Regional Council's commitment to best practices in the area of financial management policies and strategies has been consistently praised by the bond rating agencies, especially the maintenance of strong reserves and reserve funds, up-front financing of significant major project costs; low and predictable levels of debt; adherence to a growth pays for growth development charge policy; proactive development of effective enterprise risk and asset management programs and disciplined long term financial plans.
- Long term financial planning and risk management are particularly key to ensuring a predictable capital program and reasonable debt levels as well as retaining sufficient financial flexibility that may be required to meet unforeseen challenges as well as opportunities to accelerate infrastructure investment through participation in senior government funding programs.
- Fiscal discipline will be required to maintain the necessary focus in order to achieve tax affordability and competitiveness despite pressure to expand program offerings, enhance service levels and increase debt levels.





# The Regional Municipality of Durham SUMMARY OF 2016 BUSINESS PLANS AND BUDGETS

(\$,000's)

|   |  | 2015                          | 2016 Recommendations                        |   |             |                            |
|---|--|-------------------------------|---|---|-------------|----------------------------|
|   |  | Approved Budget<br>(\$,000's) | 2016<br>Recommended<br>Budget<br>(\$,000's) | Increase<br>(Decrease)<br>Over 2015<br>(\$,000's) | %           | 2016<br>Tax<br>Impact<br>% |
| <b>A POLICE SERVICES</b>                |  |                               |   |   |             |                            |
| 1                                       | Operations   | 195,588                       | 202,433                                     |   |             |                            |
| 2                                       | Less: Provincial Grants                                  | (7,273)                       | (7,582)                                     |   |             |                            |
| 3                                       | Recoveries Other   | (6,176)                       | (6,390)                                     |   |             |                            |
| 4                                       | Recoveries from Reserves                                 | (807)                         | (215)                                       |   |             |                            |
| 5                                       | Other Revenues   | (827)                         | (747)                                       |   |             |                            |
| <b>6</b>                                | <b>Police Services Total</b>                             | <b>180,505</b>                | <b>187,499</b>                              | <b>6,994</b>                                      | <b>3.9%</b> | <b>1.20%</b>               |
| <b>B DURHAM REGION TRANSIT</b>          |  |                               |   |   |             |                            |
| 7                                       | Operating  | 73,158                        | 75,595                                      |   |             |                            |
| 8                                       | Capital  | 1,449                         | 1,285                                       |   |             |                            |
| 9                                       | Revenue Program  | (27,107)                      | (28,380)                                    |   |             |                            |
| <b>10</b>                               | <b>Durham Region Transit Total</b>                       | <b>47,500</b>                 | <b>48,500</b>                               | <b>1,000</b>                                      | <b>2.1%</b> | <b>0.17%</b>               |
| <b>C CONSERVATION AUTHORITIES</b>       |  |                               |   |   |             |                            |
| <u>Operating Expenditures</u>           |  |                               |   |   |             |                            |
| 11                                      | Central Lake Ontario *                                   | 3,599                         | 3,688                                       |   |             |                            |
| 12                                      | Kawartha   | 484                           | 495   |   |             |                            |
| 13                                      | Ganaraska Region   | 416                           | 426   |   |             |                            |
| 14                                      | Toronto and Region                                       | 582                           | 597   |   |             |                            |
| 15                                      | Lake Simcoe Region                                       | 248                           | 254   |   |             |                            |
| 16                                      | <b>Operating Expenditure Program Subtotal</b>            | <b>5,329</b>                  | <b>5,460</b>                                |   |             |                            |
| <u>Special Projects</u>                 |  |                               |   |   |             |                            |
| 17                                      | Kawartha   | 196                           | 199   |   |             |                            |
| 18                                      | Ganaraska Region   | 218                           | 222   |   |             |                            |
| 19                                      | Toronto and Region                                       | 737                           | 748   |   |             |                            |
| 20                                      | Lake Simcoe Region                                       | 452                           | 456   |   |             |                            |
| 21                                      | <b>Special Projects Program Subtotal</b>                 | <b>1,603</b>                  | <b>1,625</b>                                |   |             |                            |
| <u>One-Time Special Project Funding</u> |  |                               |   |   |             |                            |
| 22                                      | Kawartha - Port Perry Bary Shoreline Enhancements        | 60                            | -   |   |             |                            |
| 23                                      | Ganaraska Region - Forest Management Plan                |                               | 25  |   |             |                            |
| 24                                      | Lake Simcoe Region - Beaver River Wetland Trail Upgrades |                               | 50  |   |             |                            |
| 25                                      | Lake Simcoe Region - Scanlon Creek Operations Centre     |                               | 24  |   |             |                            |
| 26                                      | <b>One-Time Special Project Funding</b>                  | <b>60</b>                     | <b>99</b>                                   |   |             |                            |
| 27                                      | York/Peel/Durham/Toronto Groundwater Management          | 175                           | 175   |   |             |                            |
| <b>28</b>                               | <b>Conservation Authorities Total</b>                    | <b>7,167</b>                  | <b>7,359</b>                                | <b>192</b>  | <b>2.7%</b> | <b>0.03%</b>               |
| <b>D SOLID WASTE MANAGEMENT</b>         |  |                               |   |   |             |                            |
| 29                                      | Waste Management Facilities                              | 6,459                         | 7,422                                       |   |             |                            |
| 30                                      | Capital  | 2,825                         | 3,088                                       |   |             |                            |
| 31                                      | Collection Services                                      | 18,635                        | 18,463                                      |   |             |                            |
| 32                                      | Disposal and Processing Services                         | 14,689                        | 13,841                                      |   |             |                            |
| 33                                      | Common Service Costs                                     | 11,233                        | 11,477                                      |   |             |                            |
| 34                                      | Blue Box Revenues & Subsidies                            | (9,877)                       | (9,916)                                     |   |             |                            |
| <b>35</b>                               | <b>Solid Waste Management Total</b>                      | <b>43,964</b>                 | <b>44,375</b>                               | <b>411</b>  | <b>0.9%</b> | <b>0.07%</b>               |

\* 2015 Central Lake Ontario Conservation Authority budget has been restated to include \$120,000 additional contribution approved by Regional Council through Report #2015-F-44.



The Regional Municipality of Durham  
**SUMMARY OF 2016 BUSINESS PLANS AND BUDGETS**

(\$,000's)

| <b>E REGIONAL OPERATIONS AND OTHER</b>                  |   | <b>2015</b>                       | <b>2016 Recommendations</b>               |   |             |                          |
|---|---|-----------------------------------|---|---|-------------|--------------------------|
|   |   | <b>Approved Budget (\$,000's)</b> | <b>2016 Recommended Budget (\$,000's)</b> | <b>Increase (Decrease) Over 2015 (\$,000's) %</b> |             | <b>2016 Tax Impact %</b> |
| <b>E1 Works Committee</b>                               |   |                                   |   |   |             |                          |
| <u>Operations and Facilities</u>                        |   |                                   |   |   |             |                          |
| 36  | Operations and Operations Capital                   | 29,021                            | 29,598                                    |   |             |                          |
| 37  | Facilities Management and Capital                   | 3,088                             | 2,981                                     |   |             |                          |
| 38  | <b>Operations and Facilities Subtotal</b>           | <b>32,109</b>                     | <b>32,579</b>                             | <b>470</b>  | <b>1.5%</b> | <b>0.08%</b>             |
| <u>Roads Capital</u>                                    |   |                                   |   |   |             |                          |
| 39  | Less: Regional Rehabilitation Reserve               | (21,245)                          | (21,245)                                  |   |             |                          |
| 40  | Regional Road Reserve                               | (12,666)                          | (12,989)                                  |   |             |                          |
| 41  | Regional Bridge Rehabilitation                      | (5,025)                           | (5,025)                                   |   |             |                          |
| 42  | Development Charges                                 | (25,301)                          | (31,745)                                  |   |             |                          |
| 43  | Other Revenues                                      | (4,037)                           | (150)                                     |   |             |                          |
| 44  | <b>Roads Net Capital Subtotal</b>                   | <b>5,908</b>                      | <b>6,110</b>                              | <b>202</b>  | <b>3.4%</b> | <b>0.04%</b>             |
| 45  | <b>Works Committee Total</b>                        | <b>38,017</b>                     | <b>38,689</b>                             | <b>672</b>  | <b>1.8%</b> | <b>0.12%</b>             |
| <b>E2 Road and Bridge Reserves</b>                      |   |                                   |   |   |             |                          |
| 46  | Regional Roads Reserve - Growth                     | 12,549                            | 12,549                                    |   |             |                          |
| 47  | Regional Roads Rehabilitation Reserve Fund          | 21,245                            | 21,245                                    |   |             |                          |
| 48  | Regional Bridges Rehabilitation Reserve Fund        | 5,025                             | 5,525                                     |   |             |                          |
| 49  | <b>Road and Bridge Reserves Total</b>               | <b>38,819</b>                     | <b>39,319</b>                             | <b>500</b>  | <b>1.3%</b> | <b>0.09%</b>             |
| <b>E3 Public Health &amp; Social Services Committee</b> |   |                                   |   |   |             |                          |
| <u>Public Health</u>                                    |   |                                   |   |   |             |                          |
| 50  | Health Operations                                   | 40,616                            | 41,214                                    |   |             |                          |
| 51  | Less Provincial Subsidy                             | (26,563)                          | (26,303)                                  |   |             |                          |
| 52  | <b>Health Net Subtotal</b>                          | <b>14,053</b>                     | <b>14,911</b>                             | <b>858</b>  | <b>6.1%</b> | <b>0.15%</b>             |
| <u>Paramedic Services</u>                               |   |                                   |   |   |             |                          |
| 53  | Paramedic Services Operations                       | 41,408                            | 42,217                                    |   |             |                          |
| 54  | Less Contribution from Province & Recoveries        | (20,194)                          | (20,578)                                  |   |             |                          |
| 55  | <b>Paramedic Services Net Subtotal</b>              | <b>21,214</b>                     | <b>21,639</b>                             | <b>425</b>  | <b>2.0%</b> | <b>0.07%</b>             |
| <u>Social Services</u>                                  |   |                                   |   |   |             |                          |
| 56  | Emergency and Program Support Services              | 753                               | 789                                       | 36  | 4.8%        |                          |
| 57  | Social Assistance                                   | 22,470                            | 21,750                                    | (720)   | -3.2%       |                          |
| 58  | Children's Services                                 | 8,635                             | 8,803                                     | 168   | 1.9%        |                          |
| 59  | Family Services                                     | 5,182                             | 5,263                                     | 81  | 1.6%        |                          |
| 60  | Housing Services                                    | 1,698                             | 2,044                                     | 346   | 20.4%       |                          |
| 61  | Long Term Care & Services for Seniors               | 40,383                            | 40,552                                    | 169   | 0.4%        |                          |
| 62  | <b>Social Services Subtotal</b>                     | <b>79,121</b>                     | <b>79,201</b>                             | <b>80</b>   | <b>0.1%</b> | <b>0.01%</b>             |
| 63  | <b>Health &amp; Social Services Committee Total</b> | <b>114,388</b>                    | <b>115,751</b>                            | <b>1,363</b>                                      | <b>1.2%</b> | <b>0.23%</b>             |



# The Regional Municipality of Durham SUMMARY OF 2016 BUSINESS PLANS AND BUDGETS

(\$,000's)

|   |  | 2015                             | 2016 Recommendations                        |   |                            |
|---|--|----------------------------------|---|---|----------------------------|
|   |  | Approved<br>Budget<br>(\$,000's) | 2016<br>Recommended<br>Budget<br>(\$,000's) | Increase<br>(Decrease)<br>Over 2015<br>(\$,000's) % | 2016<br>Tax<br>Impact<br>% |
| <b>E4 Planning &amp; Economic Development Committee</b> |  |                                  |   |   |                            |
| 64  | Planning   | 5,377                            | 5,394                                       | 17 0.3%   |                            |
| 65  | Economic Development & Tourism                             | 3,139                            | 3,139                                       | - 0.0%  |                            |
| <b>66</b>   | <b>Planning &amp; Economic Development Committee Total</b> | <b>8,516</b>                     | <b>8,533</b>                                | <b>17 0.2%</b>                                      | <b>0.00%</b>               |
| <b>E5 Finance and Administration Committee</b>          |  |                                  |   |   |                            |
| 67  | Regional Council   | 2,393                            | 2,490                                       | 97 4.1%   |                            |
| 68  | Regional Chair's Office                                    | 899                              | 941   | 42 4.7%   |                            |
| 69  | Chief Administrative Officer                               | 2,672                            | 2,748                                       | 76 2.8%   |                            |
| 70  | Legal Services   | 2,122                            | 2,154                                       | 32 1.5%   |                            |
| 71  | Corporate Services - Human Resources                       | 4,574                            | 4,864                                       | 290 6.3%  |                            |
| 72  | - Information Technology                                   | 12,288                           | 12,923                                      | 635 5.2%  |                            |
| 73  | - Legislative Services                                     | 2,460                            | 2,541                                       | 81 3.3%   |                            |
| 74  | Durham Emergency Management Office (DEMO)                  | 644                              | 665   | 21 3.3%   |                            |
| 75  | Emergency 9-1-1 Telephone System                           | 3,047                            | 3,112                                       | 65 2.1%   |                            |
| 76  | Finance  | 13,269                           | 13,587                                      | 318 2.4%  |                            |
| <b>77</b>   | <b>Finance &amp; Administration Committee Total</b>        | <b>44,368</b>                    | <b>46,025</b>                               | <b>1,657 3.7%</b>                                   | <b>0.28%</b>               |
| <b>E6 Non-Departmental</b>                              |  |                                  |   |   |                            |
| <u>Corporate Requirements</u>                           |  |                                  |   |   |                            |
| 78  | Non-Departmental   | (670)                            | (359)                                       |   |                            |
| 79  | VoIP Replacement - Regional Headquarters                   | 120                              | -   |   |                            |
| 80  | Transit Review   | 150                              | -   |   |                            |
| 81  | Equipment Reserve  |                                  | 750   |   |                            |
| 82  | Paramedic Station  | 200                              | 200   |   |                            |
| 83  | Regional Headquarters Reserve Fund                         |                                  | 1,250                                       |   |                            |
| 84  | Development Charges - Hillsdale                            | (248)                            | (248)                                       |   |                            |
| 85  | Post Retirement Benefit Unfunded Liabilities               | 1,957                            | 1,957                                       |   |                            |
| 86  | 9-1-1 Emergency Telephone System Backup Equipment          | 500                              | 500   |   |                            |
| 87  | Infrastructure Renewal Fund                                | 16,736                           | 16,986                                      |   |                            |
| 88  | Regional Revitalization Reserve Fund                       | 1,360                            | 1,860                                       |   |                            |
| 89  | Property Tax Appeals                                       | 810                              | 1,195                                       |   |                            |
| 90  | DRT Passes for ODSP Recipients                             | 350                              | 350   |   |                            |
| 91  | <b>Corporate Requirements Subtotal</b>                     | <b>21,265</b>                    | <b>24,441</b>                               |   |                            |
| <u>Revenues &amp; Reserve Funds</u>                     |  |                                  |   |   |                            |
| 92  | Provincial Offences Act - Net Revenue                      | (427)                            | (401)                                       |   |                            |
| 93  | Payment-in-Lieu  | (10,615)                         | (10,721)                                    |   |                            |
| 94  | Unallocated Revenues & Expenditures                        | (1,758)                          | (1,793)                                     |   |                            |
| 95  | <b>Revenues &amp; Reserve Funds Subtotal</b>               | <b>(12,800)</b>                  | <b>(12,915)</b>                             |   |                            |
| <b>96</b>   | <b>Non-Departmental Total</b>                              | <b>8,465</b>                     | <b>11,526</b>                               | <b>3,061</b>  | <b>0.53%</b>               |



The Regional Municipality of Durham  
**SUMMARY OF 2016 BUSINESS PLANS AND BUDGETS**

(\$,000's)

| 2015 | 2016 Recommendations       |                                    |  |
|------|----------------------------|------------------------------------|--|
|      | Approved Budget (\$,000's) | 2016 Recommended Budget (\$,000's) | Increase (Decrease) Over 2015 (\$,000's) % |

**E7 Provincial Download Services Costs**

|                       |   |               |               |            |             |              |
|-----------------------|---|---------------|---------------|------------|-------------|--------------|
| <b>Social Housing</b> |   |               |               |            |             |              |
| 97                    | Durham Regional Local Housing Corporation       | 4,704         | 4,975         |            |             |              |
| 98                    | Provider Payments - Other                       | 24,970        | 25,187        |            |             |              |
| 99                    | Housing Supplementary Rent Program              | 2,692         | 2,771         |            |             |              |
| 100                   | Technical Audits                                | 206           | 106           |            |             |              |
| 101                   | Capital Provisions                              | 1,450         | 1,450         |            |             |              |
| 102                   | <b>Social Housing Subtotal</b>                  | <b>34,022</b> | <b>34,489</b> | <b>467</b> | <b>1.4%</b> | <b>0.08%</b> |
| <b>Other Items</b>    |   |               |               |            |             |              |
| 103                   | Property Assessment                             | 7,924         | 7,948         |            |             |              |
| 104                   | Transit (GO)                                    | 3,580         | 3,580         |            |             |              |
| 105                   | Municipal Performance Measurement Program       | 141           | 143           |            |             |              |
| 106                   | <b>Other Items Subtotal</b>                     | <b>11,645</b> | <b>11,671</b> | <b>26</b>  | <b>0.2%</b> | <b>0.00%</b> |
| <b>107</b>            | <b>Provincial Download Services Costs Total</b> | <b>45,667</b> | <b>46,160</b> | <b>493</b> | <b>1.1%</b> | <b>0.08%</b> |

|          |  |                |                |              |             |              |
|----------|--|----------------|----------------|--------------|-------------|--------------|
| <b>E</b> | <b>Regional Operations and Other Total</b> | <b>298,240</b> | <b>306,003</b> | <b>7,763</b> | <b>2.6%</b> | <b>1.33%</b> |
|----------|--|----------------|----------------|--------------|-------------|--------------|

**F Special Contributions**

|            |  |              |              |             |              |              |
|------------|--|--------------|--------------|-------------|--------------|--------------|
| 108        | Regional Land Acquisition Reserve Fund * | 899          | 860          |             |              |              |
| 109        | Durham College                           | 800          | -            |             |              |              |
| 110        | Hospital Funding                         | 3,610        | 4,410        |             |              |              |
| <b>111</b> | <b>Special Contributions Total</b>       | <b>5,309</b> | <b>5,270</b> | <b>(39)</b> | <b>-0.7%</b> | <b>0.00%</b> |

\* 2015 Regional Land Acquisition Reserve Fund budget has been restated to include \$430,000 of 2015 CLOCA Budget Provision not required (Report #2015-F-44).



**REGIONAL MUNICIPALITY OF DURHAM**  
**NEW POSITIONS IN THE 2016 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

| Department                            | Position                    | Start Date               | Number of Positions | 2016            |                 |                     | 2017            |                         | Notes   |
|---------------------------------------|-----------------------------|--------------------------|---------------------|-----------------|-----------------|---------------------|-----------------|-------------------------|---|
|                                       |                             |                          |                     | Gross Payroll   | Other Costs     | Total Position Cost | Additional Cost | Annualized              |   |
|                                       |                             |                          |                     | (1)<br>\$,000's | (2)<br>\$,000's | (3)<br>\$,000's     | (4)<br>\$,000's | (5)=(1)+(4)<br>\$,000's |   |
| Social Services - Social Assistance   | Caseworker                  | 1-July                   | 2                   | 101             | 10              | 111                 | 99              | 200                     | Financial Assistance Delivery Program   |
|                                       |                             | Subtotal                 | 2                   | 101             | 10              | 111                 | 99              | 200                     |   |
| Social Services - Children's Services | Assistant Program Manager   | 1-July                   | 1                   | 47              | 2               | 49                  | 47              | 94                      | Directly Operated Spaces  |
|                                       | Manager                     | 1-July                   | 1                   | 72              | 2               | 74                  | 71              | 143                     | Administration  |
|                                       | Subtotal                    |                          | 2                   | 119             | 4               | 123                 | 118             | 237                     |   |
| Social Services - Family Services     | Family Counsellor 2         | 1-July                   | 1                   | 49              | 0               | 49                  | 49              | 98                      | Core Community Services   |
|                                       |                             | Subtotal                 | 1                   | 49              | 0               | 49                  | 49              | 98                      |   |
| Hillsdale Estates                     | Health Care Aide            | 1-July                   | 3                   | 100             | 0               | 100                 | 100             | 200                     | Nursing & Personal Care   |
|                                       | Manager of Nursing Practice | 1-July                   | 1                   | 66              | 0               | 66                  | 65              | 131                     | Nursing & Personal Care   |
|                                       | Clerk 2                     | 1-July                   | 1                   | 37              | 0               | 37                  | 36              | 73                      | Nursing & Personal Care   |
|                                       | Subtotal                    |                          | 5                   | 203             | 0               | 203                 | 201             | 404                     |   |
| Public Health                         | Clinical Dentist            | Once funding is approved | 1                   | 185             | 10              | 195                 | 0               | 185                     | Healthy Smiles Ontario - Family Health - Conditional upon Provincial funding  |
|                                       | Epidemiologist              | 1-July                   | 1                   | 61              | 0               | 61                  | 60              | 121                     | Epidemiology & Evaluation - Administration (Funded through reduction in temporary staffing budget - \$36k for 2016) |
|                                       | Subtotal                    |                          | 2                   | 246             | 10              | 256                 | 60              | 306                     |   |

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

**REGIONAL MUNICIPALITY OF DURHAM**  
**NEW POSITIONS IN THE 2016 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

| Department            | Position                     | Start Date  | Number of Positions | 2016            |                 |                     | 2017            |  | Notes  |
|-----------------------|------------------------------|-------------|---------------------|-----------------|-----------------|---------------------|-----------------|--|--|
|                       |                              |             |                     | Gross Payroll   | Other Costs     | Total Position Cost | Additional Cost | Annualized                                 |  |
|                       |                              |             |                     | (1)<br>\$,000's | (2)<br>\$,000's | (3)<br>\$,000's     | (4)<br>\$,000's | (5)=(1)+(4)<br>\$,000's                    |  |
| Paramedic Services    | Shift Superintendent         | 1-July      | 1                   | 72              | 0               | 72                  | 71              | 143  | Administration   |
|                       | Primary Care Paramedics      | 1-July      | 4                   | 240             | 0               | 240                 | 235             | 475  | Operations   |
|                       | Subtotal                     |             | 5                   | 312             | 0               | 312                 | 306             | 618  |  |
| Durham Region Transit | Operators                    | 1-September | 6                   | 174             | 0               | 174                 | 348             | 522  | DRT East   |
|                       | Eligibility Coordinator      | 1-July      | 1                   | 56              | 0               | 56                  | 56              | 112  | Specialized Service  |
|                       | Subtotal                     |             | 7                   | 230             | 0               | 230                 | 404             | 634  |  |
| Works - General Tax   | Clerk 3                      | 1-July      | 0.366               | 13              | 0               | 13                  | 14              | 27   | Oshawa/Whitby Depot Operations - Shared with Water 0.444 and Sewer 0.190                           |
|                       | Contract Service Coordinator | 1-July      | 0.288               | 12              | 0               | 12                  | 13              | 25   | Facilities Maintenance and Operations - Shared with Water 0.271, Sewer 0.386 and Solid Waste 0.055 |
|                       | Technical Assistant          | 1-July      | 0.358               | 14              | 0               | 14                  | 14              | 28   | Construction - Shared with Water 0.385 and Sewer 0.257   |
|                       | Clerk 3                      | 1-July      | 1.000               | 36              | 0               | 36                  | 37              | 73   | Traffic Operations - Temporary conversion  |
|                       | GIS Specialist               | 1-July      | 1.000               | 54              | 0               | 54                  | 53              | 107  | Traffic Operations - Temporary conversion  |
|                       | Project Manager              | 1-July      | 2.000               | 143             | 0               | 143                 | 143             | 286  | Traffic Planning and Development - Temporary conversion  |
|                       | Works Technician 2           | 1-July      | 1.000               | 47              | 0               | 47                  | 47              | 94   | Traffic Operations - Temporary conversion  |
|                       | Project Engineer             | 1-July      | 1.000               | 65              | 0               | 65                  | 66              | 131  | Traffic Operations Signal/Electrical Design and Contract Management                                |
|                       | Project Engineer             | 1-July      | 1.000               | 65              | 0               | 65                  | 66              | 131  | Intelligent Traffic System and Advanced Traffic Management System                                  |
| Project Engineer      | 1-July                       | 1.000       | 65                  | 0               | 65              | 66                  | 131             | Traffic Design and Contract Administration |  |

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

**REGIONAL MUNICIPALITY OF DURHAM**  
**NEW POSITIONS IN THE 2016 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

| Department                           | Position                             | Start Date | Number of Positions | 2016            |                 |                     | 2017            |                         | Notes  |
|--------------------------------------|--------------------------------------|------------|---------------------|-----------------|-----------------|---------------------|-----------------|-------------------------|--|
|                                      |                                      |            |                     | Gross Payroll   | Other Costs     | Total Position Cost | Additional Cost | Annualized              |  |
|                                      |                                      |            |                     | (1)<br>\$,000's | (2)<br>\$,000's | (3)<br>\$,000's     | (4)<br>\$,000's | (5)=(1)+(4)<br>\$,000's |  |
|                                      | Roads Supervisor                     | 1-July     | 1.000               | 60              | 0               | 60                  | 60              | 120                     | Ajax Depot   |
|                                      | Skilled Maintenance Worker 1         | 1-July     | 1.000               | 44              | 0               | 44                  | 44              | 88                      | Ajax Depot   |
|                                      | Subtotal                             |            | 11.012              | 618             | 0               | 618                 | 623             | 1,241                   |  |
| Works - Solid Waste Management       | Contract Service Coordinator         | 1-July     | 0.055               | 2               | 0               | 2                   | 3               | 5                       | Facilities Maintenance and Operations - Shared with Works-General Tax 0.288, Water 0.271, and Sewer 0.386                  |
|                                      | Clerk 2                              | 1-July     | 1.000               | 36              |                 | 36                  | 37              | 73                      | Waste Management Centre - Temporary conversion   |
|                                      | Subtotal                             |            | 1.055               | 38              | 0               | 38                  | 40              | 78                      |  |
| Chief Administrative Office          | Communications Coordinator           | 1-July     | 1                   | 44              | 0               | 44                  | 43              | 87                      | Corporate Communications for social media  |
|                                      | Subtotal                             |            | 1                   | 44              | 0               | 44                  | 43              | 87                      |  |
| Economic Development                 | Program Coordinator in Sport Tourism | 1-July     | 1                   | 43              | 0               | 43                  | 43              | 86                      | Tourism - Conversion of contract Sport Tourism staff   |
|                                      | Subtotal                             |            | 1                   | 43              | 0               | 43                  | 43              | 86                      |  |
| Corporate Services - Human Resources | HR Administrative Assistant          | 1-July     | 1                   | 42              | 0               | 42                  | 42              | 84                      | Departmental Services - To support the recruitment and job competition process for the Region's Social Services Department |
|                                      | Subtotal                             |            | 1                   | 42              | 0               | 42                  | 42              | 84                      |  |

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

**REGIONAL MUNICIPALITY OF DURHAM**  
**NEW POSITIONS IN THE 2016 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

| Department   | Position                           | Start Date | Number of Positions | 2016            |                 |                     | 2017            |                         | Notes   |
|--|------------------------------------|------------|---------------------|-----------------|-----------------|---------------------|-----------------|-------------------------|---|
|  |                                    |            |                     | Gross Payroll   | Other Costs     | Total Position Cost | Additional Cost | Annualized              |   |
|  |                                    |            |                     | (1)<br>\$,000's | (2)<br>\$,000's | (3)<br>\$,000's     | (4)<br>\$,000's | (5)=(1)+(4)<br>\$,000's |   |
| Finance  | Senior Risk and Insurance Examiner | 1-July     | 1                   | 54              | 12              | 66                  | 54              | 108                     | Durham Municipal Insurance Pool and Risk Management |
|  | Expediter-Buyer                    | 1-July     | 1                   | 47              | 11              | 58                  | 46              | 93                      | Purchasing and Supply and Services                  |
|  | Subtotal                           |            | 2                   | 101             | 23              | 124                 | 100             | 201                     |   |
| <b>Total Property Tax Supported Regional Departments</b> |                                    |            | <b>41</b>           | <b>2,146</b>    | <b>47</b>       | <b>2,193</b>        | <b>2,128</b>    | <b>4,274</b>            |   |

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

# REGIONAL MUNICIPALITY OF DURHAM

## 2016 Business Plans & Budgets For General Property Tax Purposes

| DEPARTMENT                                  | SUMMARY TANGIBLE CAPITAL ASSETS - NEW (\$'000's) |                      |                                  |                                  |              |                             |
|---|--|----------------------|----------------------------------|----------------------------------|--------------|-----------------------------|
|   | TOTAL  | Furniture & Fixtures | Computer Hardware Infrastructure | Buildings/ Building Improvements | Vehicles     | Other Machinery & Equipment |
| <b>Social Services</b>                      |  |                      |                                  |                                  |              |                             |
| Social Assistance                           | 10   | 10                   | -                                | -                                | -            | -                           |
| Children's Services                         | 34   | 2                    | 7                                | -                                | -            | 25                          |
| Family Services                             | 24   | 23                   | 1                                | -                                | -            | -                           |
| Housing Services                            | 1  | -                    | 1                                | -                                | -            | -                           |
| Fairview                                    | 60   | -                    | 60                               | -                                | -            | -                           |
| Hillsdale Estates                           | 58   | -                    | 55                               | -                                | -            | 3                           |
| Hillsdale Terraces                          | 125  | -                    | 115                              | -                                | -            | 10                          |
| Lakeview                                    | 195  | -                    | 55                               | -                                | -            | 140                         |
| <b>Social Services Subtotal</b>             | <b>507</b>                                       | <b>35</b>            | <b>294</b>                       | <b>-</b>                         | <b>-</b>     | <b>178</b>                  |
| <b>Works</b>                                |  |                      |                                  |                                  |              |                             |
| General Tax                                 | 63   | -                    | -                                | -                                | -            | 63                          |
| Solid Waste Management                      | 260  | -                    | -                                | 60                               | -            | 200                         |
| <b>Works Subtotal</b>                       | <b>323</b>                                       | <b>-</b>             | <b>-</b>                         | <b>60</b>                        | <b>-</b>     | <b>263</b>                  |
| <b>Other Departments</b>                    |  |                      |                                  |                                  |              |                             |
| Health - Public Health                      | 51   | 23                   | 28                               | -                                | -            | -                           |
| Health - Paramedic Services                 | 83   | -                    | 13                               | -                                | -            | 70                          |
| Planning                                    | -  | -                    | -                                | -                                | -            | -                           |
| Council/Chair/CAO                           | 81   | 5                    | 76                               | -                                | -            | -                           |
| Economic Development & Tourism              | -  | -                    | -                                | -                                | -            | -                           |
| Corporate Services - Legal Services         | -  | -                    | -                                | -                                | -            | -                           |
| Corporate Services - Legal Services - POA   | 34   | 18                   | -                                | -                                | -            | 16                          |
| Corporate Services - Legislative Services   | 100  | -                    | 100                              | -                                | -            | -                           |
| Corporate Services - Human Resources        | -  | -                    | -                                | -                                | -            | -                           |
| Corporate Services - Information Technology | 70   | -                    | 70                               | -                                | -            | -                           |
| Durham Emergency Mgmt. Office               | 19   | -                    | 19                               | -                                | -            | -                           |
| Emergency 9-1-1                             | -  | -                    | -                                | -                                | -            | -                           |
| Finance                                     | 73   | 20                   | 53                               | -                                | -            | -                           |
| Regional Headquarters                       | -  | -                    | -                                | -                                | -            | -                           |
| Police                                      | 351  | -                    | -                                | 35                               | 303          | 13                          |
| Transit                                     | 1,248  | 48                   | 4                                | -                                | 1,184        | 12                          |
| <b>Other Departments Subtotal</b>           | <b>2,110</b>                                     | <b>114</b>           | <b>363</b>                       | <b>35</b>                        | <b>1,487</b> | <b>111</b>                  |
| <b>TOTAL - NEW</b>                          | <b>2,940</b>                                     | <b>149</b>           | <b>657</b>                       | <b>95</b>                        | <b>1,487</b> | <b>552</b>                  |

# REGIONAL MUNICIPALITY OF DURHAM

## 2016 Business Plans & Budgets For General Property Tax Purposes

| DEPARTMENT                                      | SUMMARY TANGIBLE CAPITAL ASSETS - REPLACEMENT (\$'000's) |                      |                                  |                                   |              |                             |
|---|--|----------------------|----------------------------------|-----------------------------------|--------------|-----------------------------|
|   | TOTAL  | Furniture & Fixtures | Computer Hardware Infrastructure | Buildings / Building Improvements | Vehicles     | Other Machinery & Equipment |
| <b>Social Services</b>                          |  |                      |                                  |                                   |              |                             |
| Emergency Management & Program Support Services | 6  | -                    | 6                                | -                                 | -            | -                           |
| Social Assistance                               | 127  | -                    | 127                              | -                                 | -            | -                           |
| Children's Services                             | 54   | 38                   | 16                               | -                                 | -            | -                           |
| Family Services                                 | 41   | -                    | 41                               | -                                 | -            | -                           |
| Housing Services                                | 22   | -                    | 22                               | -                                 | -            | -                           |
| Long-Term Care Divisional Administration        | 3  | 2                    | 1                                | -                                 | -            | -                           |
| Fairview Lodge                                  | 48   | -                    | 48                               | -                                 | -            | -                           |
| Hillsdale Estates                               | 284  | 25                   | 28                               | -                                 | -            | 231                         |
| Hillsdale Terraces                              | 628  | 4                    | 182                              | -                                 | -            | 442                         |
| Lakeview Manor                                  | 346  | 19                   | 48                               | 60                                | -            | 219                         |
| <b>Social Services Subtotal</b>                 | <b>1,559</b>   | <b>88</b>            | <b>519</b>                       | <b>60</b>                         | <b>-</b>     | <b>892</b>                  |
| <b>Works</b>                                    |  |                      |                                  |                                   |              |                             |
| General Tax                                     | 3,469  | -                    | 38                               | 294                               | 3,072        | 65                          |
| Solid Waste Management                          | 1,428  | 1                    | 13                               | 699                               | 125          | 590                         |
| <b>Works Subtotal</b>                           | <b>4,897</b>   | <b>1</b>             | <b>51</b>                        | <b>993</b>                        | <b>3,197</b> | <b>655</b>                  |
| <b>Other Departments</b>                        |  |                      |                                  |                                   |              |                             |
| Health - Public Health                          | 348  | 40                   | 308                              | -                                 | -            | -                           |
| Health - Paramedic Services                     | 1,396  | 30                   | 21                               | -                                 | 1,312        | 33                          |
| Planning  | 51   | -                    | 51                               | -                                 | -            | -                           |
| Council/Chair/CAO                               | 23   | 14                   | 8                                | -                                 | -            | 1                           |
| Economic Development & Tourism                  | 5  | -                    | 5                                | -                                 | -            | -                           |
| Corporate Services - Legal Services             | 11   | -                    | 11                               | -                                 | -            | -                           |
| Corporate Services - Legal Services - POA       | -  | -                    | -                                | -                                 | -            | -                           |
| Corporate Services - Legislative Services       | 46   | 25                   | 21                               | -                                 | -            | -                           |
| Corporate Services - Human Resources            | 41   | 7                    | 34                               | -                                 | -            | -                           |
| Corporate Services - Information Technology     | 1,405  | 1                    | 1,217                            | -                                 | -            | 187                         |
| Durham Emergency Mgmt. Office                   | 15   | -                    | 15                               | -                                 | -            | -                           |
| Emergency 9-1-1                                 | -  | -                    | -                                | -                                 | -            | -                           |
| Finance   | 312  | -                    | 312                              | -                                 | -            | -                           |
| Regional Headquarters                           | 1,290  | -                    | -                                | 1,290                             | -            | -                           |
| Non-Departmental                                | -  | -                    | -                                | -                                 | -            | -                           |
| Police  | 3,020  | 95                   | 629                              | 380                               | 1,549        | 367                         |
| Transit   | 37   | 1                    | 36                               | -                                 | -            | -                           |
| <b>Other Departments Subtotal</b>               | <b>8,000</b>   | <b>213</b>           | <b>2,668</b>                     | <b>1,670</b>                      | <b>2,861</b> | <b>588</b>                  |
| <b>TOTAL - REPLACEMENT</b>                      | <b>14,456</b>  | <b>302</b>           | <b>3,238</b>                     | <b>2,723</b>                      | <b>6,058</b> | <b>2,135</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>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> |



**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>NEW</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>REPLACEMENT</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.



# 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.



**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/Office for Occupational Therapist | -          | -          | 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 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>   |

**EXPLANATION OF PROJECT**

**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 also continue including upgrades to Voice Over Internet Protocol (VoIP) phone system. Also, the Region's Homes will be phasing in "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.

**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<br>Phase 2 - Master Plan Update, Full Architectural Fees, Land(5 acres) and Construction | \$5,510        | \$54,490        |                  |                  |                  |                  |                  |                  |                  |                  |                  | \$54,490           |
| 2                                       | Operations Training Centre<br>Phase 2 approx. 40,000 sf @ \$575 psf + Study Update  |                |                 |                  | 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<br>Prelim Design incl.Class"C" Cost Est. & Full Arch Design<br>50,000 sf at \$575 psf (less Full Arch. Design fees)  |                |                 |                  |                  |                  |                  | \$2,013          | \$26,738         |                  |                  |                  | \$28,751           |
| 5                                       | North Division Expansion<br>Class C Study and Fees for Preliminary Design<br>5,500 sf @ 575 psf (less fees for Prelim. Design)  |                |                 |                  |                  |                  |                  | \$221            | \$2,941          |                  |                  |                  | \$3,162            |
| 6                                       | Central East Division<br>Replacement for 50 year old structure.   |                |                 |                  |                  |                  |                  |                  |                  |                  | \$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.   |

## 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 Thickson 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. / Pebblestone 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 Scuogog 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 Thicketon 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 Thicketon Rd. - W. of Stevenson Rd.)                   | 22.5             | C                                  | 9,400,000         | 0                    | 1,692,000               | 1,692,000          | 1,387,440                      | 308,320                           | 770,800                        | 5,241,440                           |
| 45  | Lake Ridge Rd. (Bayly St. - Kingston Rd.)                                  | 23.1             | 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  | Thicketon Rd. (Wentworth St. - CNR Kingston)                               | 26.1             | U                                  | 50,000            | 0                    | 8,000                   | 8,000              | 7,560                          | 1,680                             | 4,200                          | 28,560                              |
| 54  | Thicketon Rd. / Burns St. Intersection                                     | 1.88             | D                                  | 50,000            | 0                    | 5,000                   | 5,000              | 8,100                          | 1,800                             | 4,500                          | 30,600                              |
| 55  | Thicketon Rd. / Rossland Rd. Intersection                                  | 1.22             | P                                  | 100,000           | 0                    | 10,000                  | 10,000             | 16,200                         | 3,600                             | 9,000                          | 61,200                              |
| 56  | Thicketon 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 | <u>\$600,000</u> |
| <b>TOTAL</b>  | <b>\$600,000</b> |

## 2021 Road Program

| Bud. Item No.  | Project Description  | D.C. Item No. | EA/ Design Property Utility Const. | Gross Cost        | Other    | Expenditure Attribution |                    |                                |                                   |                                |                                     |
|--|--|---------------|------------------------------------|-------------------|----------|-------------------------|--------------------|--------------------------------|-----------------------------------|--------------------------------|-------------------------------------|
|  |  |               |                                    |                   |          | General Levy            |                    | Industrial Development Charges | Institutional Development Charges | Commercial Development Charges | New Residential Development Charges |
|  |  |               |                                    |                   |          | Benefit to Existing     | General Levy Total |                                |                                   |                                |                                     |
| <b>A Normal Roads Program</b>                          |  |               |                                    |                   |          |                         |                    |                                |                                   |                                |                                     |
| 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           | 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                                  | 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 Scugog 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>                   |



# 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>  | <b>\$ -</b>                 | <b>\$ 500,000</b>           | <b>\$ 1,500,000</b>         | <b>\$ 800,000</b>           | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ 500,000</b>           | <b>\$ 3,300,000</b>           |
| <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>  | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ 340,000</b>           | <b>\$ 345,000</b>           | <b>\$ 250,000</b>           | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ 500,000</b>           | <b>\$ 1,435,000</b>           |
| <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>  | <b>\$ 1,000,000</b>         | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ 1,000,000</b>           |
| <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>  | <b>\$ 400,000</b>           | <b>\$ 30,000,000</b>        | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ 30,400,000</b>          |
| <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>  | <b>\$ -</b>                 | <b>\$ 7,000,000</b>         | <b>\$ 6,000,000</b>         | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ 13,000,000</b>          |
| <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>  | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ 8,500,000</b>         | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ 8,500,000</b>           |
| <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>  | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ 600,000</b>           | <b>\$ 3,152,500</b>         | <b>\$ 500,000</b>           | <b>\$ 500,000</b>           | <b>\$ 1,100,000</b>         | <b>\$ 3,152,500</b>         | <b>\$ -</b>                 | <b>\$ 9,005,000</b>           |
| <b>Total Expenses Major Capital</b>   | <b>\$ 1,400,000</b>         | <b>\$ 37,500,000</b>        | <b>\$ 7,500,000</b>         | <b>\$ 1,740,000</b>         | <b>\$ 11,997,500</b>        | <b>\$ 750,000</b>           | <b>\$ 500,000</b>           | <b>\$ 1,100,000</b>         | <b>\$ 3,152,500</b>         | <b>\$ 1,000,000</b>         | <b>\$ 66,640,000</b>          |
| Recovery/Reserve Fund Major Capital   | \$ -                        |                             |                             |                             |                             |                             |                             |                             |                             |                             |                               |
| <b>Total Reserve and Reserve Funds</b>  | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                 | <b>\$ -</b>                   |
| <b>Net Solid Waste Management Tax Contribution</b>                              | <b>\$ 1,400,000</b>         | <b>\$ 37,500,000</b>        | <b>\$ 7,500,000</b>         | <b>\$ 1,740,000</b>         | <b>\$ 11,997,500</b>        | <b>\$ 750,000</b>           | <b>\$ 500,000</b>           | <b>\$ 1,100,000</b>         | <b>\$ 3,152,500</b>         | <b>\$ 1,000,000</b>         | <b>\$ 66,640,000</b>          |

**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.





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>                              | 10,135               | 10,135             | 9,083          | 559               | 9,642              |
| <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> | (3,423)              | (3,423)            | (3,137)        | -                 | (3,137)            |
| <b>Net Tangible Capital Assets</b>                                       | 6,712                | 6,712              | 5,946          | 559               | 6,505              |
| <b>Net Program Expenses</b>  | 37,604               | 38,017             | 37,710         | 979               | 38,689             |
| <b>Summary of Increase (Decrease)</b>                                    |                      |                    | (\$307)        |                   | \$672              |
|  |                      |                    | -0.81%         |                   | 1.77%              |

## PROGRAM SUMMARY



### 2016 Business Plan

### Works - General Tax

#### Summary of Base Budget Changes

|   | <b>\$</b>    | <b>Comments</b>   |
|---|--------------|---|
| Salaries & Benefits                       | 994          | Economic increases  |
| Salaries & Benefits                       | 377          | Annualization (8.452 positions)                                       |
| Payroll Recovery Adjustment               | 188          | Facilities Management adjustment to reflect actual planned recoveries |
| <br>                                      |              |   |
| 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                            | (310)        | Economic increases  |
|   | <b>(307)</b> |   |

## 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        |
|   | <b>254</b> |

#### Traffic Operations

##### Signals and Systems

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

##### Signs, Markings and Roadside Protection

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

##### Engineering and Central Control Systems

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

#### 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: 1px 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: 1px 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: 1px 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)

---

-

---

#### Headquarters Shared Cost

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

---

**6**

---

#### 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

---

**559**

---

**Total Program Changes** **979**

---



**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:**

**Strategic Goal 2.5 - Demonstrate leadership in waste reduction and reuse strategies, while managing residual waste effectively.**  
**Responsibility - Lead**

**Key Deliverables**

- ◆ Implement programs in support of 70% waste diversion.
- ◆ Operation of the Durham-York Energy Centre Facility.
- ◆ Continued partnership with local Non-Government Organizations (NGO's).
- ◆ Continued by-law enforcement with focus on program compliance.
- ◆ Community Education of Region's Waste Initiatives.

**Performance Targets**

- ◆ 54% of waste diverted from landfill.
- ◆ Evaluation of new diversion initiatives including the feasibility of marketing bulky rigid plastics and construction/demolition materials.
- ◆ Continued effort to remain a leader in Waste Diversion Ontario Generally Accepted Principles diversion.
- ◆ Best Practice leader in municipal group for Blue Box Program.
- ◆ Regulatory compliance of Waste Management Facilities.
- ◆ Regulatory compliance of former landfills.

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

| <b>Goal</b> | <b>Description</b>  |
|-------------|---|
| <b>2.1</b>  | Strengthen efforts to protect our rural resources.  |
| <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>3.4</b>  | Support the co-ordination of growth with the provision of both hard and soft infrastructure and services. |
| <b>4.5</b>  | 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>     |
| <b>Net Program Expenses</b>                                      | <b>37,153</b>        | <b>41,139</b>      | <b>41,835</b>   | <b>(548)</b>      | <b>41,287</b>      |
| <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>       |
| <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>           |
| <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>       |
| <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>      |
| <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) |
|  | (21)  |

##### 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)  |
|  | (33) |

##### 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          |
|  | <b>(73)</b> |

#### 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)        |
|  | <b>(5)</b> |

#### 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   |
|   | -     |

#### 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)    |
|  | <b>972</b> |

# 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)        |
|   | <u>(245)</u> |

#### 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)          |
|  | <u>(1,063)</u> |
|  | <u>(1,308)</u> |

### 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        |
|  | <u>99</u> |

#### 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)        |
|  | <u>(202)</u> |

#### Headquarters Shared Cost

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

# 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> |



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.                |

## PROGRAM SUMMARY

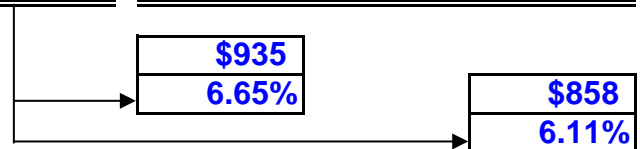


### 2016 Business Plan

### 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          | 9     | Increased requirement  |
| Facilities, including Headquarters Shared Cost | 31    | Inflationary increases   |
| Provincial Subsidy - Mandatory                 | 260   | 2015 Approved funding, plus 1% estimated increase  |
| Provincial Subsidy - Other                     | (62)  | Various funding increases (Healthy Smiles Ontario)   |
| Revenue from OPG                               | 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)

---

(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

---

**(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)

---

109

---

## 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> |



# PARAMEDIC RESPONSE STATIONS

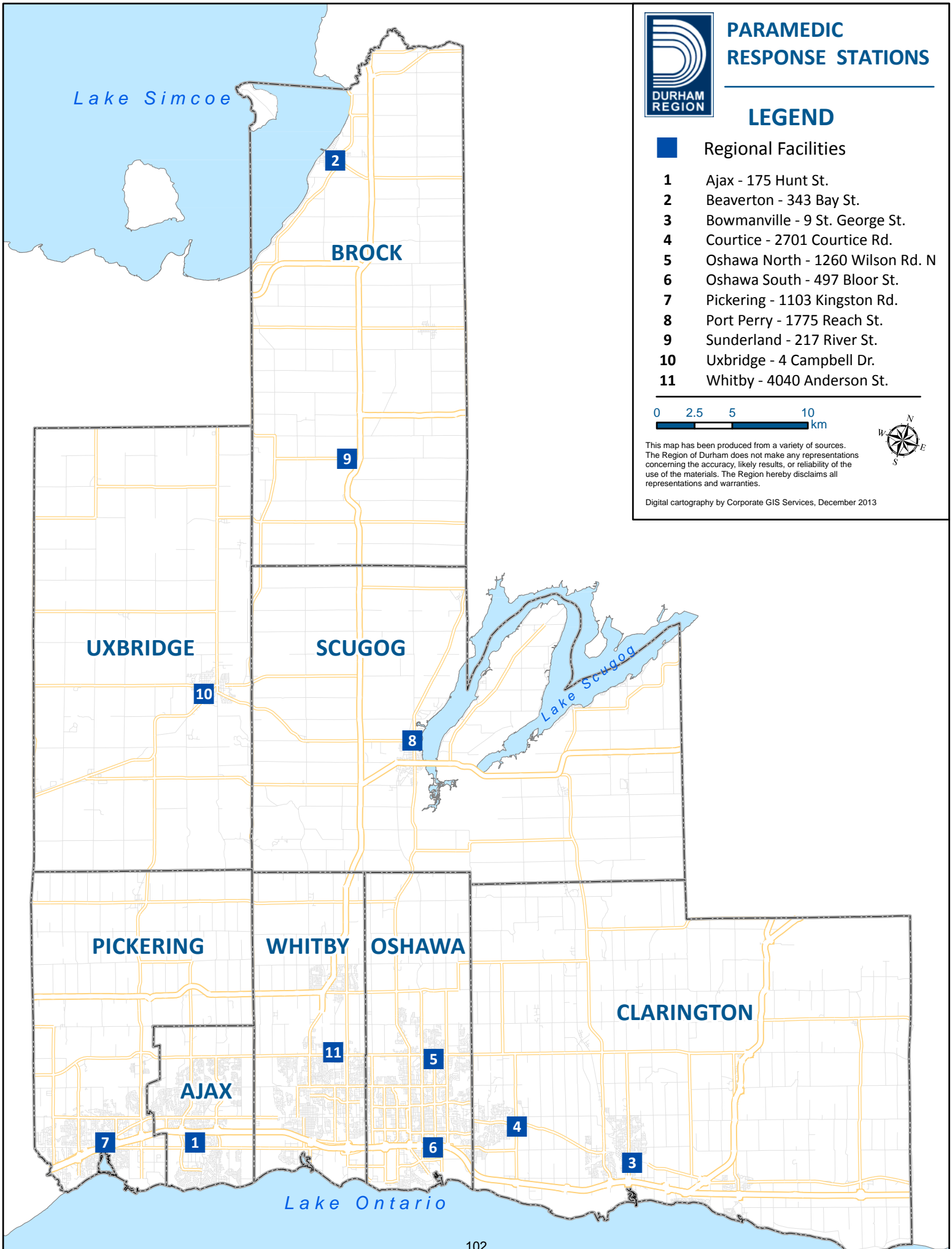
## LEGEND

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



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

Digital cartography by Corporate GIS Services, December 2013



## PROGRAM SUMMARY

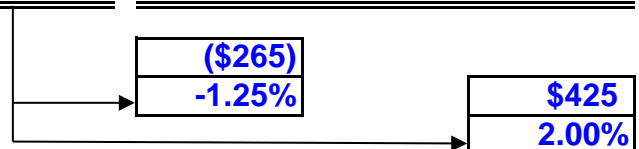


### 2016 Business Plan

### Health - Paramedic 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 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>               | <b>39,722</b>        | <b>39,525</b>      | <b>40,179</b>   | <b>559</b>        | <b>40,738</b>      |
| <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> | <b>1,883</b>         | <b>1,883</b>       | <b>1,348</b>    | <b>131</b>        | <b>1,479</b>       |
| <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 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

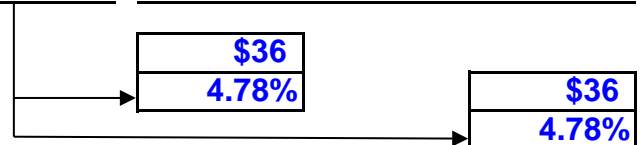


### 2016 Business Plan

### 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 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)



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:**

|   |
|---|
| <p>of our diverse community, including children, youth and the aging population</p> <p><b>Responsibility - Lead</b></p>   |
| <p><b>Key Deliverables</b></p> <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>                   |
| <p><b>Performance Targets</b></p> <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 | Approved | Base     | Program | Proposed |
|  | Actuals   | Budget   | Budget   | Change  | 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>1.23%</b>      | <b>\$168</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     |
|   | <hr/> |
|   | 6     |
|   | <hr/> |

#### 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)   |
|   | <hr/>   |
|   | -       |
|   | <hr/>   |

**Total Program Changes** 62



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

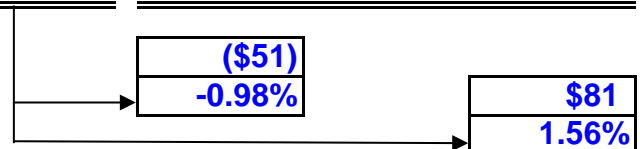


### 2016 Business Plan

### 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)



**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





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>       |
|                                       |                      |                    |                |                   | <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<br>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 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:**

**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**

- ◆ 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.
- ◆ Provide enhanced medical and nursing services.
- ◆ Provide access to physio and occupational therapy for residents.
- ◆ Provide adult day programs for the aging population.

**Performance Targets**

- ◆ Average occupancy.
- ◆ Annual resident and family overall satisfaction rate.
- ◆ Per diem costs.
- ◆ Hours of nursing and personal care per resident per day.



## PROGRAM SUMMARY

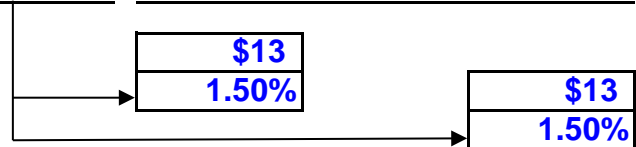


### 2016 Business Plan

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

| By Program                  | 2015                 |                    | 2016           |                   |                    |
|-----------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                  | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>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 Increase (Decrease)



#### 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                          |
|                                       | <b>13</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 |
| <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

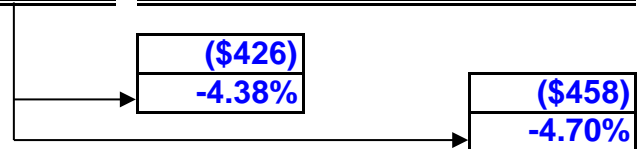


### 2016 Business Plan

### 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)

---

(113)

**Total Program Changes** (32)

## 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)

|   |         |   |
|---|---------|---|
|   | (\$570) |   |
| → | -5.85%  | → |
|   | (\$31)  |   |
| → | -0.32%  | → |

#### 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> <hr style="border: 0.5px solid black;"/> <p>Subtotal 4</p> |
|--|---|

**Food Services**

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>◆ Statutory Holiday Premiums - increase to better reflect actual costs.</li> </ul> | <p>8</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal 8</p> |
|---|---|

**Environmental Services**

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>◆ Statutory Holiday Premiums - increase to better reflect actual costs.</li> </ul> | <p>10</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal 10</p> |
|---|---|

---

**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 3

- ◆ 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 55

**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 117

- ◆ Other Accommodation - Furniture (couches, chairs in lobby) 10

- ◆ Other Accommodation - Food Re-thermalization Equipment 33

Subtotal 43

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 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

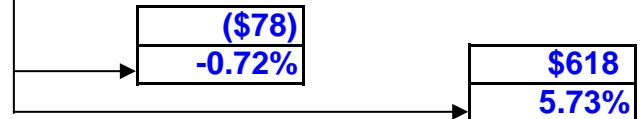


### 2016 Business Plan

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)

---

(111)

---

**Total Program Changes** 696

## 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

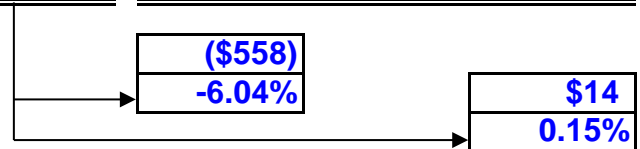


### 2016 Business Plan

### 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 |
|   | 35 |

#### Specialized Medical Services

|  |      |
|--|------|
| ♦ High Intensity Needs - reduction in Medical Supplies account to reflect actual expenditures. | (45) |
|  | (45) |

#### 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          |
|  | Subtotal 38 |

##### Safety & Training

|  |              |
|--|--------------|
| ♦ Education and Training - reallocate \$3k to Education & Training account under Home Administration to reflect actual expenditures. | (3)          |
|  | Subtotal (3) |

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           |
|   | Subtotal 39 |

# 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)

---

(42)

**Total Program Changes** 572

## PROGRAM SUMMARY

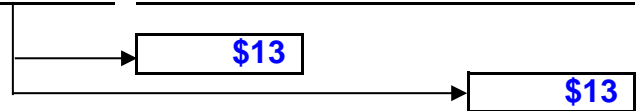


### 2016 Business Plan

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

| By Program                      | 2015                 |                    | 2016           |                   |                    |
|---------------------------------|----------------------|--------------------|----------------|-------------------|--------------------|
| (\$,000's)                      | Estimated<br>Actuals | Approved<br>Budget | Base<br>Budget | Program<br>Change | Proposed<br>Budget |
| <u>Expense/Revenue Programs</u> | \$                   | \$                 | \$             | \$                | \$                 |
| <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 Increase (Decrease)



### Summary of Base Budget Changes

|                     | \$ | Comments           |
|---------------------|----|--------------------|
| Salaries & Benefits | 13 | Economic increases |
|                     | 13 |                    |



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

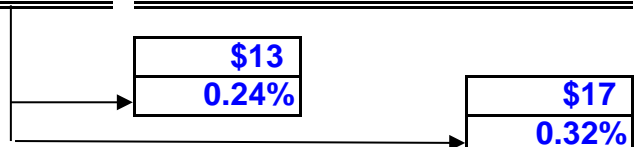


### 2016 Business Plan

### 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   |  |

## 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 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 tradeshows/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

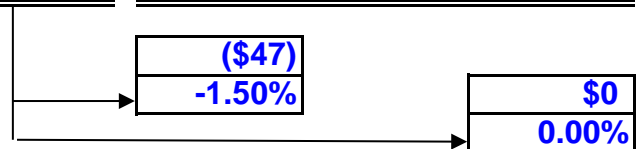


### 2016 Business Plan

### 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

---

- 8**

#### 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)

---

- (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

---

- 25**

#### 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

---

-

## 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> </ul> | (23) |
| <ul style="list-style-type: none"> <li>◆ Increase in Professional, Technical and Consulting to support new programming for Soft Landing Program in partnership with Spark Centre.</li> </ul>   | 25   |
|  | 2    |

#### 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> | 1 |
|  | 1 |

#### Revenue Programs

|  |           |
|--|-----------|
| <ul style="list-style-type: none"> <li>◆ Decrease in Art of Transition revenue.</li> </ul> | 21        |
|  | 21        |
| <b>Total Program Changes</b>   | <b>47</b> |

## PROGRAM SUMMARY



### 2016 Business Plan

### Regional Council

| 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 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

## PROGRAM SUMMARY

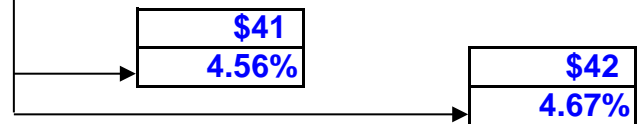


### 2016 Business Plan

### 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)



### 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 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 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  |   | \$32  |
| 1.13% | → | 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 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 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) |

|  |    |
|--|----|
|  | 37 |
|--|----|

**Total Program Changes**



**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>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

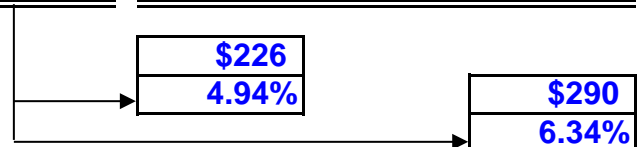


### 2016 Business Plan

### 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)



### 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 |

|                              |           |
|------------------------------|-----------|
| <b>Total Program Changes</b> | <b>64</b> |
|------------------------------|-----------|



**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:**

|  |
|--|
| <p><b>Strategic Goal 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.</p>   |
| <p><b>Responsibility</b> - Support</p>   |
| <p><b>Key Deliverables</b></p> <ul style="list-style-type: none"> <li>◆ Continue to implement virtual server technology to reduce the energy draw and cooling requirements for the Corporate Data.</li> <li>◆ Investigate cloud applications to reduce Headquarters energy draw, including cloud backup for offsite redundancy.</li> </ul> |
| <p><b>Performance Targets</b></p> <ul style="list-style-type: none"> <li>◆ Move from 60 per cent virtualized hardware to a 80 per cent virtualization of computer server infrastructure.</li> </ul>  |

|   |
|---|
| <p><b>Strategic Goal 3.4</b> - Support the co-ordination of growth with the provision of both hard and soft infrastructure and services.</p>  |
| <p><b>Responsibility</b> - Support</p>  |
| <p><b>Key Deliverables</b></p> <ul style="list-style-type: none"> <li>◆ Continued implementation of Security Awareness program for Regional staff as it pertains to email and data/information.</li> <li>◆ Replace current archiving mail system for integrated application.</li> </ul> |
| <p><b>Performance Targets</b></p> <ul style="list-style-type: none"> <li>◆ Finalize implementation of improved data communications for Regional departments.</li> <li>◆ Implement improved wireless technology for Health, Works and Social Services Departments.</li> </ul>            |

## 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 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 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 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

|                                       | \$             | Comments  |
|---------------------------------------|----------------|---|
| 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 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.
- ◆ Addition to Marketing/Promotion for promotion of Records and Information Management services.
- ◆ Increase for Purchased Services to allow for transfer of permanent records to offsite location.

4  
2  
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

**Total Program Changes** 129



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

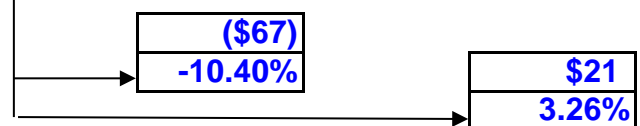


### 2016 Business Plan

### Durham Emergency Management Office

| By Program                                       | 2015         |              | 2016         |           |              |
|--|--------------|--------------|--------------|-----------|--------------|
| (\$,000's)                                       | Estimated    | Approved     | Base         | Program   | Proposed     |
| <u>Expense Programs</u>                          | Actuals      | Budget       | Budget       | Change    | Budget       |
|  | \$           | \$           | \$           | \$        | \$           |
| <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



**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**

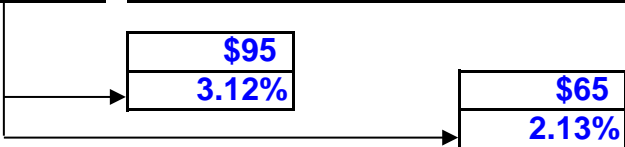


**2016 Business Plan**

**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 Increase (Decrease)



**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 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<br>Reserve Fund   | 200                  | 200                | 200            | -                 | 200                |
| 4 Sick Leave Reserve                      | 570                  | 570                | 570            | -                 | 570                |
| 5 Reward and Recognition<br>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<br>Development     | 91                   | 102                | 102            | -                 | 102                |
| 10 Management/Exempt<br>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<br>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<br>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 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

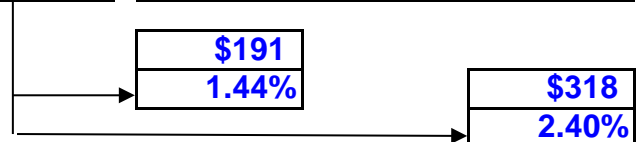


### 2016 Business Plan

### 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**

|                                       | <u>\$</u>         | <u>Comments</u>            |
|---------------------------------------|-------------------|----------------------------|
| 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                  | <u>35</u>         | Courier Van                |
|                                       | <u><u>191</u></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)

---

-

---

#### 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

---

47

---

#### Financial Housing Services

- ◆ Financial Housing Services' share of costs related to the operation and maintenance of Regional Headquarters.
1

---

1

---

#### 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

---

-

---

#### Headquarters Shared Cost

- ◆ Finance's share of costs related to the operation and maintenance of Regional Headquarters.
6

---

6

---

#### Tangible Capital Assets

**New:**

- ◆ Refer to TCA New Schedule for further details.
73

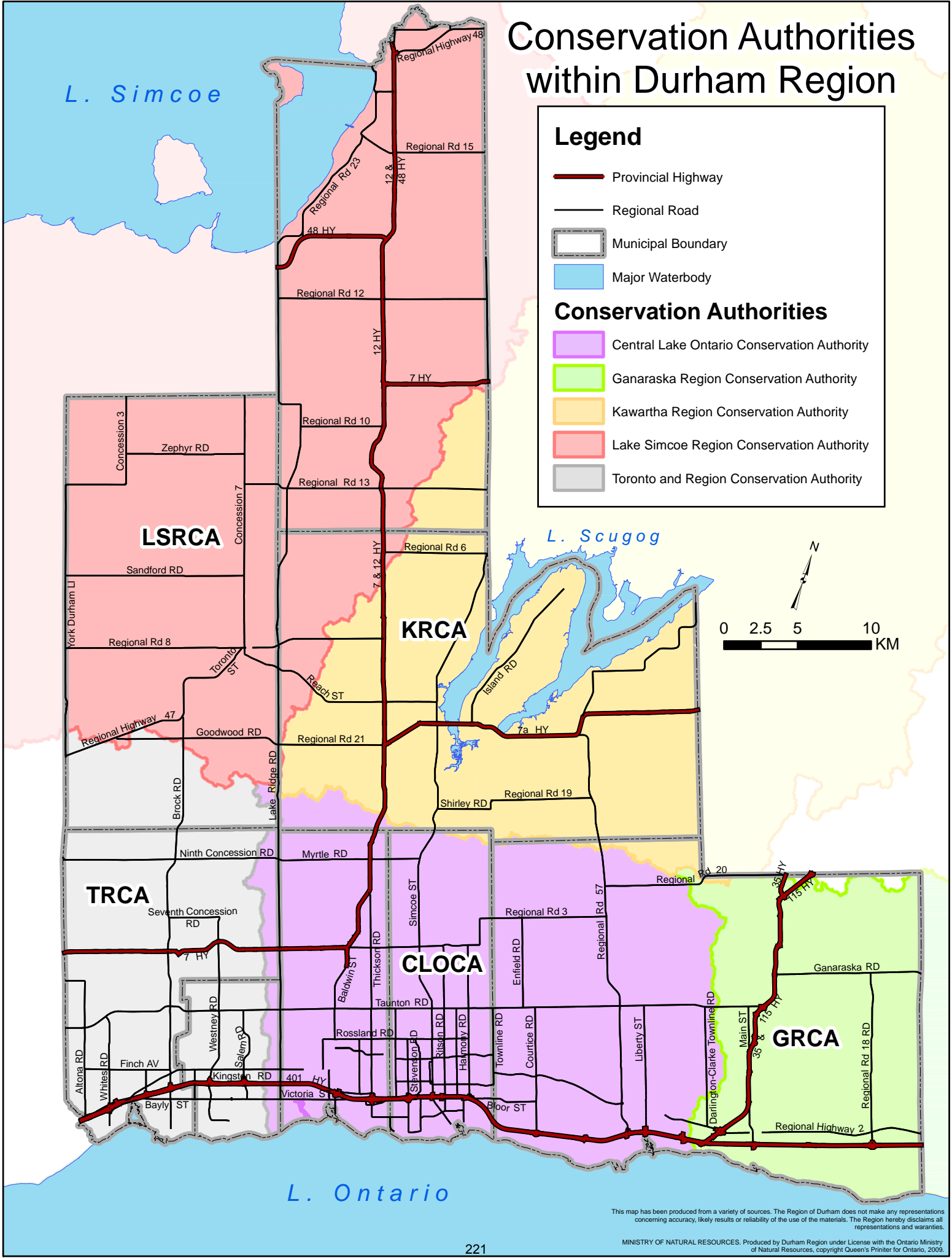
---

73

---

**Total Program Changes** 127

# Conservation Authorities within Durham Region



## Legend

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

## Conservation Authorities

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

**LSRCA**

**KRCA**

**TRCA**

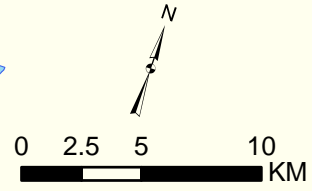
**CLOCA**

**GRCA**

L. Simcoe

L. Scugog

L. Ontario



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

**PROGRAM SUMMARY****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<br>\$ | Restated<br>Budget<br>\$ | Target<br>Budget<br>\$ | CVA<br>Change<br>\$ | Proposed<br>Budget<br>\$ |
| 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>             |



100 Whiting Avenue  
Oshawa, Ontario  
L1H 3T3  
Phone (905) 579-0411  
Fax (905) 579-0994

Web: [www.cloca.com](http://www.cloca.com)  
Email: [mail@cloca.com](mailto:mail@cloca.com)

**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,

A handwritten signature in black ink that reads "Chris Darling".

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

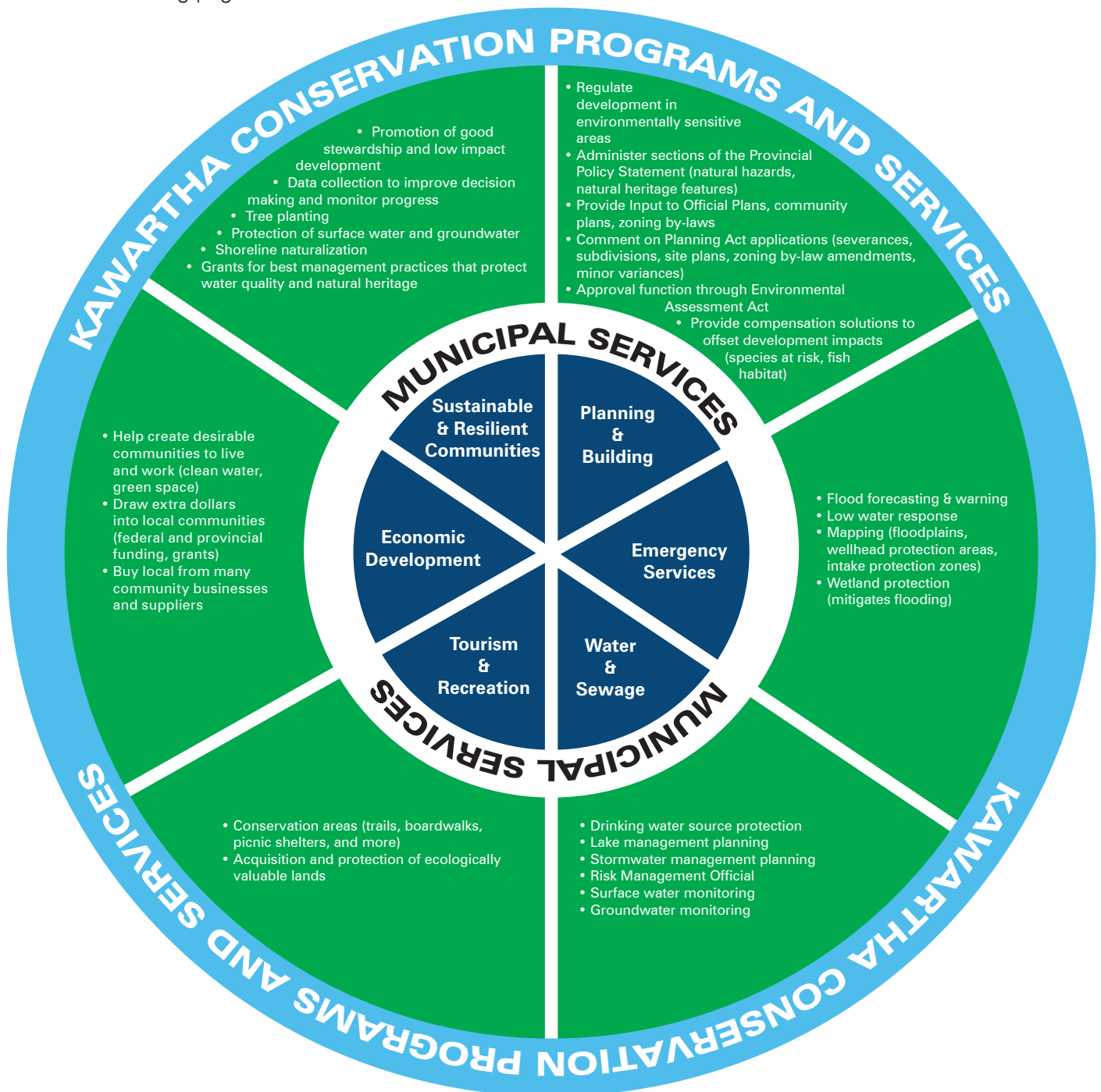
## Municipality of Clarington

- 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.



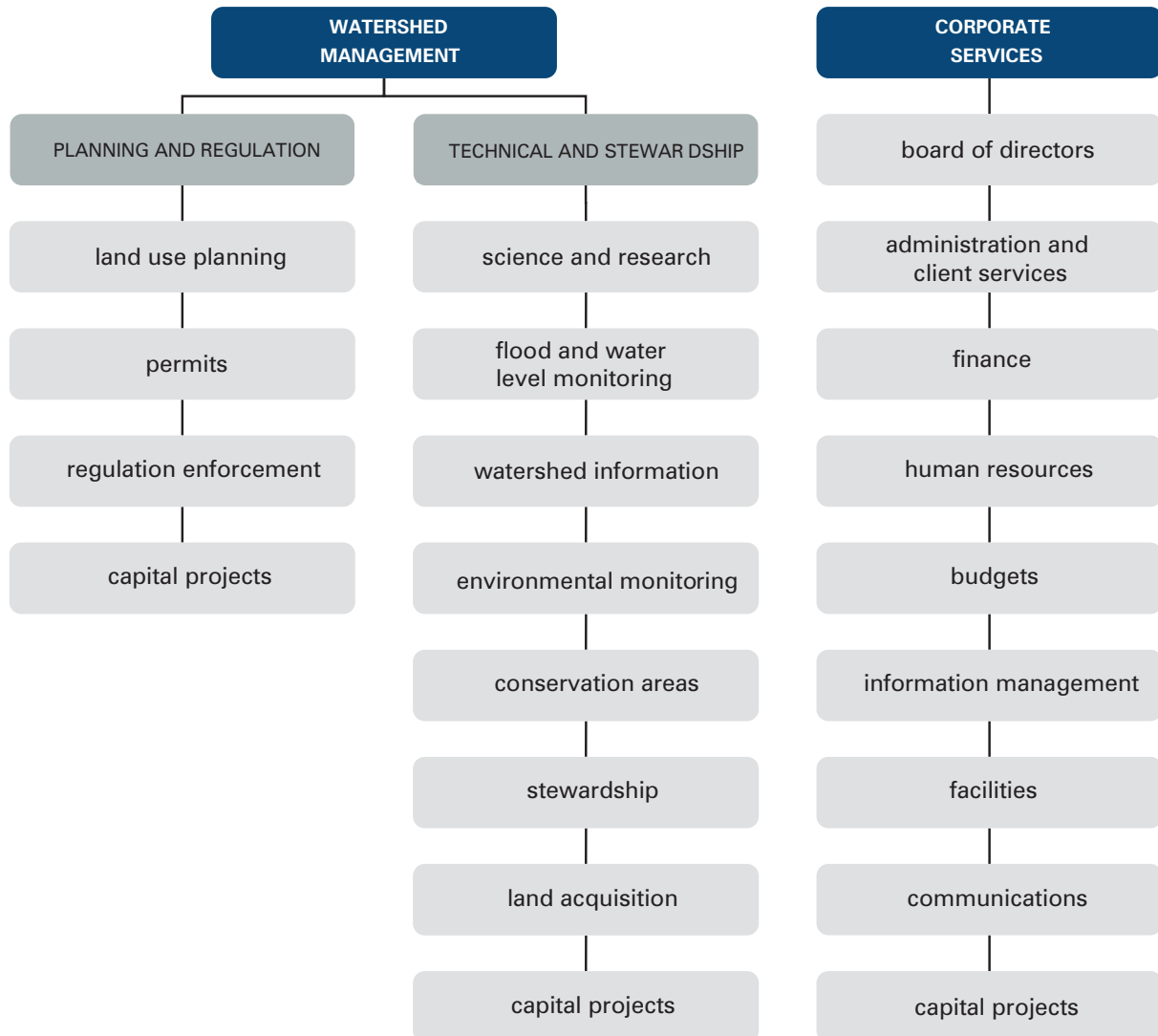
**Protect**



**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       |  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
| Oak Ridges Moraine Alliance               |  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
| Stewardship services and shoreline advice |  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
| 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                               |                    |                  |                  |                  |                   |                  |                  |                  |                  |
| 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  |                    |                  |                  |                  |                   |                  |                  |                  |                  |
| 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

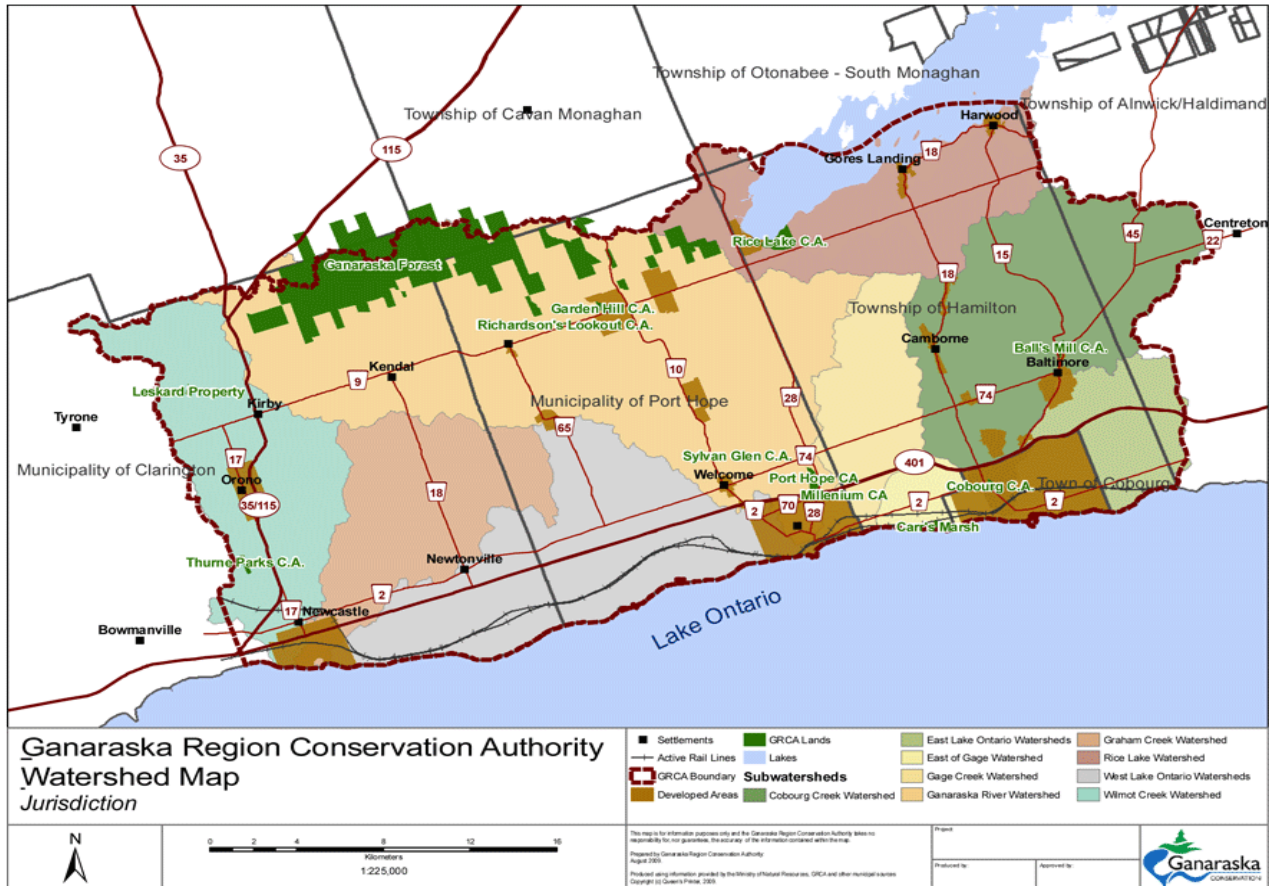
A handwritten signature in blue ink, appearing to read "Linda J. Laliberte".

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**

| SPECIAL PROGRAMS/PROJECTS   | 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>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                |                  | 0                |
|   |                    | 20,000           | 20,000             | 20,000           | 50%              | 40,000           |               | 20,000           | 50%        | 40,000           |                  | 30,000           | 50%           | 60,000           |            | 30,000           | 50%              | 60,000           |
| <b>Sub-total</b>  |                    | <b>20,000</b>    | <b>20,000</b>      | <b>20,000</b>    |                  | <b>40,000</b>    |               | <b>20,000</b>    |            | <b>40,000</b>    |                  | <b>0</b>         |               | <b>0</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                |                  | 0                |
| Port Granby/Bouchette Creek Watershed Annual Watershed Report Cards & Updates             | Project            | 0                | 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           | 36%              | 70,000           |
|   |                    | 0                | 0                  | 0                |                  | 0                |               | 20,000           | 100%       | 20,000           |                  | 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>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           |
| <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>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          |
| <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>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           |
| 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>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           |
| 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           |
| Administration Building Capital Improvements  |                    |                  |                    |                  |                  |                  |               |                  |            |                  |                  |                  |               |                  |            | 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>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                |               | 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>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                |                  | 6,000            |
| <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>6,000</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           |
| 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           |
| 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                |
| Update Hazard Policies & Procedures   | Project            | 10,000           | 10,000             | 0                |                  | 0                |               | 16,000           | 100%       | 16,000           |                  | 16,000           | 100%          | 16,000           |            | 0                |                  | 0                |
| Data Management   | Project            |                  |                    |                  |                  |                  |               |                  |            |                  |                  | 25,000           | 50%           | 50,000           |            | 25,000           | 42%              | 60,000           |
| <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>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>Oak Ridges Moraine Conservation Plan &amp; Gap</b>                                     |                    | 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>Regional Land Securement</b>   |                    | 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>         |



**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

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 Messrs. 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

---

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.”

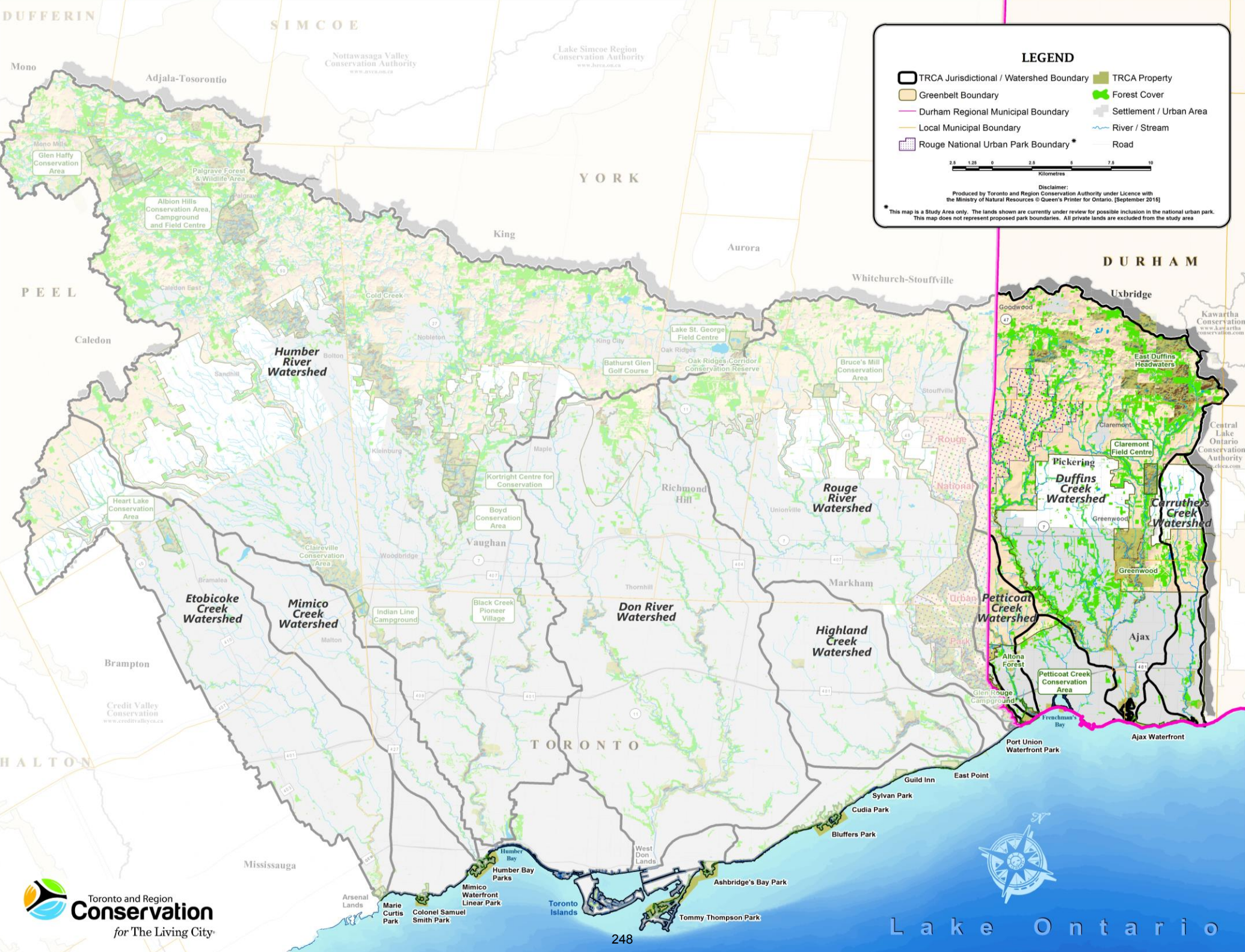
*Building The Living City*, TRCA’s 10-year Strategic Plan 2013-2022, builds on the pillars of *The Living City* and the Guiding Principles. It sets out how TRCA will fulfill its mandate and apply its ideals to arrive at sensible answers to the new realities that are shaping the Toronto region. TRCA, 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.

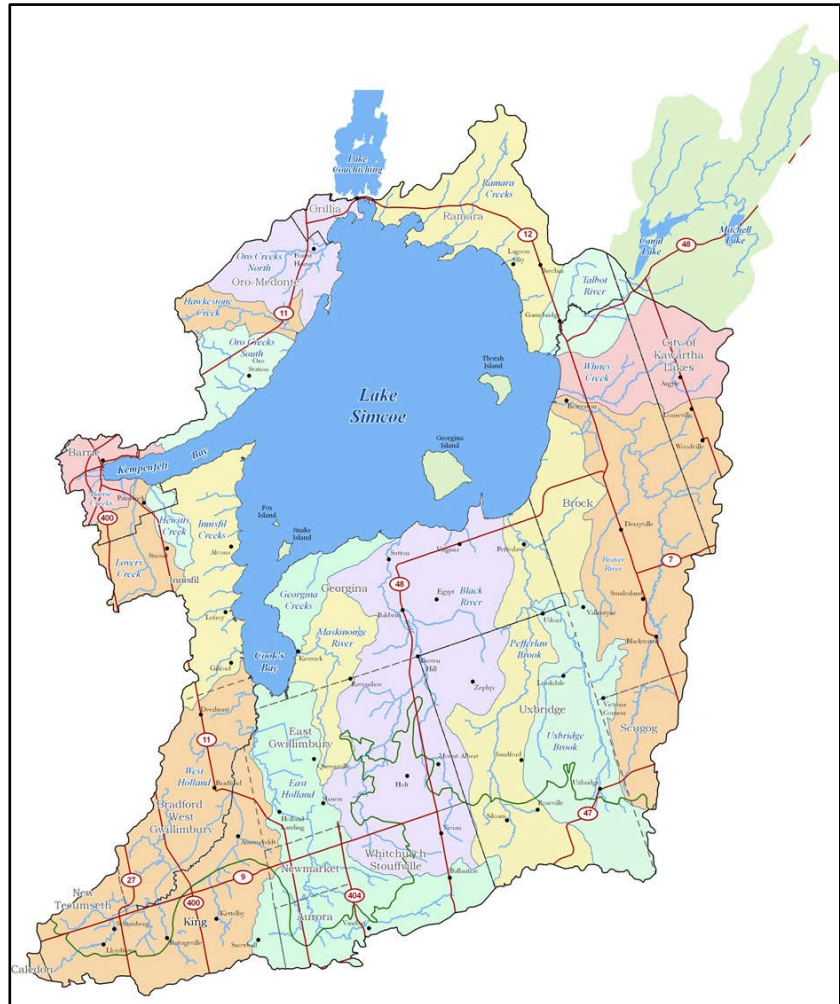
Mike Walters  
Chief Administrative Officer

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*



## TABLE OF CONTENTS

|   |   |
|---|---|
| Executive Summary.....                                    | 3 |
| Situational Assessment – current state .....              | 4 |
| Project Description .....                                 | 5 |
| Asset Maintenance – Scanlon creek operations Centre ..... | 5 |
| project cost estimate .....                               | 7 |
| project funding.....                                      | 7 |
| Critical Assumptions and Risk Assessment .....            | 7 |
| Implementation Timeline .....                             | 8 |
| Cost/Benefit Analysis .....                               | 8 |
| Performance Measures.....                                 | 8 |
| Conclusions and Recommendations.....                      | 9 |

## 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                                    | • Scanlon Creek Operations Centre infrastructure work continued |

### 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   | • Scanlon Creek Operations Centre infrastructure work continued |

## 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*



## TABLE OF CONTENTS

|   |    |
|---|----|
| Executive Summary.....                        | 3  |
| Situational Analysis.....                     | 4  |
| Project Description .....                     | 5  |
| Project Funding .....                         | 7  |
| Critical Assumptions and Risk Assessment..... | 7  |
| Implementation Timeline .....                 | 8  |
| Cost/Benefit Analysis .....                   | 8  |
| Performance Measures.....                     | 9  |
| Conclusions and Recommendations.....          | 10 |



## 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.

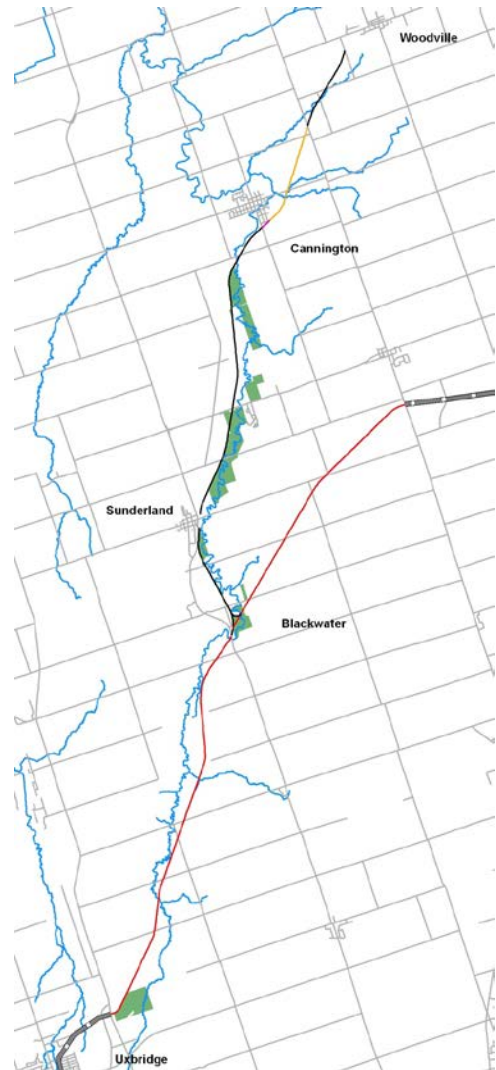
Conservation lands **administration**, such as insurance, land taxes, legal disputes and easement requests, is currently funded through municipal general levy which is provided by Lake Simcoe watershed municipalities.

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.

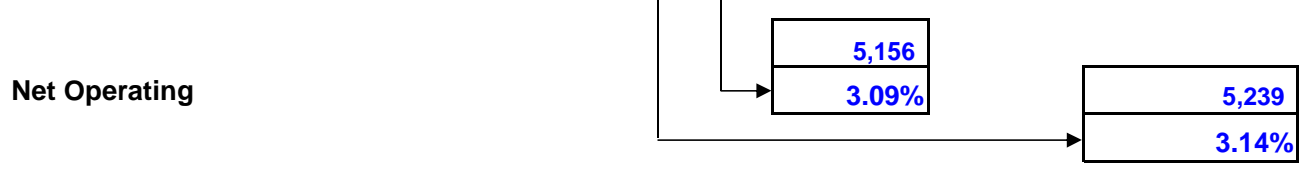
**PROGRAM SUMMARY**



**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         |
|   |                   |                 | 6,560       |                | 6,994           |
|   |                   |                 | 3.63%       |                | 3.87%           |

**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 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</b> - Encourage the development of an integrated transportation system that includes alternative transportation development.</p> <p><b>Responsibility</b> - Lead</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</b> - Support</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

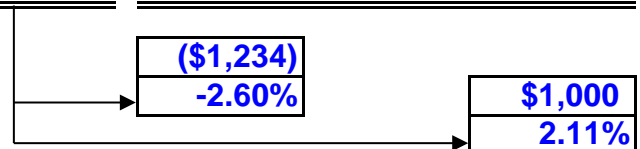


### 2016 Business Plan

### 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>                        | <b>\$</b>            | <b>\$</b>          | <b>\$</b>      | <b>\$</b>         | <b>\$</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="border: 0.5px solid black;"/> <p>(11)</p> |
|---|---|

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Durham Region Transit

(\$,000's)

#### Operations

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>◆ New Positions: 6 Full Time Operators effective September 1, 2016 for service plan adjustments as detailed in Table 1 below. (Annualized cost is \$522k)</li> <li>◆ 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.</li> <li>◆ 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.</li> <li>◆ 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).</li> <li>◆ Increase in Shift Premiums (\$209k) based on 2015 collective agreement requirements and actuals, and Statutory Holiday Premiums (\$30k) to represent actuals.</li> <li>◆ Increase in Car Allowance (\$4k) due to utilization of operators between divisions and Education and Training (\$1k) to increase number of relief driver trainers.</li> <li>◆ Decrease in Uniforms and Protective Clothing resulting from changes to collective agreement (e.g. removal of cleaning allowance).</li> <li>◆ 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.</li> <li>◆ Decrease in Professional, Technical and Consulting.</li> <li>◆ Increase in Contracted Service due to route adjustments as detailed in Table 1.</li> <li>◆ Reduction in Contracted Service costs to reflect actuals.</li> <li>◆ Increase in GO Transit Fare Agreement costs based on new rates effective April 1, 2016.</li> <li>◆ 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.</li> <li>◆ Increase in Building Renovations.</li> </ul> | <p>174</p> <p>73</p> <p>(96)</p> <p>314</p> <p>239</p> <p>5</p> <p>(31)</p> <p>8</p> <p>(2)</p> <p>33</p> <p>(55)</p> <p>120</p> <p>16</p> <p>4</p> <hr style="border: 1px solid black;"/> <p>802</p> |
|---|---|



## 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><u>Operations</u></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><u>Maintenance</u></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   |
|  | 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    |
|  | 287  |

#### Northern Service

|                                  |     |
|----------------------------------|-----|
| ♦ Decrease in Telephone expense. | (1) |
|                                  | (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  |
|   | 41 |

## EXPLANATION OF PROGRAM CHANGES



### 2016 Program Changes

### Durham Region Transit

(\$,000's)

#### Headquarters Shared Cost

|   |   |
|---|---|
| ♦ Transit's share of costs related to the operation and maintenance of Regional Headquarters. | 1 |
|   | 1 |

#### Bus Rapid Transit

|   |     |
|---|-----|
| ♦ Debt charges for the debenture of the New Raleigh Maintenance facility. | 513 |
|   | 513 |

#### Tangible Capital Assets

**New:**

|  |       |
|--|-------|
| ♦ Refer to TCA New Schedule for further details.                 | 64    |
| ♦ Major Capital - property tax financing - see TCA New Schedule. | 1,184 |
|  | 1,248 |

#### **Total Expenditure Programs**

**3,429**

#### Fares

|   |       |
|---|-------|
| ♦ 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) |

#### U-Pass

|  |       |
|--|-------|
| ♦ 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) |

#### **Total Revenue Programs**

**(1,195)**

#### **Total Program Changes**

**2,234**



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>   |

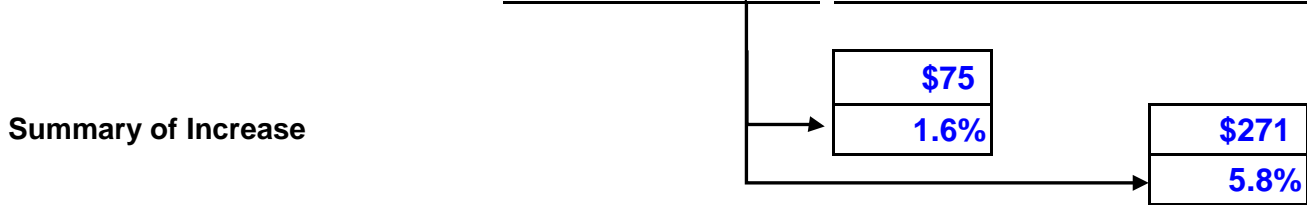
**PROGRAM SUMMARY**



**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)

#### Tangible Capital Asset

##### Replacement

- ◆ Increase in Tangible Capital Assets - Replacement (Refer to Schedule)

196

**Total Program Changes**

**196**

## PROGRAM SUMMARY

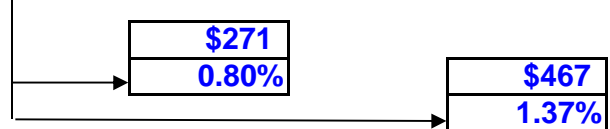


### 2016 Business Plan

### Provincial Download 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>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)



### 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