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**2017 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.



**2017 Business Plan**

**Works - General Tax**

**Major Services & Activities (continued)**

**Linear Infrastructure**

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

**Facilities Management**

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

**Real Estate**

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

**Storm Sewers**

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

**Regional Forest**

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

**Regional Fleet Vehicles**

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



**2017 Business Plan**

**Works - General Tax**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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



**2017 Business Plan**

**Works - General Tax**

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



## PROGRAM SUMMARY



### 2017 Business Plan

### Works - General Tax

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Works - General Tax

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Works - General Tax

#### Summary of Base Budget Changes

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Works - General Tax

\$ 000's

#### Maintenance Operations

##### Winter Control

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

##### Roadside Maintenance

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

##### Storm Sewers

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

#### Traffic Operations

##### Signals and Systems

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

##### Signs, Markings and Roadside Protection

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

##### Engineering and Central Control Systems

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Works - General Tax

\$ 000's

#### Engineering and Staff Support

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

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



### 2017 Program Changes

### Works - General Tax

\$ 000's

#### Depot Operations

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

#### Fleet Operations

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

#### Payroll Clearing

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

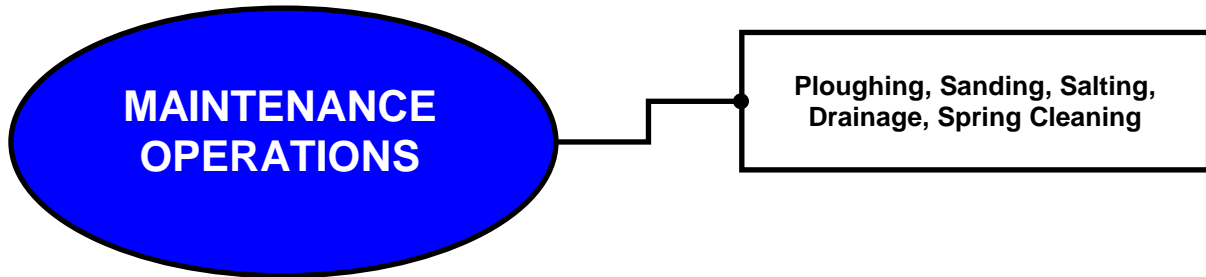
#### Tangible Capital Assets

♦ Program changes include the acquisition of new assets and the replacement of assets related to depot operations, facilities management, fleet, equipment and construction projects, including the construction of municipal services. Refer to capital schedules for detailed information	363
	363
<b>Total Program Changes</b>	<b>172</b>



**2017 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

- ◆ A significant portion of the Region's road network is located in the rural area in northern Durham which is subject to more frequent winter storm events than the southern areas of Durham. The number of events in 2016 by each area depot are:  
Ajax/Pickering - 42, Oshawa/Whitby - 36, Orono - 55, Brock/Sunderland/Uxbridge - 53 and Scugog - 56
- ◆ The operating costs for winter maintenance are influenced by:
  - The frequency and severity of winter storm events and freeze-thaw cycles
  - The extent of the road network located in urban areas
  - The municipality's service threshold for responding to a winter storm event
- ◆ An innovative program of equipping road patrol vehicles with infrared road temperature sensors, a plow and a sander/salter unit to provide a rapid response to developing road conditions has been in place since 2007
- ◆ Incorporation of new technologies in winter control as identified through the Region of Durham Salt Management Plan including the use of liquids (salt brine) for pre-wetting (wetting granular salt) and anti-icing (spraying brine only) through a phased approach. The pre-wet salt application enables salt to work more efficiently. Pre-wetting and anti-icing is performed at all five (5) Regional depots
- ◆ Anti-icing operations include hills, curves, bridges and sheltered areas prone to frost and "black ice" at intersections
- ◆ The Regional road system is composed entirely of arterial roads. Arterial roads face enhanced impacts of higher volumes of traffic and therefore demand and receive a higher level of service than non-arterial roads. On a small segment of the Regional road network winter maintenance services are provided by the local municipalities (Town of Ajax, Town of Whitby and the Municipality of Clarington) and these costs are included in the operating costs per lane kilometre
- ◆ Allowance for 600 truck loads of snow to be removed from the Regional roads where there is insufficient room for snow storage
- ◆ 12,500 m of snow fence will be erected and removed to control snow drifting across Regional roads



**2017 Program Detail**

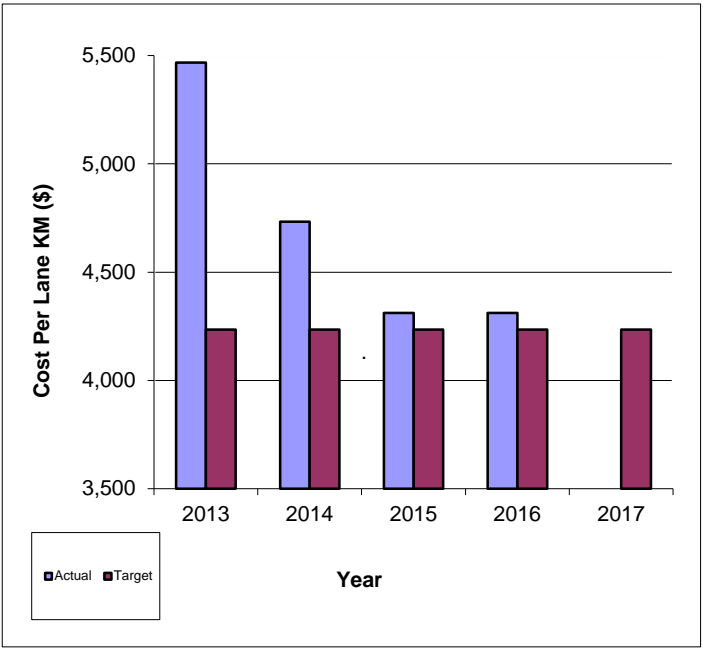
**Works - General Tax**

**Description of Program Resources:**

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

**Performance Measurements:**

**Efficiency:**



**Winter Operating Cost Per Lane KM**

*The 2015 cost for Winter Operations at \$4,311/km is lower than 2014. This decreased costs is reflective of the decreased number of winter storms, and the shorter duration and severity of winter storms that affected Durham Region in 2015 as well as growth in lane kms\**

Costs derived from FIR documentation

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



**PROGRAM 1  
WINTER CONTROL**



**2017 Program Detail**

**Works - General Tax**

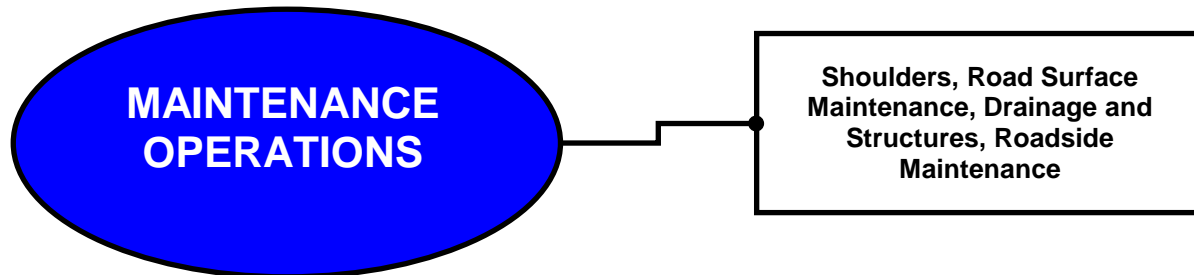
Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Ploughing	4,608	4,826	4,816	(106)	4,710
Ploughing - Municipal Billing	49	67	66	25	91
Snow Removal	135	121	122	(17)	105
Snow Removal-Ditch-Municipal Billing	61	48	48	2	50
Standby - Contract	1,751	1,699	1,699	141	1,840
Call Out Contract	1,504	1,375	1,375	129	1,504
Snow Fencing Erection	195	205	208	-	208
Winter Road Supervision	197	229	233	-	233
Winter Road Patrol	402	329	334	-	334
Loading Sand-Salt	1	-	-	-	-
Drainage	193	203	205	-	205
Spring Cleaning	234	285	287	(19)	268
Off Duty Time	75	70	71	-	71
Spring Cleaning - Municipal Billing	44	23	23	12	35
Winter Maintenance Other	110	96	97	-	97
<b>Net Program Expenses</b>	<b>9,559</b>	<b>9,576</b>	<b>9,584</b>	<b>167</b>	<b>9,751</b>

## PROGRAM 2 ROADSIDE MAINTENANCE



### 2017 Program Detail

### Works - General Tax



#### Purpose:

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

#### Description of Program Activities:

- ◆ This program includes activities related to the maintenance of the 2,368 lane kilometres of paved road surface, and 218 bridges and culverts greater than 3 metres
- ◆ Patching activities cover filling potholes, ruts and depressions utilizing approximately 4,000 tonnes of cold and hot mix asphalt
- ◆ Treatment of shoulders with liquid calcium chloride to control dust as required
- ◆ Priming of shoulders with liquid asphalt to control dust and erosion problems as required
- ◆ Maintenance of roadside visibility and safety, including tree removal and trimming and vegetation control
- ◆ Ditches will be cleaned and re-graded as required
- ◆ Entrance culverts will be cleaned to remove gravel and vegetation as required/requested, on a cost recovery basis
- ◆ Cleaning of catch basins
- ◆ Mowing of rural roadside grass one swath wide in two mowings per cutting season
- ◆ Mowing of 95 ha of urban boulevards 12 times per cutting season

#### Description of Program Resources:

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

#### Performance Measurements:

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



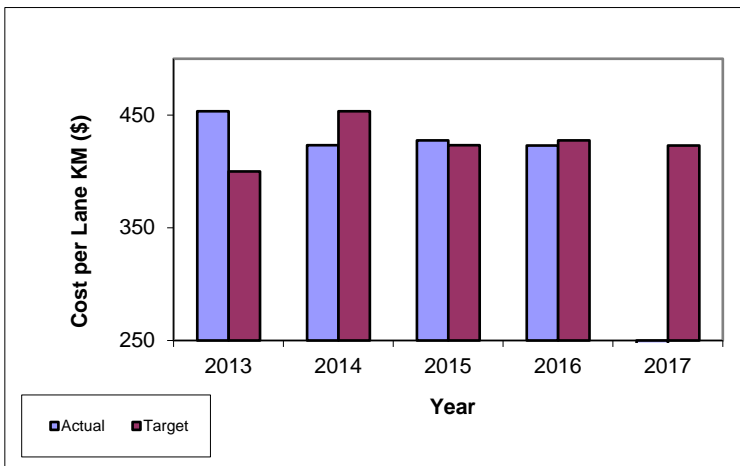
**2017 Program Detail**

**Works - General Tax**

**Performance Measurements (continued):**

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

**Efficiency**

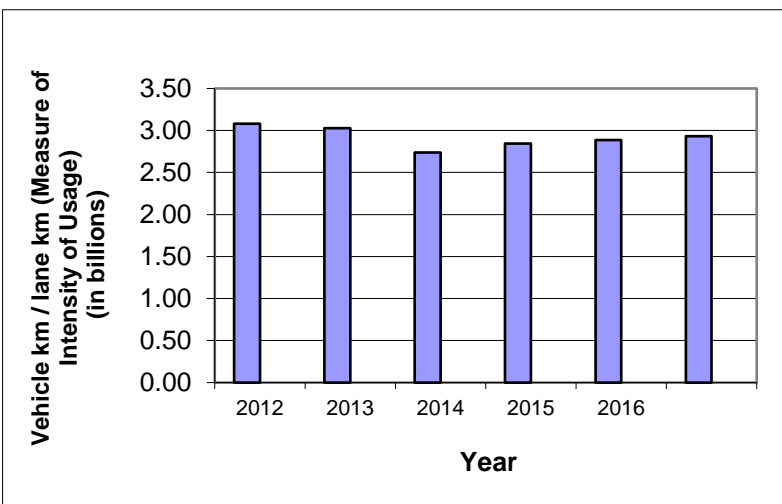


**Maintenance Operations Asphalt Roller Patch Cost per Lane Km**

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

\* Additional lane kms have been assigned to the road inventory as a result of the new FIR definition which has changed for year end 2014 to include parking, storage, ramp and turning lanes.  
\* Lane kms for 2017 are estimated.

**Community Impact**



**Growth in Road Network Use**

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

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

**PROGRAM 2  
ROADSIDE MAINTENANCE**



**2017 Program Detail**

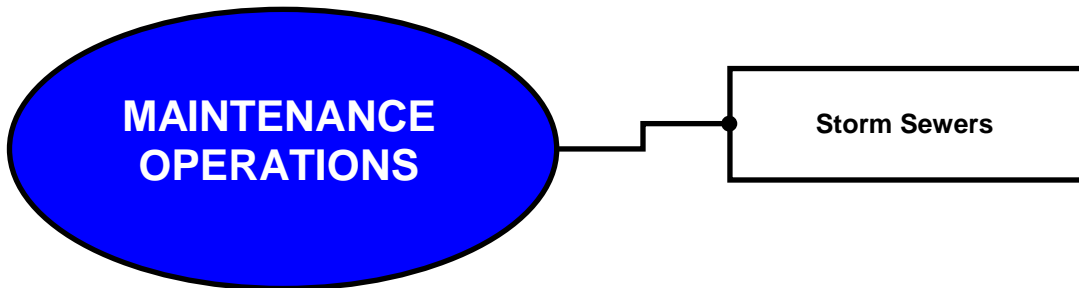
**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Asphalt Surface Repair Patch					
Roll	911	1,002	1,013	(39)	974
Spray Patching - Primed					
Shoulders	213	316	319	(50)	269
Shoulder Grading	837	824	831	-	831
Shoulders Dust Control	11	17	17	-	17
Ditching	590	610	615	6	621
Bridge Maintenance	93	116	117	(3)	114
Replace Culverts	130	155	156	(3)	153
Catchbasins Mechanical					
Cleaning	58	79	80	7	87
Catchbasin Other	117	109	110	6	116
Curb & Gutter Replacement	7	15	15	(7)	8
Machine Mowing - Rural	184	155	156	23	179
Machine Mowing - Urban	275	172	173	84	257
Vegetation Control	15	43	43	(25)	18
Cutting Brush & Trees	396	353	357	2	359
Litter Pickup	310	225	229	81	310
Landscaping Other	87	88	87	-	87
<b>Net Program Expenses</b>	<b>4,234</b>	<b>4,279</b>	<b>4,318</b>	<b>82</b>	<b>4,400</b>



**2017 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

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

**Performance Measurements:**

- ◆ Maintenance of 291 km of Regional storm sewers (does not include cross culverts) which include 4,456 maintenance holes and 453 outfalls
- ◆ Cleaning of storm sewers by hydrojet flushing or by dragging with bucket machines when accumulations of sediment reach a depth of 1/6 of the pipe diameter in 1,060 mm pipe or smaller, or 180 mm in depth in pipe larger than 1,060 mm

**PROGRAM 3  
STORM SEWERS**



**2017 Program Detail**

**Works - General Tax**

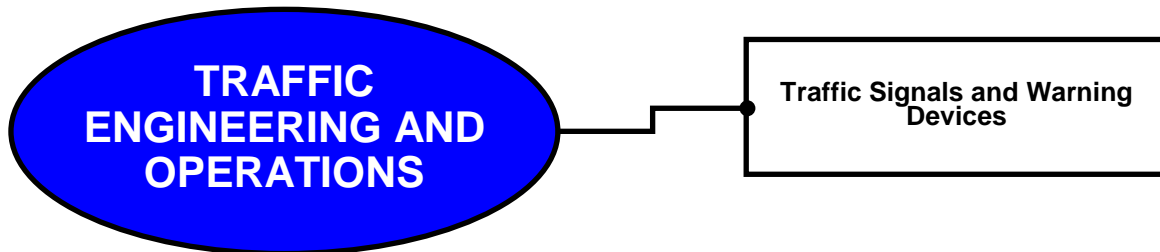
Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Storm Sewer Inspection- Visual	30	20	20	4	24
Inspect CCTV	-	2	2	-	2
Other General	8	3	3	5	8
Storm Sewer Cleaning Hydrojet	8	16	16	(2)	14
Storm Sewer Cleaning Other	21	5	5	10	15
Storm Sewer Maintenance Hole					
Other	116	151	153	(28)	125
Service Repair	11	10	10	3	13
Storm Sewer Outfall Repair	5	10	10	5	15
<b>Net Program Expenses</b>	<b>199</b>	<b>217</b>	<b>219</b>	<b>(3)</b>	<b>216</b>

## PROGRAM 4 TRAFFIC - SIGNALS AND SYSTEMS



**2017 Program Detail**

**Works - General Tax**



### **Purpose:**

- ◆ Installation and maintenance of traffic control signal and warning devices, Intelligent Transportation Systems (ITS) and associated communication infrastructure. A diverse range of activities provide for the expansion and preservation of the Regional and related municipal and provincial traffic signal/system networks and service level requirements to ensure the safe and efficient movement of vehicular and pedestrian traffic
- ◆ Evaluation of new technologies, materials and methods (e.g. replacement of incandescent traffic signal bulbs with light emitting diodes) to reduce power consumption and maintenance costs, the testing of new equipment and materials (e.g. polycarbonate signal housings, reflectors, electrical wiring, suppression, fibre-optics and wireless communications), and related process improvements
- ◆ Preparation, installation and maintenance of traffic control devices and beacons, central traffic control system devices, closed circuit television (CCTV) and associated communication and ITS technologies to ensure right-of-way control and operational efficiencies in accordance with prescribed regulations and standards
- ◆ Utility locates and approvals to ensure that underground electrical services are identified prior to road reconstruction and utility excavation
- ◆ Certification and training of operations staff to ensure compliance with regulations and technology knowledge

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

- ◆ Regular and on-call emergency traffic signal maintenance in compliance with regulations
- ◆ Traffic control signal and beacon installations
- ◆ Vehicle loop detector repair to ensure proper vehicle detection and efficient signal operation
- ◆ Electronic bench repair
- ◆ Emergency fire and railway signal pre-emption services/provisions
- ◆ Bi-annual conflict monitor testing in compliance with regulations
- ◆ Annual inspections of infrastructure
- ◆ Relamping and cleaning of traffic signal housings and reflectors as directed by regulations
- ◆ Provide locating service of all underground electrical plant
- ◆ Product evaluations and testing
- ◆ ITS maintenance (data communications, CCTV, fibre-optics, traffic control systems)

# PROGRAM 4 TRAFFIC - SIGNALS AND SYSTEMS



## 2017 Program Detail

## Works - General Tax

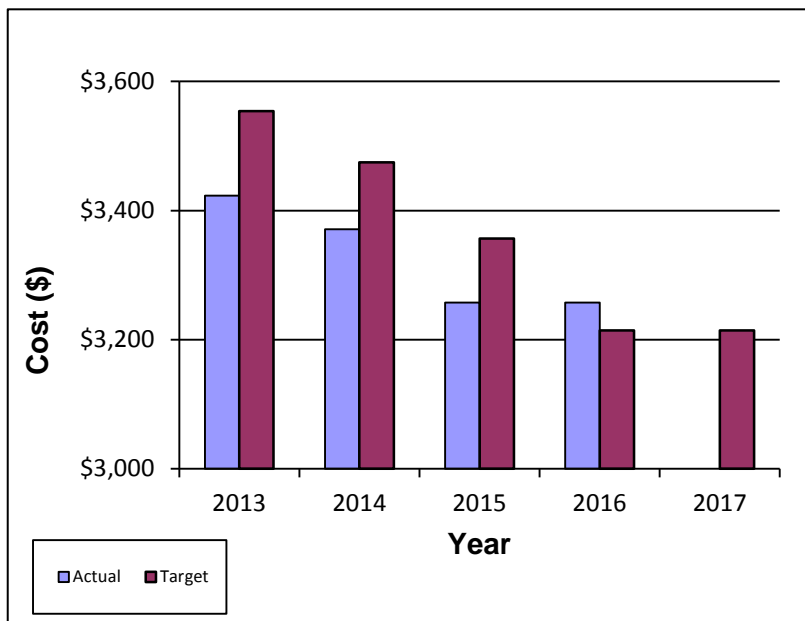
### Description of Program Resources:

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

### Performance Measurements:

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

### Efficiency



#### Maintenance Cost per Signal

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



**PROGRAM 4  
TRAFFIC - SIGNALS AND SYSTEMS**



**2017 Program Detail**

**Works - General Tax**

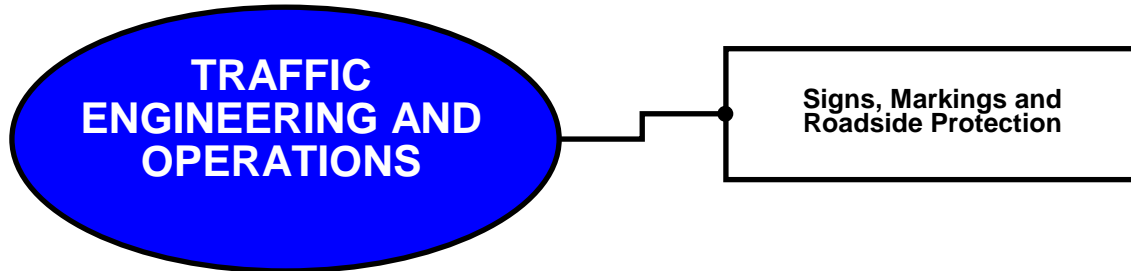
Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Signal Maintenance Regular	516	600	607	9	616
Signal Vehicle Loop Repairs	65	45	36	-	36
Signal Electronic Bench Repair	27	78	78	-	78
Signal Maintenance Monitor Testing	130	76	76	-	76
Signal Controller Inspection	67	36	36	-	36
Miscellaneous Maintenance	25	21	21	-	21
Signal Trouble Calls	283	261	264	-	264
Signal Maintenance Locates	219	200	203	-	203
Unrecoverable Emergency Maintenance	52	30	30	-	30
Warning Signal Preventative Maintenance	23	20	20	-	20
Warning Signal Emergency Maintenance	8	9	9	-	9
Firmware Upgrades	-	3	3	-	3
Signals-Systems Supervision	60	58	58	-	58
Signals-Systems Minor Maintenance	3	2	2	-	2
Signals-Systems Purchased Service	260	269	286	-	286
Signals-Systems Crew Overhead	26	17	17	-	17
Signals-Systems Breakdown	5	5	4	-	4
<b>Net Program Expenses</b>	<b>1,769</b>	<b>1,730</b>	<b>1,750</b>	<b>9</b>	<b>1,759</b>

# PROGRAM 5 TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION



**2017 Program Detail**

**Works - General Tax**



## **Purpose:**

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

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

## **Description of Program Activities:**

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

# PROGRAM 5 TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION



## 2017 Program Detail

## Works - General Tax

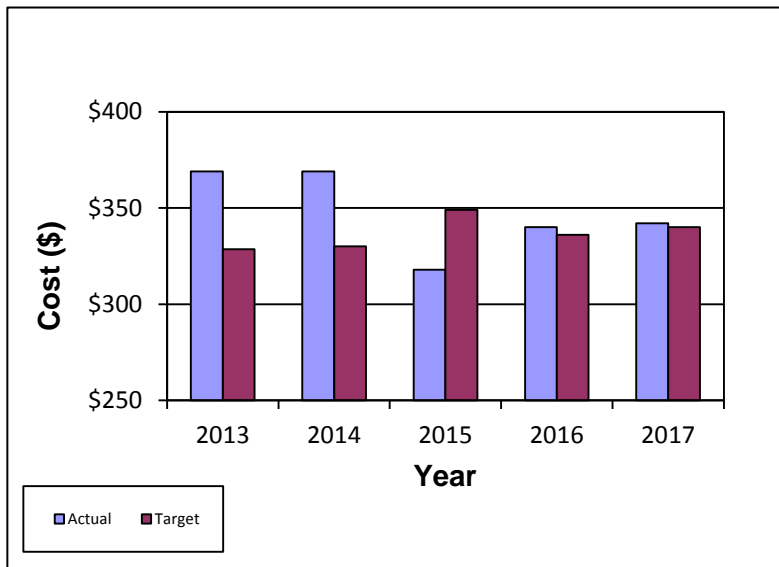
### Description of Program Resources:

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

### Performance Measurements:

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

### Efficiency



#### Line Marking Cost Per Kilometre

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

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



**2017 Program Detail**

**Works - General Tax**

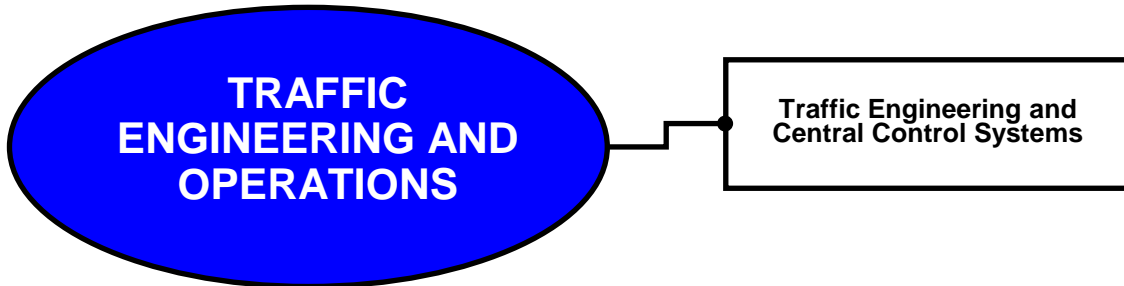
Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Pavement Lane Line Marking	726	816	822	11	833
Special Markings - Plastic	154	253	253	(20)	233
Pavement Premarking	-	10	10	-	10
Pavement Marking Other	8	10	10	-	10
Sign Replacement-Maintenance	380	415	432	-	432
Sign Manufacturing	-	7	8	(3)	5
Steel Beam Rail Maintenance	130	126	128	-	128
Cable Guide Rail Maintenance	-	23	24	-	24
Lines & Signs Supervision	58	55	56	-	56
Lines & Signs Minor Maintenance	3	2	2	-	2
Lines & Signs Crew Overhead	19	14	14	(2)	12
Lines & Signs Breakdown	14	7	8	-	8
Lines & Signs Inclement Weather	11	7	7	-	7
<b>Net Program Expenses</b>	<b>1,503</b>	<b>1,745</b>	<b>1,774</b>	<b>(14)</b>	<b>1,760</b>

# PROGRAM 6 TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS



2017 Program Detail

Works - General Tax



## Purpose:

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

- ◆ Maintaining working relationships with and supporting various municipal transportation service infrastructure and networks. Regularly interface with other service providers such as the local utilities, Regional Police, transit operators, Canadian National Institute for the Blind (CNIB), senior groups, school boards and other community stakeholders, services and/or programs to address community traffic management issues
- ◆ Managing and operating of computerized central traffic control systems and the Regional Traffic Management Centre to maximize the carrying capacity of the roadway (Municipal, Regional and Provincial); improve the environment by reducing vehicle stops and delays which produce unnecessary pollutants; improve quality of life for the motoring public; and allow for uninterrupted traffic flow along major arterial roads
- ◆ Developing and managing Intelligent Transportation Systems (CCTV cameras, fibre/digital data communications, roadway information signals, incident management) to improve traffic flow and management
- ◆ Project management, tendering, and utility approvals with respect to design, inspection and contract administration of signal design, roadway safety projects, and consultant engagements
- ◆ Developing traffic signal timings plans and optimization program and strategies to improve traffic flow and quality of life by maximizing the capacity of the existing roadway network
- ◆ Undertaking site-specific road safety audits, vehicle fatality investigations and legal inquiries to determine the potential safety impacts and the type of remedial measures available. Outcomes vary from signal timing changes to more complex and expensive reconstruction of the intersection. Audits are random and, on average, occur approximately 6 times per year. Vehicle fatality investigations average approximately 30 per year
- ◆ Bylaw preparation, monitoring and enforcement of the Region's Traffic and Parking Bylaw, including special event permit approvals for road closures (filming, parades, etc.)
- ◆ Training and certification of engineering and operations staff

# PROGRAM 6 TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS



## 2017 Program Detail

## Works - General Tax

### Description of Program Activities:

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

### Description of Program Resources:

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

**PROGRAM 6**  
**TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS**



**2017 Program Detail**

**Works - General Tax**

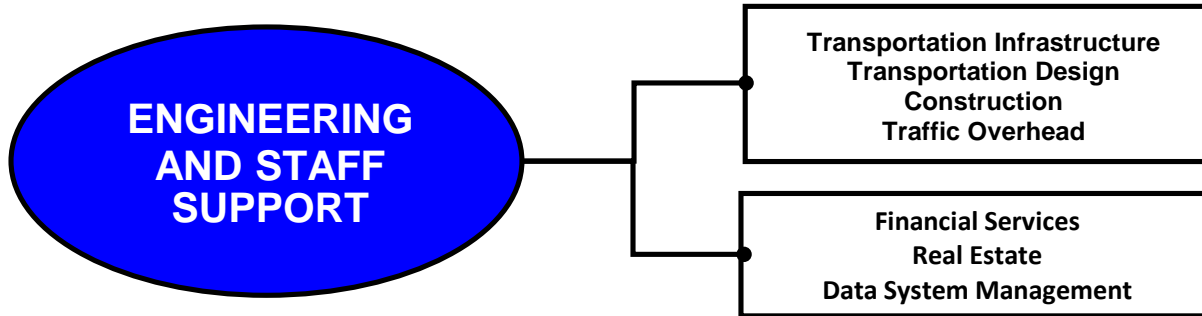
Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
ATMS Maintenance	1,400	1,525	1,549	(11)	1,538
Traffic Data Management	258	160	162	-	162
Traffic Engineering & Studies	796	833	848	-	848
Traffic Collision Program	64	35	37	-	37
Railway Purchase Service	56	57	56	-	56
<b>Net Program Expenses</b>	<b>2,574</b>	<b>2,610</b>	<b>2,652</b>	<b>(11)</b>	<b>2,641</b>

# PROGRAM 7 ENGINEERING AND STAFF SUPPORT



## 2017 Program Detail

## Works - General Tax



### Purpose:

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

#### Transportation Infrastructure

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

#### Transportation Design

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

#### Construction

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

#### Traffic Overhead

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

#### Financial Services

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

#### Real Estate

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

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

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





**2017 Program Detail**

**Works - General Tax**

**Description of Program Activities:**

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

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

Transportation Infrastructure

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

Transportation Design

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

Construction

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



**2017 Program Detail**

**Works - General Tax**

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

Traffic Overhead

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

Financial Services

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

Real Estate

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

# PROGRAM 7 ENGINEERING AND STAFF SUPPORT



## 2017 Program Detail

## Works - General Tax

### Description of Program Activities (continued):

#### Data System Management (GIS Group)

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

### Description of Program Resources:

- ◆ 2017 Full Time Employees 74.490  
2016 Full Time Employees 71.890

One (1) Project Engineer representing 1.000 FTE, shared between the Transportation Design and Transportation Infrastructure Divisions

One (1) Appraiser/Negotiator representing 0.600 FTE in the Real Estate Division

One (1) Technical Assistant transferred from Traffic Payroll Clearing to Traffic Overhead Division (1.000 FTE)

### Performance Measurements:

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

**PROGRAM 7  
ENGINEERING AND STAFF SUPPORT**



**2017 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	8,183	8,239	8,614	222	8,836
Payroll Maintenance Management - Charge	-	1	1	-	1
Payroll Maintenance Management - Recovery	(4,905)	(4,508)	(4,740)	(546)	(5,286)
<b>Net Personnel Expenses</b>	<b>3,278</b>	<b>3,732</b>	<b>3,875</b>	<b>(324)</b>	<b>3,551</b>
Personnel Related	298	324	329	(14)	315
Communications	115	122	127	(7)	120
Supplies	74	79	78	(7)	71
Computer Maintenance & Operations	23	37	37	5	42
Materials & Services	1	24	25	(6)	19
Buildings & Grounds Operations	14	34	33	-	33
Equipment Maintenance & Repairs	6	6	6	-	6
Vehicle Operations	7	11	11	-	11
Professional Services	43	212	212	(51)	161
Bad Debt Expenses	-	1	1	-	1
Contribution to Reserve & Reserve Funds	1	1	1	-	1
<b>Operating Expenses Subtotal</b>	<b>3,860</b>	<b>4,583</b>	<b>4,735</b>	<b>(404)</b>	<b>4,331</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Works	(45)	(42)	(42)	1	(41)
Recovery - Regional Environmental Lab	(13)	(36)	(36)	-	(36)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(58)</b>	<b>(78)</b>	<b>(78)</b>	<b>1</b>	<b>(77)</b>
<b>Gross Operating Expenses</b>	<b>3,802</b>	<b>4,505</b>	<b>4,657</b>	<b>(403)</b>	<b>4,254</b>

**PROGRAM 7  
ENGINEERING AND STAFF SUPPORT**



**2017 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	6	6
Replacement	38	38	203	-	203
<b>Total Tangible Capital Assets</b>	<b>38</b>	<b>38</b>	<b>203</b>	<b>6</b>	<b>209</b>
<b>Total Expenses</b>	<b>3,840</b>	<b>4,543</b>	<b>4,860</b>	<b>(397)</b>	<b>4,463</b>
<b>Revenues</b>					
Fees & Service Charges	(14)	(19)	(19)	-	(19)
Sale of Publications	(16)	(11)	(11)	(4)	(15)
Sundry Revenue	(237)	(139)	(139)	(70)	(209)
<b>Total Revenues</b>	<b>(267)</b>	<b>(169)</b>	<b>(169)</b>	<b>(74)</b>	<b>(243)</b>
<b>Net Program Expenses</b>	<b>3,573</b>	<b>4,374</b>	<b>4,691</b>	<b>(471)</b>	<b>4,220</b>

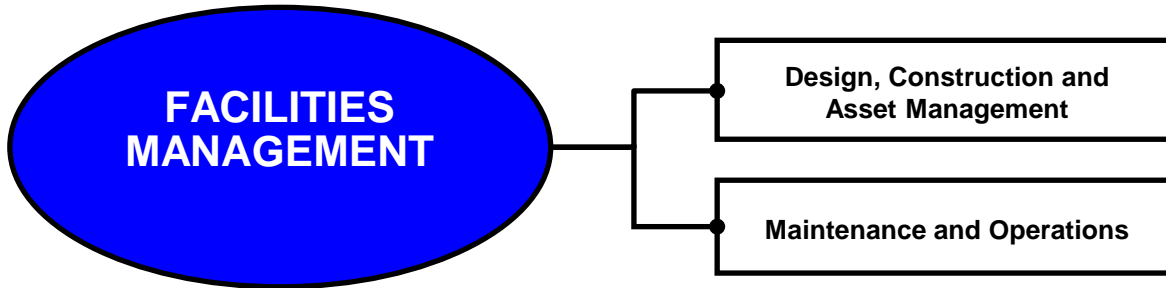
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,220
Less: Tangible Capital Assets	(209)
Net Operating Program Expenses Per Program Summary	<u>4,011</u>



**2017 Program Detail**

**Works - General Tax**



**Purpose:**

Provide overall lifecycle management for Regional facilities including:

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

**Description of Program Activities:**

The Region has 216 facilities with an estimated total area of 488,053 square metres (5.3 million square feet), which generate a significant number of repair and maintenance requests over the course of a year. Major Regional facilities with complex heating, ventilation and air conditioning systems and a large number of occupants create a unique and challenging environment for facility related work

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

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



**2017 Program Detail**

**Works - General Tax**

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

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

**Facility Maintenance and Operations**

- ◆ Water Supply and Water Pollution Control Plants and Pumping Stations, Traffic, Maintenance and Transit Depots, Solid Waste/Recycling locations, Childcare Centres, Paramedic Stations and leased facilities require support, each with special facility maintenance and property needs based on the clientele and use
- ◆ All Regional facilities require service contracts to complement the daily operation of the facility so client programs may be delivered effectively, such as boiler/heating/air systems, elevators, backflow prevention, fire and life safety, ground maintenance and custodial/environmental services
- ◆ Services provided: Planned preventative maintenance; Contract administration; Occupant support; 24/7 Emergency response; Custodial services

**Security Services**

- ◆ In addition to the Region's 216 facilities, the Facilities Management division also looks after the security of the Regional Administration Headquarters building, including access control, security patrol and guard services, and CCTV installation, operation and maintenance
- ◆ Services provided: Security access control; Parking management; Response to Emergency Alarm System; Key control administration; Photo I.D. cards; 24/7 response to Security Systems Alarms

**Description of Program Resources:**

- ◆ 2017 Full Time Employees                      21.297
  - ◆ 2016 Full Time Employees                    21.009
- One (1) Technical Assistant representing 0.288 FTE

**Performance Measurements:**

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

**PROGRAM 8  
FACILITIES MANAGEMENT**



**2017 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,801	2,203	2,278	(2)	2,276
Payroll Maintenance Management - Recovery	(499)	(663)	(663)	-	(663)
<b>Net Payroll Expenses</b>	<b>1,302</b>	<b>1,540</b>	<b>1,615</b>	<b>(2)</b>	<b>1,613</b>
Personnel Related	49	62	63	4	67
Communications	17	31	31	(6)	25
Supplies	31	26	26	1	27
Utilities	275	272	327	10	337
Computer Maintenance & Operations	11	21	21	(6)	15
Materials & Services	28	34	33	-	33
Buildings & Grounds Operations	433	467	467	2	469
Equipment Maintenance & Repairs	40	54	54	-	54
Vehicle Operations	43	43	43	-	43
Professional Services	61	63	7	3	10
Contracted Services	118	72	88	-	88
Insurance	77	77	79	-	79
Property Taxes	14	16	16	-	16
Major Repairs & Renovations	1	-	76	-	76
<b>Operating Expenses Subtotal</b>	<b>2,500</b>	<b>2,778</b>	<b>2,946</b>	<b>6</b>	<b>2,952</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works Charges	168	261	262	-	262
Recovery - Social Housing	(104)	(100)	(100)	(7)	(107)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>64</b>	<b>161</b>	<b>162</b>	<b>(7)</b>	<b>155</b>
<b>Gross Operating Expenses</b>	<b>2,564</b>	<b>2,939</b>	<b>3,108</b>	<b>(1)</b>	<b>3,107</b>



**PROGRAM 8  
FACILITIES MANAGEMENT**



**2017 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Tangible Capital Assets</b>					
New	63	63	-	25	25
Replacement	294	294	125	243	368
<b>Total Tangible Capital Assets</b>	<b>357</b>	<b>357</b>	<b>125</b>	<b>268</b>	<b>393</b>
<b>Total Expenses</b>	<b>2,921</b>	<b>3,296</b>	<b>3,233</b>	<b>267</b>	<b>3,500</b>
<b>Revenues</b>					
Rents	(40)	(21)	(21)	(13)	(34)
Sundry Revenue	(1)	-	-	-	-
<b>Total Revenues</b>	<b>(41)</b>	<b>(21)</b>	<b>(21)</b>	<b>(13)</b>	<b>(34)</b>
<b>Net Program Expenses</b>	<b>2,880</b>	<b>3,275</b>	<b>3,212</b>	<b>254</b>	<b>3,466</b>

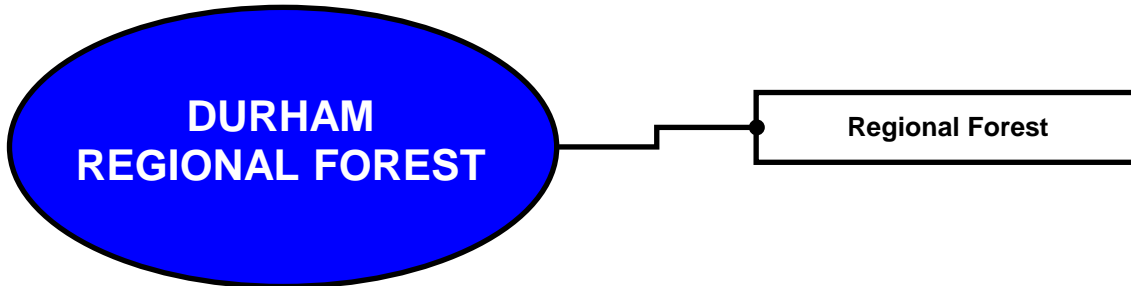
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	3,466
Less: Tangible Capital Assets	(393)
Net Operating Program Expenses Per Program Summary	<u>3,073</u>



**2017 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

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

**PROGRAM 9  
REGIONAL FOREST**



**2017 Program Detail**

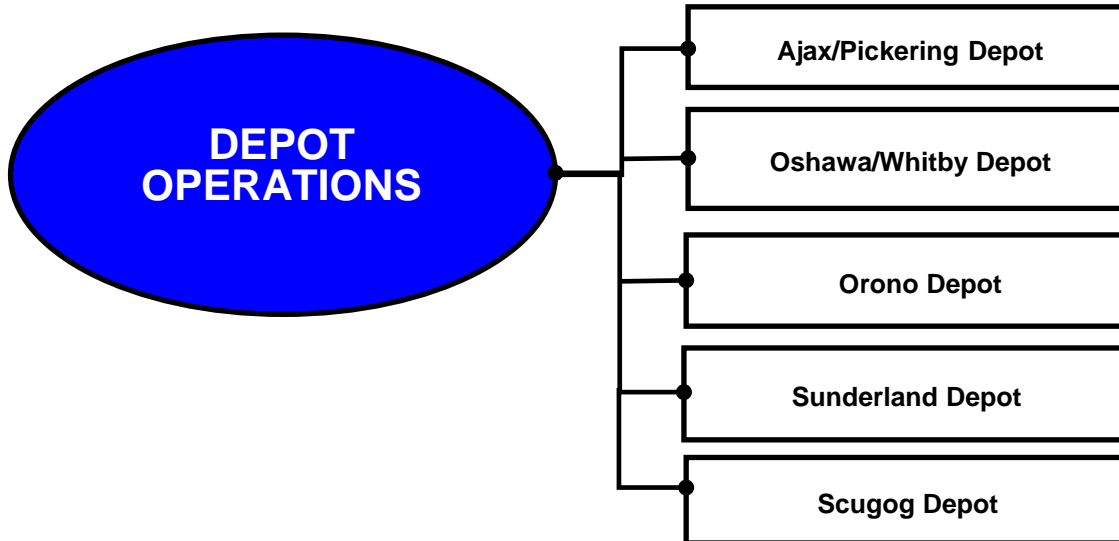
**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Utilities	-	1	1	-	1
Materials & Services	1	-	-	-	-
Buildings & Grounds Operations	-	2	2	-	2
Professional Services	120	120	120	-	120
Insurance	7	7	7	-	7
<b>Operating Expenses Subtotal</b>	<b>128</b>	<b>130</b>	<b>130</b>	<b>-</b>	<b>130</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works-Facilities Management Charge	-	3	3	-	3
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Total Expenses</b>	<b>128</b>	<b>133</b>	<b>133</b>	<b>-</b>	<b>133</b>
<b>Revenues</b>					
Sundry Revenue	(120)	(120)	(120)	-	(120)
Regional Forest Reserve	(8)	(13)	(13)	-	(13)
<b>Total Revenues</b>	<b>(128)</b>	<b>(133)</b>	<b>(133)</b>	<b>-</b>	<b>(133)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2017 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

- ◆ 2017 Full Time Employees 13.670
- ◆ 2016 Full Time Employees 13.670 restated

**PROGRAM 10  
DEPOT OPERATIONS**



**2017 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,420	1,540	1,605	4	1,609
Payroll Maintenance Management - Charge	1,321	1,508	1,559	72	1,631
<b>Net Personnel Expenses</b>	<b>2,741</b>	<b>3,048</b>	<b>3,164</b>	<b>76</b>	<b>3,240</b>
Personnel Related	497	510	510	(22)	488
Communications	161	163	162	7	169
Supplies	163	158	180	(3)	177
Materials & Services	65	147	128	9	137
Buildings & Grounds Operations	60	60	60	-	60
Equipment Maintenance & Repairs	3	-	-	2	2
Vehicle Operations	334	376	353	14	367
Professional Services	1	1	1	-	1
Contribution to Reserve & Reserve Funds	9	9	9	-	9
<b>Operating Expenses Subtotal</b>	<b>4,034</b>	<b>4,472</b>	<b>4,567</b>	<b>83</b>	<b>4,650</b>
<b>Transfers from Related Entities</b>					
NextGen Charges	7	9	8	13	21
<b>Transfers from Related Entities Subtotal</b>	<b>7</b>	<b>9</b>	<b>8</b>	<b>13</b>	<b>21</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Works	(194)	(186)	(192)	(5)	(197)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(194)</b>	<b>(186)</b>	<b>(192)</b>	<b>(5)</b>	<b>(197)</b>
<b>Gross Operating Expenses</b>	<b>3,847</b>	<b>4,295</b>	<b>4,383</b>	<b>91</b>	<b>4,474</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	39	39
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>39</b>	<b>39</b>
<b>Total Expenses</b>	<b>3,847</b>	<b>4,295</b>	<b>4,383</b>	<b>130</b>	<b>4,513</b>

**PROGRAM 10  
DEPOT OPERATIONS**



**2017 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Fees & Service Charges	(336)	(484)	(491)	(7)	(498)
Sundry Revenue	(28)	-	-	(14)	(14)
<b>Total Revenues</b>	<b>(364)</b>	<b>(484)</b>	<b>(491)</b>	<b>(21)</b>	<b>(512)</b>
<b>Net Program Expenses</b>	<b>3,483</b>	<b>3,811</b>	<b>3,892</b>	<b>109</b>	<b>4,001</b>

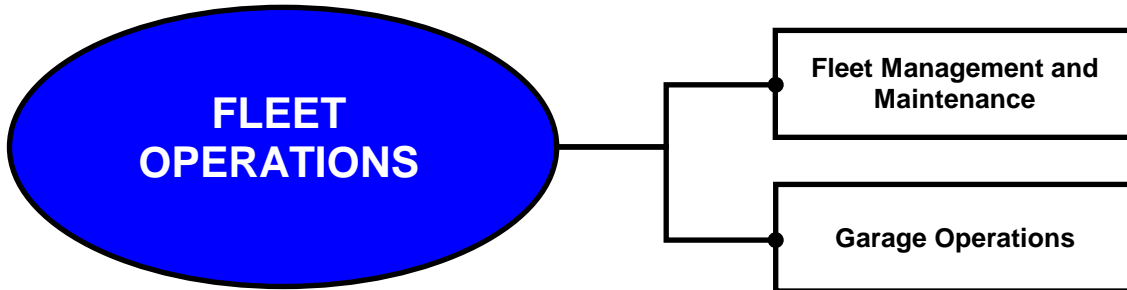
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,001
Less: Tangible Capital Assets	(39)
Net Operating Program Expenses Per Program Summary	<u>3,962</u>



**2017 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

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

Service level targets for this program include:

- ◆ Number of assets managed: 786

Regional Vehicles/Equipment:

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



**2017 Program Detail**

**Works - General Tax**

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

Paramedic Services:

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

**Description of Program Resources:**

- ◆ 2017 Full Time Employees    21.000
- 2016 Full Time Employees    20.000

One (1) Mechanic representing 1.000 FTE



**PROGRAM 11  
FLEET OPERATIONS**



**2017 Program Detail**

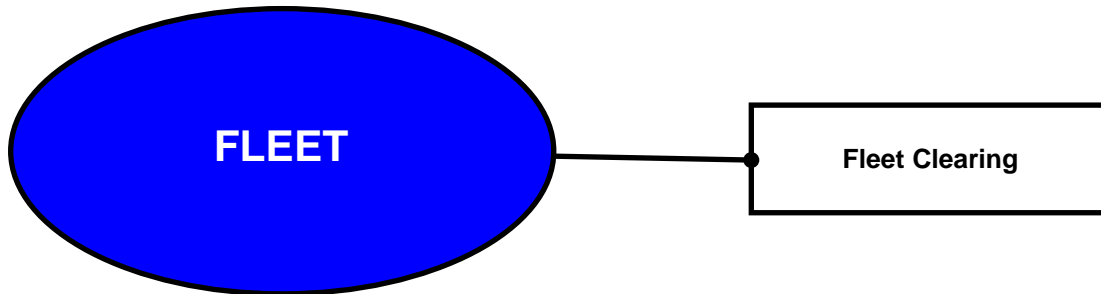
**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	2,263	2,264	2,343	75	2,418
Payroll Maintenance					
Management - Recovery	(2,898)	(2,938)	(2,976)	(144)	(3,120)
<b>Net Personnel Expenses</b>	<b>(635)</b>	<b>(674)</b>	<b>(633)</b>	<b>(69)</b>	<b>(702)</b>
Personnel Related	16	42	42	-	42
Communications	-	3	3	-	3
Supplies	80	90	90	26	116
Computer Maintenance & Operations	-	-	-	8	8
Materials & Services	-	1	1	-	1
Equipment Maintenance & Repairs	1	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>(538)</b>	<b>(538)</b>	<b>(497)</b>	<b>(35)</b>	<b>(532)</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works Charge	538	538	497	35	532
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>538</b>	<b>538</b>	<b>497</b>	<b>35</b>	<b>532</b>
<b>Gross Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Tangible Capital Assets</b>					
Replacement	3,137	3,137	3,670	-	3,670
Recovery from Reserve Fund	(3,137)	(3,137)	(3,670)	-	(3,670)
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2017 Program Detail**

**Works - General Tax**



**Purpose:**

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

**PROGRAM 12  
FLEET CLEARING**



**2017 Program Detail**

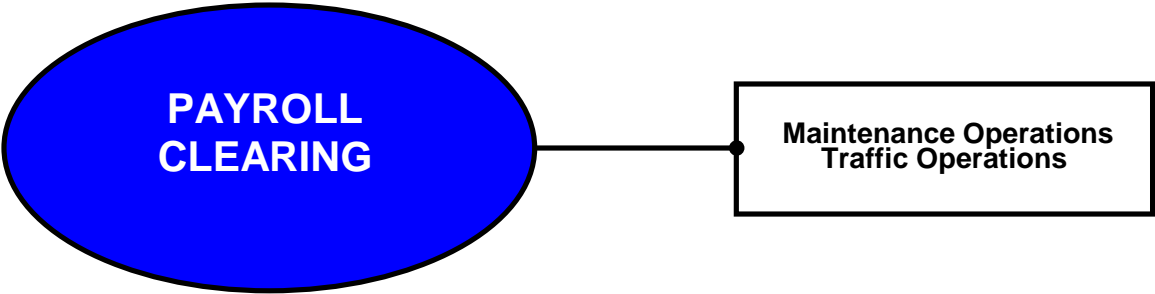
**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Charge Out Rate (Mechanics)	2,704	2,875	2,932	-	2,932
Sublet Fees	1,500	1,653	1,653	(200)	1,453
Equipment Reserve Contribution	3,945	3,707	3,707	-	3,707
Other Expenses					
Parts	1,065	1,073	1,073	(25)	1,048
Oil Lube and Filter	196	165	165	20	185
Body Work	35	35	35	-	35
Minor Maintenance	70	69	69	-	69
Tires	240	242	243	-	243
Fuel	1,674	1,713	1,713	(150)	1,563
Equipment Rentals	12	10	10	5	15
Insurance	186	186	186	-	186
Licensing Fees	191	215	190	-	190
<b>Gross Cost</b>	<b>11,818</b>	<b>11,943</b>	<b>11,976</b>	<b>(350)</b>	<b>11,626</b>
Recoveries from Operating Activities	(11,818)	(11,943)	(11,976)	350	(11,626)
<b>Gross Revenue &amp; Recoveries</b>	<b>(11,818)</b>	<b>(11,943)</b>	<b>(11,976)</b>	<b>350</b>	<b>(11,626)</b>
<b>Net Program Cost</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2017 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Resources:**

◆ 2017 Full Time Employees	225.000
Allocated to activity based operations in Water Supply, Sanitary Sewerage and General Tax	-225.000
2017 Net Payroll Clearing Complement	<u>0.000</u>
◆ 2016 Full Time Employees	225.000
Allocated to activity based operations in Water Supply, Sanitary Sewerage and General Tax	-225.000
2016 Net Payroll Clearing Complement	<u>0.000</u>

- ◆ One (1) Works Technician 1 representing 1.000 FTE for Traffic Operations Field Services (conversion of a part time position to full time)
- ◆ One (1) Technical Assistant transferred to Traffic Overhead in Engineering and Staff Support (-1.000 FTE)

**PROGRAM 13  
PAYROLL CLEARING**



**2017 Program Detail**

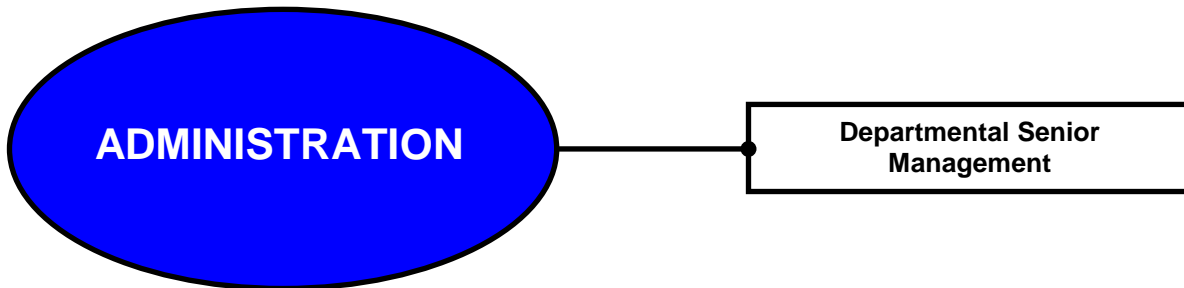
**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	24,714	24,443	25,581	(219)	25,362
Payroll Maintenance Management - Recovery	(24,714)	(24,443)	(25,581)	219	(25,362)
<b>Net Program Expenses</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>



**2017 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

- ◆ 2017 Full Time Employees 2.350
- ◆ 2016 Full Time Employees 2.350

**PROGRAM 14  
ADMINISTRATION**



**2017 Program Detail**

**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	394	372	396	-	396
Personnel Related	17	9	9	-	9
<b>Net Program Expenses</b>	<b>411</b>	<b>381</b>	<b>405</b>	<b>-</b>	<b>405</b>

**PROGRAM 15  
TANGIBLE CAPITAL ASSETS PROGRAM SUMMARY**



**2017 Business Plan**

**Works - General Tax**

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Tangible Capital Assets:</b>	\$	\$	\$	\$	\$
1R Facilities Management - New	63	63	-	25	25
2R - Replacement	-	-	125	243	368
3R Fleet and Equipment - New	-	-	-	45	45
4R - Replacement	3,175	3,175	3,872	-	3,872
5R Buildings - Replacement	294	294	-	-	-
6R Construction of Municipal Services	6,110	6,110	6,110	50	6,160
<b>Tangible Capital Assets Subtotal</b>	9,642	9,642	10,107	363	10,470
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
7R Fleet and Equipment-Recovery from Reserve/Reserve Fund	(3,137)	(3,137)	(3,670)	-	(3,670)
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	(3,137)	(3,137)	(3,670)	-	(3,670)
<b>Net Tangible Capital Assets Program Expenses</b>	6,505	6,505	6,437	363	6,800
<b>Summary of Increase (Decrease)</b>			(\$68)		\$295
			-1.05%		4.53%





2017 Program Detail

Works - General Tax

Program Detail Page	Location	Item Description	Item #	New or Replace	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
07. Engineering & Staff Support	Transportation-Design	Power Workstation with Dual Monitors	343	N	1	\$ 2,306	\$2,306	\$2,306	\$0	\$2,306
			345	N	1	\$ 2,306	\$2,306	\$2,306	\$0	\$2,306
		Standard Laptop with Dual Monitors	346	N	1	\$ 1,685	\$1,685	\$1,685	\$0	\$1,685
08. Facilities Management	Sunderland Depot	Install power gate	334	N	1	\$ 75,000	\$75,000	\$25,000	\$0	\$25,000
10. Depot Operations	Ajax Depot	1/2 Ton Extended Cab Pickup 4x4	204	N	1	\$ 47,000	\$47,000	\$15,666	\$0	\$15,666
	All Depots	Data Tablets with vehicle mount and software	225	N	3	\$ 3,500	\$10,500	\$3,500	\$0	\$3,500
	Sunderland Depot	Network Upgrade	332	N	1	\$ 60,000	\$60,000	\$20,000	\$0	\$20,000
<b>Grand Total</b>							<b>\$198,797</b>	<b>\$70,463</b>	<b>\$0</b>	<b>\$70,463</b>

Tangible Capital Asset Program Summary

1R Facilities Management - New	25,000
3R Fleet and Equipment - New	45,463
	<u>70,463</u>



**TANGIBLE CAPITAL ASSETS - REPLACEMENT**

**2017 Program Detail**

**Works - General Tax**

Program Detail Page	Location	Item Description	Item #	New or Replace	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
07. Engineering & Staff Support	Financial Services	Desktop Computer & Monitor Refresh	12	R	45	\$ 1,007	\$45,315	\$11,413	\$0	\$11,413
		Laptop Computer & Monitor Refresh	15	R	24	\$ 1,756	\$42,144	\$11,121	\$0	\$11,121
		Power Laptop & Monitor Refresh	14	R	31	\$ 2,810	\$87,110	\$36,530	\$0	\$36,530
		Power Workstation & Monitor Refresh	13	R	27	\$ 2,103	\$56,781	\$46,266	\$0	\$46,266
		Specialized Laptop	17	R	1	\$ 6,063	\$6,063	\$6,063	\$0	\$6,063
		Tablet Computer Refresh	16	R	51	\$ 3,382	\$172,482	\$91,307	\$0	\$91,307
08. Facilities Management	Ajax Depot	Removal of underground fuel system and replace with above ground system to comply with O.Reg 213/01	206	R	1	\$ 125,000	\$125,000	\$125,000	\$0	\$125,000
		Replace Ford Smith 36,000 lb. FS-10 Inground hoist	208	N	1	\$ 350,000	\$350,000	\$116,666	\$0	\$116,666
		Voice Over Internet Protocol (VoIP) Phone System	223	N	1	\$ 140,000	\$140,000	\$46,666	\$0	\$46,666
	Orono Depot	Widen entrance to west salt dome	248	N	1	\$ 130,000	\$130,000	\$43,334	\$0	\$43,334
	Oshawa/Whitby Depot	Replace Ford Smith 15,000 lb. Hoist	302	N	1	\$ 108,000	\$108,000	\$36,000	\$0	\$36,000
11. Fleet Operations	Ajax Depot	Class 12 - 3 Ton Service	211	R	1	\$ 285,000	\$285,000	\$285,000	(\$285,000)	\$0
		Class 15 - 1 Ton Van	212	R	1	\$ 115,000	\$115,000	\$115,000	(\$115,000)	\$0
		Class 46 - 3 Ton Crew Cab	213	R	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0
		Class 63 - Tamper	214	R	1	\$ 5,500	\$5,500	\$5,500	(\$5,500)	\$0
			215	R	1	\$ 5,500	\$5,500	\$5,500	(\$5,500)	\$0
		Class 85 - Generator	216	R	1	\$ 12,500	\$12,500	\$12,500	(\$12,500)	\$0
		Class 92 - Concrete Cutter/Chain Saw	217	R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			218	R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			219	R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			220	R	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
	221		R	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
	222		R	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
	All Depots	Class 40 - Weedeaters	228	R	5	\$ 800	\$4,000	\$4,000	(\$4,000)	\$0
	Beaverton WSP	Class 13 - 1/2 Ton Pickup	229	R	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0
	Construction	Class 15 - 1 Ton Van	335	R	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0
			336	R	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0
			337	R	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0
		Class 22 - 3/4 Ton Van	240	R	1	\$ 55,000	\$55,000	\$55,000	(\$55,000)	\$0
	Duffin Creek WPCP	Class 02 - Econo Van	242	R	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0
		Class 13 - 1/2 Ton Pickup	243	R	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0
Fleet	Emergency Fleet Equipment Replacement	244	R	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0	
Orono Depot	Class 05 - 1 Ton Service	253	R	1	\$ 59,000	\$59,000	\$59,000	(\$59,000)	\$0	
		254	R	1	\$ 59,000	\$59,000	\$59,000	(\$59,000)	\$0	
	Class 12 - 3 Ton Service	255	R	1	\$ 285,000	\$285,000	\$285,000	(\$285,000)	\$0	
	Class 13 - 1/2 Ton Pickup	256	R	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
	Class 15 - 1 Ton Van	257	R	1	\$ 115,000	\$115,000	\$115,000	(\$115,000)	\$0	



2017 Program Detail

TANGIBLE CAPITAL ASSETS - REPLACEMENT

Works - General Tax

Program Detail Page	Location	Item Description	Item #	New or Replace	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
11. Fleet Operations	Orono Depot	Class 24 - Hopper / Sander	258	R	1	\$ 25,000	\$25,000	\$25,000	(\$25,000)	\$0
			259	R	1	\$ 25,000	\$25,000	\$25,000	(\$25,000)	\$0
		Class 46 - 3 Ton Crew Cab	260	R	1	\$ 115,000	\$115,000	\$115,000	(\$115,000)	\$0
			261	R	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0
			262	R	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0
		Class 73 - Signal Board	263	R	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
		Class 85 - Generator	264	R	1	\$ 12,500	\$12,500	\$12,500	(\$12,500)	\$0
		Class 92 - Concrete Cutter/Chain Saw	265	R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
	266		R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
	Oshawa/Whitby Depot	Class 02 - Econo Van	267	R	1	\$ 50,000	\$50,000	\$50,000	(\$50,000)	\$0
			268	R	1	\$ 50,000	\$50,000	\$50,000	(\$50,000)	\$0
			269	R	1	\$ 50,000	\$50,000	\$50,000	(\$50,000)	\$0
			270	R	1	\$ 50,000	\$50,000	\$50,000	(\$50,000)	\$0
			271	R	1	\$ 50,000	\$50,000	\$50,000	(\$50,000)	\$0
			272	R	1	\$ 50,000	\$50,000	\$50,000	(\$50,000)	\$0
		Class 05 - 1 Ton Service	273	R	1	\$ 59,000	\$59,000	\$59,000	(\$59,000)	\$0
		Class 15 - 1 Ton Van	274	R	1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0
			275	R	1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0
		Class 24 - Hopper / Sander	276	R	1	\$ 25,000	\$25,000	\$25,000	(\$25,000)	\$0
		Class 46 - 3 Ton Crew Cab	277	R	1	\$ 185,000	\$185,000	\$185,000	(\$185,000)	\$0
			278	R	1	\$ 120,000	\$120,000	\$120,000	(\$120,000)	\$0
		Class 85 - Generator	279	R	1	\$ 12,500	\$12,500	\$12,500	(\$12,500)	\$0
		Class 92 - Concrete Cutter/Chain Saw	280	R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			281	R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			282	R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			283	R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			284	R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			285	R	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
			286	R	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
	287		R	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
	Scugog Depot	Class 05 - 1 Ton Service	306	R	1	\$ 59,000	\$59,000	\$59,000	(\$59,000)	\$0
		Class 15 - 1 Ton Van	307	R	1	\$ 115,000	\$115,000	\$115,000	(\$115,000)	\$0
		Class 24 - Hopper / Sander	308	R	1	\$ 25,000	\$25,000	\$25,000	(\$25,000)	\$0
		Class 35 - Broom Attachment	309	R	1	\$ 15,500	\$15,500	\$15,500	(\$15,500)	\$0
		Class 46 - 3 Ton Crew Cab	310	R	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0
		Class 73 - Signal Board	311	R	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
		Class 75 - HD Float Trailer	312	R	1	\$ 48,000	\$48,000	\$48,000	(\$48,000)	\$0
		Class 78 - Tilt Bed Trailer	313	R	1	\$ 17,000	\$17,000	\$17,000	(\$17,000)	\$0
		Class 85 - Generator	314	R	1	\$ 12,500	\$12,500	\$12,500	(\$12,500)	\$0
		Class 92 - Concrete Cutter/Chain Saw	315	R	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
	316		R	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0	

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2017 Program Detail

Works - General Tax

Program Detail Page	Location	Item Description	Item #	New or Replace	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
11. Fleet Operations	Scugog Depot	Class 92 - Concrete Cutter/Chain Saw	317	R	1	\$ 1,000	\$1,000	\$1,000	(\$1,000)	\$0
	Sunderland Depot	Class 13 - 1/2 Ton Pickup	325	R	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0
		Class 46 - 3 Ton Crew Cab	326	R	1	\$ 115,000	\$115,000	\$115,000	(\$115,000)	\$0
		Class 61 - Liquid Spray Tank	327	R	1	\$ 45,000	\$45,000	\$45,000	(\$45,000)	\$0
		Class 73 - Signal Board	328	R	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
			329	R	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
		Class 85 - Generator	330	R	1	\$ 12,500	\$12,500	\$12,500	(\$12,500)	\$0
	Traffic	Class 92 - Concrete Cutter/Chain Saw	338	R	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
	Water Billing	Class 13 - 1/2 Ton Pickup	350	R	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0
	<b>Grand Total</b>							<b>\$4,932,495</b>	<b>\$4,239,966</b>	<b>(\$3,669,600)</b>

Tangible Capital Asset Program Summary

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

367,666  
3,872,300  
4,239,966

## TCA - CONSTRUCTION



### 2017 Program Detail

### Works - General Tax

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<b><u>Construction Expenditures</u></b>					
Road Rehabilitation	23,729	23,729	23,484	-	23,484
Replacement/Rehabilitation of Structures	5,540	5,540	6,110	-	6,110
Road Construction (Growth Related)	27,500	27,500	38,965	-	38,965
Traffic Control	4,050	4,050	5,020	-	5,020
Highway 407 Road Related	12,350	12,350	5,725	-	5,725
BRT Related	2,000	2,000	-	-	-
Other	2,095	2,095	1,861	-	1,861
<b>Total Construction Expenditures</b>	<b>77,264</b>	<b>77,264</b>	<b>81,165</b>	<b>-</b>	<b>81,165</b>
<b><u>Funding Sources</u></b>					
Regional Road Reserve (Growth Related)	(12,989)	(12,989)	(12,566)	-	(12,566)
Roads Rehabilitation Reserve	(21,245)	(21,245)	(21,245)	-	(21,245)
Bridge Rehabilitation Reserve	(5,025)	(5,025)	(5,525)	-	(5,525)
<b>Total Special Tax Funding</b>	<b>(39,259)</b>	<b>(39,259)</b>	<b>(39,336)</b>	<b>-</b>	<b>(39,336)</b>
<u>Development Charge Financing</u>					
Residential	(27,675)	(27,675)	(30,082)	-	(30,082)
Commercial	(4,070)	(4,070)	(4,424)	-	(4,424)
Industrial	-	-	(969)	-	(969)
<b>Total Development Charge Financing</b>	<b>(31,745)</b>	<b>(31,745)</b>	<b>(35,475)</b>	<b>-</b>	<b>(35,475)</b>
<u>Other Funding</u>					
Funding from Others	(150)	(150)	(194)	-	(194)
<b>Total Other Funding</b>	<b>(150)</b>	<b>(150)</b>	<b>(194)</b>	<b>-</b>	<b>(194)</b>
<b>Total Funding Sources</b>	<b>(71,154)</b>	<b>(71,154)</b>	<b>(75,005)</b>	<b>-</b>	<b>(75,005)</b>
<b>Net Construction Costs</b>	<b>6,110</b>	<b>6,110</b>	<b>6,160</b>	<b>-</b>	<b>6,160</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>											
103	Resurfacing / Rehabilitation Program	O.10	C	1,000,000	119,000	881,000	881,000	0	0	0	0
10	Simcoe St. (Beech St. to Reach St. (RR8))	O.10	D,U	150,000	0	150,000	150,000	0	0	0	0
12	Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	O.10	D	100,000	0	100,000	100,000	0	0	0	0
13	Columbus Rd. (Townline Rd. N. to Enfield Rd. (RR34))	O.10	D	100,000	0	100,000	100,000	0	0	0	0
19	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	P,U	100,000	0	100,000	100,000	0	0	0	0
82	Farewell St. (Harbour Rd. to Bloor St.)	O.10	D	200,000	0	200,000	200,000	0	0	0	0
86	Region Rd. 57 (Taunton Rd. to Hwy 407)	O.10	D	50,000	0	50,000	50,000	0	0	0	0
87	Region Rd. 57 (S. of Conc. Rd. 3 to 0.13 km N. of Conc. Rd. 4)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	439,000	0	439,000	439,000	0	0	0	0
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	350,000	0	350,000	350,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	1.99	C	1,600,000	0	160,000	160,000	259,200	57,600	144,000	979,200
107	Signal Modernization Program	O.14	C	1,350,000	0	1,350,000	1,350,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	320,000	0	320,000	320,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	650,000	0	65,000	65,000	105,300	23,400	58,500	397,800
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,169,000</b>	<b>119,000</b>	<b>6,160,000</b>	<b>6,160,000</b>	<b>520,200</b>	<b>115,600</b>	<b>289,000</b>	<b>1,965,200</b>
<b>B Special Rehabilitation Levy</b>											
4	Conc. Rd. 7 (Reg. Rd. 11 to 0.4 km N. of Ashworth Rd.)	O.10	U	300,000	0	300,000	300,000	0	0	0	0
5	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	O.10	D	200,000	0	200,000	200,000	0	0	0	0
6	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to Elgin St. East)	O.10	D,P	200,000	0	200,000	200,000	0	0	0	0
7	Simcoe St. (Rossland Rd. to Robert St.)	O.10	C	4,100,000	0	4,100,000	4,100,000	0	0	0	0
17	Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)	O.10	D	100,000	0	100,000	100,000	0	0	0	0
24	Reg. Rd. 12 (E. limit of Wilfred to 3.0km W. of Hwy. 12)	O.10	C	3,900,000	0	3,900,000	3,900,000	0	0	0	0
25	Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)	O.10	P	50,000	0	50,000	50,000	0	0	0	0
26	Zephyr Rd. (Conc. 5 to 0.7 km east of Conc. 5)	O.10	D,P	125,000	0	125,000	125,000	0	0	0	0
27	Reg. Rd. 13, (Lake Ridge Rd. - 1.5 km west of Highway 12) PH I	O.9	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
32	Ritson Rd. (Maine St. to Given Rd.)	O.10	D,P,U,C	1,200,000	0	1,200,000	1,200,000	0	0	0	0
47	Lake Ridge Rd. (1.6km N. of Hwy. 7 to S. of Conc. 9 (Reg. Rd. 5))	O.10	D,U,P	1,400,000	0	1,400,000	1,400,000	0	0	0	0
48	Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.	O.10	D	150,000	0	150,000	150,000	0	0	0	0
49	Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.	O.10	P	50,000	0	50,000	50,000	0	0	0	0
62	Reg. Rd. 30 Townline Rd. (Reg. Rd. 8 to Vivian Rd.)	O.10	P,U	150,000	0	150,000	150,000	0	0	0	0
63	Reg. Rd. 30, Townline Rd. (Vivian Rd. to 0.2km S. of Davis Dr.)	O.10	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
96	King St. / Maple Grove Rd. Intersection	O.10	C	400,000	0	400,000	400,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	5,920,000	0	5,920,000	5,920,000	0	0	0	0
	Crack Sealing Program										
	Townline Road (Beatrice St. to Taunton Road)										
	Bloor St. (Prestonvale Rd. - Courtice Rd.)										
	Other Location Allowance										
<b>Total Special Road Rehabilitation Levy</b>				<b>21,245,000</b>	<b>0</b>	<b>21,245,000</b>	<b>21,245,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2017 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>C Structure Rehabilitation/Replacement Funding</b>											
128	Reg. Rd. 4, W.A. Twelvetrees Bridge Rehabilitation	O.12	D	100,000	0	100,000	100,000	0	0	0	0
132	Reg. Rd. 6, Sainfield Rd. Bridge Replacement	O.11	D	200,000	0	200,000	200,000	0	0	0	0
140	Reg. Rd. 16, Ritson Rd. / CP Overpass	O.12	U	100,000	0	100,000	100,000	0	0	0	0
143	Reg. Rd. 22, John Mills Bridge	O.12	C	1,750,000	0	1,750,000	1,750,000	0	0	0	0
154	Reg. Rd. 46, Brock Street over Pringle Creek Bridge	O.12	C	750,000	0	750,000	750,000	0	0	0	0
161	Reg. Rd. 57, Robins Bridge	O.12	D	50,000	0	50,000	50,000	0	0	0	0
162	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	C	150,000	0	150,000	150,000	0	0	0	0
165	Reg. Rd. 59, Gibb St. over Oshawa Creek Bridge	O.12	D	200,000	0	200,000	200,000	0	0	0	0
168	Various Bridge Construction, Rehabilitation and Replacement Work	O.12	D,C	2,300,000	75,000	2,225,000	2,225,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>5,600,000</b>	<b>75,000</b>	<b>5,525,000</b>	<b>5,525,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2017 Road Program

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

**NOTES:**

1) Other Sources of Revenue Include:

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



# 2018 Road Program

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

## 2018 Road Program

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

# 2018 Road Program

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

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County  
TOTAL

\$1,000,000  
\$1,000,000

## 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	450,000	0	450,000	450,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,648,000	0	2,648,000	2,648,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	I.99	C	1,650,000	0	165,000	165,000	267,300	59,400	148,500	1,009,800
107	Signal Modernization Program	O.14	C	710,000	0	710,000	710,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	100,000	0	100,000	100,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	820,000	0	82,000	82,000	132,840	29,520	73,800	501,840
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,388,000</b>	<b>0</b>	<b>6,300,000</b>	<b>6,300,000</b>	<b>555,840</b>	<b>123,520</b>	<b>308,800</b>	<b>2,099,840</b>
<b>B Special Rehabilitation Levy</b>											
5	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
6	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to Elgin St. East)	O.10	C	4,800,000	0	4,800,000	4,800,000	0	0	0	0
12	Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
13	Columbus Rd. (Townline Rd. N. to Enfield Rd. (RR34))	O.10	P	150,000	0	150,000	150,000	0	0	0	0
17	Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)	O.10	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
19	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	P,U,C	1,600,000	0	1,600,000	1,600,000	0	0	0	0
22	Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18)	O.10	D	50,000	0	50,000	50,000	0	0	0	0
25	Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)	O.10	C	800,000	0	800,000	800,000	0	0	0	0
26	Zephyr Rd. (Conc. 5 to 0.7 km east of Conc. 5)	O.10	C	690,000	0	690,000	690,000	0	0	0	0
27	Reg. Rd. 13. (Lake Ridge Rd. - 1.5 km west of Highway 12) PH II	O.9	C	6,000,000	0	6,000,000	6,000,000	0	0	0	0
48	Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.	O.10	U	100,000	0	100,000	100,000	0	0	0	0
49	Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.	O.10	C	2,200,000	0	2,200,000	2,200,000	0	0	0	0
76	Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)	O.10	U	200,000	0	200,000	200,000	0	0	0	0
82	Farewell St. (Harbour Rd. to Bloor St.)	O.10	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	10,212,000	0	10,212,000	10,212,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>32,002,000</b>	<b>0</b>	<b>32,002,000</b>	<b>32,002,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2019 Road Program

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

# 2019 Road Program

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

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County  
TOTAL

\$750,000  
\$750,000

## 2020 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,830,000	0	2,830,000	2,830,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	1.99	C	1,675,000	0	167,500	167,500	271,350	60,300	150,750	1,025,100
107	Signal Modernization Program	O.14	C	710,000	0	710,000	710,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	100,000	0	100,000	100,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	475,000	0	47,500	47,500	76,950	17,100	42,750	290,700
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,200,000</b>	<b>0</b>	<b>6,400,000</b>	<b>6,400,000</b>	<b>504,000</b>	<b>112,000</b>	<b>280,000</b>	<b>1,904,000</b>
<b>B Special Rehabilitation Levy</b>											
5	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	O.10	C	2,200,000	0	2,200,000	2,200,000	0	0	0	0
12	Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	O.10	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
13	Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))	O.10	U	100,000	0	100,000	100,000	0	0	0	0
19	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	P,U,C	1,600,000	0	1,600,000	1,600,000	0	0	0	0
22	Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18)	O.10	U	50,000	0	50,000	50,000	0	0	0	0
29	Liberty St. from Longworth Ave. to Concession Rd. 3	O.10	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
48	Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.	O.10	C	4,500,000	0	4,500,000	4,500,000	0	0	0	0
76	Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)	O.10	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
94	Wentworth St. (Simcoe St. to Farewell St.)	O.10	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	14,370,000	0	14,370,000	14,370,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>31,820,000</b>	<b>0</b>	<b>31,820,000</b>	<b>31,820,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
124	Reg. Rd. 2, Simcoe St. / Oshawa Creek Bridge	O.12	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
125	Reg. Rd. 2, Seagrave Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
132	Reg. Rd. 6, Saintfield Rd. Bridge Replacement	O.11	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
133	Reg. Rd. 8, Siloam Bridge Replacement	O.11	C	2,400,000	0	2,400,000	2,400,000	0	0	0	0
134	Reg. Rd. 8, Nonquon Bridge Replacement	O.11	P,U	100,000	0	100,000	100,000	0	0	0	0
135	Reg. Rd. 11, Smith Bridge Replacement	O.11	P	50,000	0	50,000	50,000	0	0	0	0
137	Reg. Rd. 13, Laurie Bridge Replacement	O.11	D	200,000	0	200,000	200,000	0	0	0	0
148	Reg. Rd. 28, Rossland Road Over Oshawa Creek	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
162	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	P	50,000	0	50,000	50,000	0	0	0	0
166	Reg. Hwy 2, Kingston Road Over Duffins Creek	O.12	D	200,000	0	200,000	200,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>8,450,000</b>	<b>0</b>	<b>8,450,000</b>	<b>8,450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2020 Road Program

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



## 2021 Road Program

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

## 2021 Road Program

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

## 2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,965,000	0	2,965,000	2,965,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	I.99	C	1,700,000	0	170,000	170,000	275,400	61,200	153,000	1,040,400
107	Signal Modernization Program	O.14	C	710,000	0	710,000	710,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	170,000	0	170,000	170,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	400,000	0	40,000	40,000	64,800	14,400	36,000	244,800
112	Miscellaneous Engineering Activities	O.1	E,A,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,355,000</b>	<b>0</b>	<b>6,600,000</b>	<b>6,600,000</b>	<b>495,900</b>	<b>110,200</b>	<b>275,500</b>	<b>1,873,400</b>
<b>B Special Rehabilitation Levy</b>											
33	Main St. (Winter St. to Station St.)	O.10	P	100,000	0	100,000	100,000	0	0	0	0
34	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	P	200,000	0	200,000	200,000	0	0	0	0
64	Westney Rd. (Finley Ave. to Harwood Ave.)	O.10	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	31,885,000	0	31,885,000	31,885,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,685,000</b>	<b>0</b>	<b>34,685,000</b>	<b>34,685,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
130	Reg. Rd. 4, Soper Creek Bridge	O.12	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
135	Reg. Rd. 11, Smith Bridge Replacement	O.11	C	1,900,000	0	1,900,000	1,900,000	0	0	0	0
137	Reg. Rd. 13, Laurie Bridge Replacement	O.11	U	50,000	0	50,000	50,000	0	0	0	0
141	Reg. Rd. 16, Ritson Rd. / CNR Overhead	O.12	C	2,000,000	1,000,000	1,000,000	1,000,000	0	0	0	0
149	Reg. Rd. 31, Westney Road C.P.R. Overhead, 0.4 km N. of Taunton F	O.12	D	150,000	0	150,000	150,000	0	0	0	0
162	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
163	Reg. Rd. 58, Manning Rd Culvert, 0.3 km East of Thicksn Rd	O.12	C	300,000	0	300,000	300,000	0	0	0	0
164	Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>8,050,000</b>	<b>1,000,000</b>	<b>7,050,000</b>	<b>7,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. / 7th Concession Rd. Intersection	1.2	C	2,300,000	0	230,000	230,000	372,600	82,800	207,000	1,407,600
21	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.14	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
30	Ritson Rd. / Beatrice St. Intersection	1.15	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
31	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	C	12,800,000	0	4,352,000	4,352,000	1,520,640	337,920	844,800	5,744,640
35	Bayly St. / Sandy Beach Rd. Intersection	1.19	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
39	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	D	400,000	0	28,000	28,000	66,960	14,880	37,200	252,960
40	Victoria St. / Brock St. Intersection	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	D	400,000	0	12,000	12,000	69,840	15,520	38,800	263,840
44	Bloor St. (Prestonvale Rd. - Courtyce Rd.)	22.9	EA	300,000	0	132,000	132,000	30,240	6,720	16,800	114,240
46	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	C	7,600,000	0	1,140,000	1,140,000	1,162,800	258,400	646,000	4,392,800
54	Thickson Rd. / Rossland Rd. Intersection	1.22	C	3,500,000	0	350,000	350,000	567,000	126,000	315,000	2,142,000
55	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	U	1,000,000	0	160,000	160,000	151,200	33,600	84,000	571,200
59	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	C	11,500,000	0	460,000	460,000	1,987,200	441,600	1,104,000	7,507,200
61	Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)	29.1	C	2,500,000	0	150,000	150,000	423,000	94,000	235,000	1,598,000
64	Westney Rd. /(Harwood Ave., Monarch Ave.,Finley Ave. Intersection)	1.31, 1.32, 1.33	C	2,300,000	0	230,000	230,000	372,600	82,800	207,000	1,407,600
65	Westney Rd. (Bayly St. to Hwy 401)	31.1	D	200,000	0	16,000	16,000	33,120	7,360	18,400	125,120
66	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	U	350,000	0	17,500	17,500	59,850	13,300	33,250	226,100
71	Hopkins St Overpass	401.3	P	400,000	0	0	0	72,000	16,000	40,000	272,000
73	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	EA	500,000	0	180,000	180,000	57,600	12,800	32,000	217,600
74	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	P	300,000	0	18,000	18,000	50,760	11,280	28,200	191,760
75	Salem Rd. / Rossland Rd. Intersection	1.23	C	1,600,000	0	160,000	160,000	259,200	57,600	144,000	979,200
77	Thornton Rd. (North of Consumers Dr. extension - King St.)	52.1	U	100,000	0	7,000	7,000	16,740	3,720	9,300	63,240
78	Stevenson Rd. / Phillip Murray Ave. Intersection	1.39	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
79	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	C	7,300,000	0	584,000	584,000	1,208,880	268,640	671,600	4,566,880
80	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	P	100,000	0	35,000	35,000	11,700	2,600	6,500	44,200
88	Region Road 57 / Concession 7 Intersection	1.44	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
91	Adelaide Ave. (Townline Rd. - Trulls Rd.)	58.2	D	500,000	0	0	0	90,000	20,000	50,000	340,000
93	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	D	1,250,000	0	37,500	37,500	218,250	48,500	121,250	824,500
97	King St. / Lambs Rd. Intersection	1.48	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
100	Region Hwy 47 / Concession 6 Intersection	199	C	1,200,000	0	12,000	12,000	213,840	47,520	118,800	807,840
113	Miscellaneous Property Acquisition	0.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
118	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>59,800,000</b>	<b>0</b>	<b>8,421,000</b>	<b>8,421,000</b>	<b>9,248,220</b>	<b>2,055,160</b>	<b>5,137,900</b>	<b>34,937,720</b>
<b>Grand Total Financing</b>				<b>111,890,000</b>	<b>1,000,000</b>	<b>56,756,000</b>	<b>56,756,000</b>	<b>9,744,120</b>	<b>2,165,360</b>	<b>5,413,400</b>	<b>36,811,120</b>

**NOTES:**

1) Other Sources of Revenue Include:

CNR

TOTAL

\$1,000,000

\$1,000,000

## 2023 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,688,500	0	2,688,500	2,688,500	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	I.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
107	Signal Modernization Program	O.14	C	710,000	0	710,000	710,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	530,000	0	530,000	530,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	510,000	0	51,000	51,000	82,620	18,360	45,900	312,120
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,603,500</b>	<b>0</b>	<b>6,700,000</b>	<b>6,700,000</b>	<b>522,630</b>	<b>116,140</b>	<b>290,350</b>	<b>1,974,380</b>
<b>B Special Rehabilitation Levy</b>											
33	Main St. (Winter St. to Station St.)	O.10	U	300,000	0	300,000	300,000	0	0	0	0
34	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	P	200,000	0	200,000	200,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	34,461,500	0	34,461,500	34,461,500	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,961,500</b>	<b>0</b>	<b>34,961,500</b>	<b>34,961,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
127	Reg. Rd. 3, Enniskillen Bridge	O.12	D	200,000	0	200,000	200,000	0	0	0	0
137	Reg. Rd. 13, Laurie Bridge Replacement	O.11	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
144	Reg. Rd. 22, Bloor Street West Over Oshawa Creek	O.12	D	200,000	0	200,000	200,000	0	0	0	0
145	Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
151	Reg. Rd. 33, Harmony Road South CPR Overhead	O.12	D	200,000	0	200,000	200,000	0	0	0	0
160	Reg. Rd. 57, Bowmanville Creek Bridge	O.12	C	1,800,000	0	1,800,000	1,800,000	0	0	0	0
164	Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge	O.12	C	1,100,000	0	1,100,000	1,100,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>5,150,000</b>	<b>0</b>	<b>5,150,000</b>	<b>5,150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2023 Road Program

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

## 2024 Road Program

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

## 2024 Road Program

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



## 2025 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,673,000	0	2,673,000	2,673,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
107	Signal Modernization Program	O.14	C	1,230,000	0	1,230,000	1,230,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	230,000	0	230,000	230,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	465,000	0	46,500	46,500	75,330	16,740	41,850	284,580
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,763,000</b>	<b>0</b>	<b>6,900,000</b>	<b>6,900,000</b>	<b>515,340</b>	<b>114,520</b>	<b>286,300</b>	<b>1,946,840</b>
<b>B Special Rehabilitation Levy</b>											
34	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	34,877,000	0	34,877,000	34,877,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,977,000</b>	<b>0</b>	<b>34,977,000</b>	<b>34,977,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
123	Reg. Rd. 1, Brock Rd. Over Duffins Creek Bridge	O.12	D	125,000	0	125,000	125,000	0	0	0	0
126	Reg. Rd. 3, Bickle Bridge	O.12	C	1,100,000	0	1,100,000	1,100,000	0	0	0	0
131	Reg. Rd. 4, Wilmot Creek Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
136	Reg. Rd. 11, Dobson Bridge	O.12	C	800,000	0	800,000	800,000	0	0	0	0
139	Reg. Rd. 15, McRae Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
150	Reg. Rd. 31, Bayles Bridge	O.12	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
151	Reg. Rd. 33, Harmony Road South CPR Overhead	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
153	Reg. Rd. 45, Henry Street C.N.R. Overpass Replacement	O.12	EA	200,000	0	200,000	200,000	0	0	0	0
156	Reg. Rd. 50, Morgan Bridge	O.12	D	200,000	100,000	100,000	100,000	0	0	0	0
159	Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge	O.12	D	200,000	0	200,000	200,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>6,125,000</b>	<b>100,000</b>	<b>6,025,000</b>	<b>6,025,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2025 Road Program

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

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County  
TOTAL

\$100,000  
\$100,000

## 2026 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,904,500	0	2,904,500	2,904,500	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
107	Signal Modernization Program	O.14	C	1,230,000	0	1,230,000	1,230,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	100,000	0	100,000	100,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,849,500</b>	<b>0</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>512,910</b>	<b>113,980</b>	<b>284,950</b>	<b>1,937,660</b>
<b>B Special Rehabilitation Levy</b>											
34	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	34,645,500	0	34,645,500	34,645,500	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,745,500</b>	<b>0</b>	<b>34,745,500</b>	<b>34,745,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
123	Reg. Rd. 1, Brock Rd. Over Duffins Creek Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
131	Reg. Rd. 4, Wilmot Creek Bridge	O.12	C	700,000	0	700,000	700,000	0	0	0	0
139	Reg. Rd. 15, McRae Bridge	O.12	C	800,000	0	800,000	800,000	0	0	0	0
142	Reg. Rd. 18, Kendal Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
152	Reg. Rd. 35, Wilson Road North Pedestrian Underpass	O.12	D	50,000	0	50,000	50,000	0	0	0	0
153	Reg. Rd. 45, Henry Street C.N.R. Overpass	O.12	D	100,000	0	100,000	100,000	0	0	0	0
156	Reg. Rd. 50, Morgan Bridge	O.12	C	1,000,000	500,000	500,000	500,000	0	0	0	0
159	Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge	O.12	C	1,900,000	0	1,900,000	1,900,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>6,150,000</b>	<b>500,000</b>	<b>5,650,000</b>	<b>5,650,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2026 Road Program

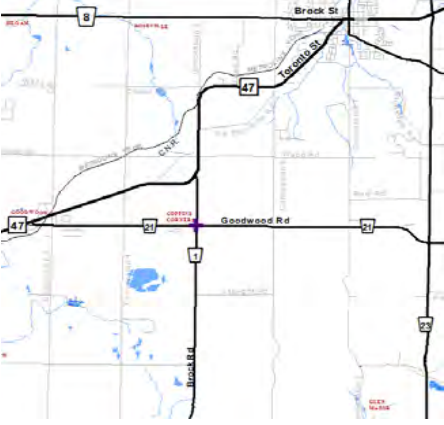
Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing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

**NOTES:**

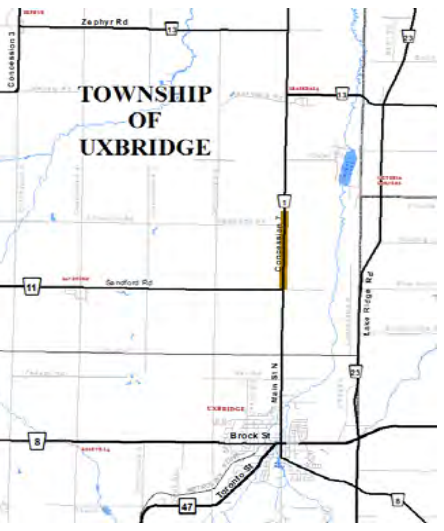
1) Other Sources of Revenue Include:

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

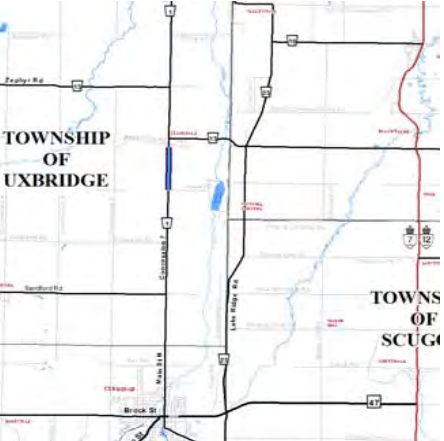
2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 3</b>													
Program No. R1701 Reg. Rd. 1 Brock Rd. / Goodwood Rd. Intersection  Uxbridge													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment													0.000
Engineering/Design		300.000											300.000
Property Acquisition			100.000										100.000
Utility Relocation				100.000									100.000
Construction					2,500.000								2,500.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	300.000	100.000	100.000	2,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES		183.600	61.200	61.200	1,530.000								1,836.000
NEW COMMERCIAL DEV. CHARGES*		27.000	9.000	9.000	225.000								270.000
NEW INSTITUTIONAL DEV. CHARGES*			3.600	3.600	90.000								97.200
NEW INDUSTRIAL DEV. CHARGES*		48.600	16.200	16.200	405.000								486.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE		40.800	10.000	10.000	250.000								310.800
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	300.000	100.000	100.000	2,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,000.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Reconstruct and modify intersection.													


2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 4</b>													
<b>Program No. R1501</b>													
<u>Reg. Rd. 1</u>													
Conc. Rd. 7 from Reg. Rd. 11 to 0.4 km north of Ashworth Rd.													
Uxbridge 2.5 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	400.000												400.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation		300.000											300.000
Construction			4,000.000										4,000.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	400.000	300.000	4,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,700.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	400.000	300.000	4,000.000										4,700.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	400.000	300.000	4,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,700.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 5</b>													
<b>Program No. R1702</b>													
<u>Reg. Rd. 1</u>													
Conc. Rd. 7 from Foster Dr. to south limit of Leaskdale													
Uxbridge 1.4 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment		200.000											0.000
Engineering/Design			200.000										200.000
Property Acquisition				100.000									100.000
Utility Relocation					2,200.000								2,200.000
Construction													0.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	200.000	200.000	100.000	2,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,700.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND		200.000	200.000	100.000	2,200.000								2,700.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	200.000	200.000	100.000	2,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,700.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 6</b>													
<b>Program No. R1601</b>													
<u>Reg. Rd. 2A &amp; 2</u>													
Centre St. from King St. to Brock St. West and Simcoe St. from Brock St. West to Elgin St. East													
Oshawa 0.7 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works</u>													
Water Supply - \$710,000													
Sanitary Sewer - \$800,000													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	200.000												200.000
Environmental Assessment													0.000
Engineering/Design		150.000											150.000
Property Acquisition		50.000											50.000
Utility Relocation			50.000										50.000
Construction				4,800.000									4,800.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	200.000	200.000	50.000	4,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5,250.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	200.000	200.000	50.000	4,800.000									5,250.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	200.000	200.000	50.000	4,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5,250.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road reconstruction.													



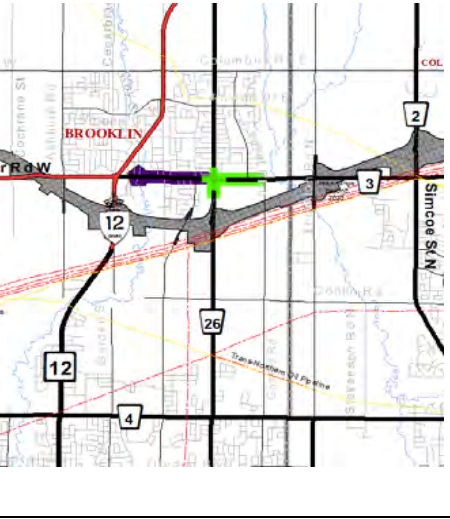
2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 7</b>													
<b>Program No. R1502</b>													
<u>Reg. Rd. 2</u>													
Simcoe St. from Rossland Rd. to Robert St.													
Oshawa 0.8 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works</u>													
Water Supply - \$1,107,000													
Sanitary Sewage - \$1,345,000													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	350.000												350.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction		4,100.000											4,100.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	350.000	4,100.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,450.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	350.000	4,100.000											4,450.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	350.000	4,100.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,450.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road reconstruction including sanitary sewer and watermain replacement from Rossland Rd. to Robert St.													


2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>BUDGET ITEM NO. 10</b>  Program No. R1602 <u>Reg. Rd. 2</u> Simcoe St. from Beech St. to Reach St. (Reg. Rd. 8).  Scugog 0.3 km												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u>												
	<b>EXPENDITURES:</b>  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>	100.000           100.000	50.000           150.000	2,200.000           2,200.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	100.000           2,450.000
	<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER  <b>TOTAL ATTRIBUTION</b>	100.000           100.000	150.000           150.000	2,200.000           2,200.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road rehabilitation including intersection modifications at Regional Road 8. and road rehabilitation from Bigelow St. to Simcoe St.												


2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 11</b>													
<b>Program No. R0802</b>													
<u>Reg. Rd. 3</u>													
Winchester Rd. from Baldwin St. to Garrard Rd.													
Whitby 2.4 km													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	9,900.000												9,900.000
Environmental Assessment													0.000
Engineering/Design		1,000.000											1,000.000
Property Acquisition		50.000											50.000
Utility Relocation			200.000										200.000
Construction		1,100.000		300.000	6,600.000								8,000.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	9,900.000	2,150.000	200.000	300.000	6,600.000	0.000	0.000	0.000	0.000	0.000	0.000		19,150.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	6,351.360	1,403.520	130.560	195.840	4,308.480								12,389.760
NEW COMMERCIAL DEV. CHARGES*	1,022.200	206.400	19.200	28.800	633.600								1,910.200
NEW INSTITUTIONAL DEV. CHARGES*			7.680	11.520	253.440								272.640
NEW INDUSTRIAL DEV. CHARGES*			34.560	51.840	1,140.480								1,226.880
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	2,526.410	540.080	8.000	12.000	264.000								3,350.490
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	9,899.970	2,150.000	200.000	300.000	6,600.000	0.000	0.000	0.000	0.000	0.000	0.000		19,149.970
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
<p>Phase I: 2017 Winchester Rd. / Thickson Rd. Intersection modifications and widen to 5 lanes from Anderson St. to Garrard Rd. Phase II: 2020 widen to 3/4 lanes from Baldwin St. to Anderson St. including structure widening.</p>													

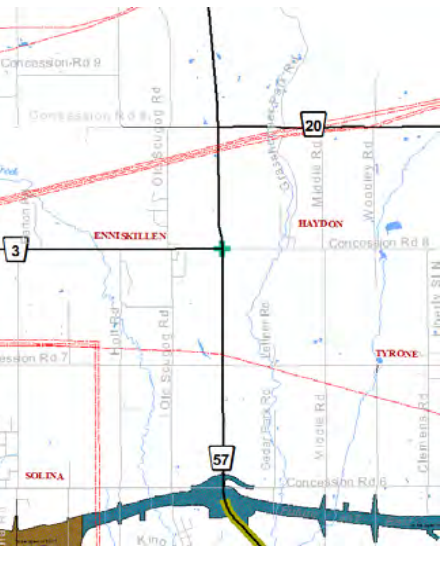
2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>BUDGET ITEM NO. 12</b>  Program No. R1703 <u>Reg. Rd. 3</u> Columbus Rd. E. from Grandview St. N. to Townline Rd. N.  Oshawa/Clarington 0.8 km												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u>												
												
	<b>EXPENDITURES:</b>											
	Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other	0.000	100.000	250.000	100.000	2,000.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>TOTAL EXPENDITURES</b>	0.000	100.000	250.000	100.000	2,000.000	0.000	0.000	0.000	0.000	0.000	0.000	2,450.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER		100.000	250.000	100.000	2,000.000	0.000	0.000	0.000	0.000	0.000	0.000	2,350.000
<b>TOTAL ATTRIBUTION</b>	0.000	100.000	250.000	100.000	2,000.000	0.000	0.000	0.000	0.000	0.000	0.000	2,450.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road rehabilitation/reconstruction.												


2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 13</b>													
<b>Program No. R1708</b>													
<u>Reg. Rd. 3</u>													
Columbus Rd. E. from Townline Rd. N. to Enfield Rd. (Reg. Rd. 34)													
Clarington 2.0 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment													0.000
Engineering/Design		100.000											100.000
Property Acquisition				150.000									150.000
Utility Relocation					100.000								100.000
Construction							4,000.000						4,000.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	100.000	0.000	150.000	100.000	4,000.000	0.000	0.000	0.000	0.000	0.000	0.000	4,350.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY		100.000											100.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND				150.000	100.000	4,000.000							4,250.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	100.000	0.000	150.000	100.000	4,000.000	0.000	0.000	0.000	0.000	0.000	0.000	4,350.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													


2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>BUDGET ITEM NO. 14</b>												
<b>Program No. R1603</b>												
Reg. Rd. 3 (Conc. 8) / Region Road 57 Intersection												
Clarington												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	500.000											500.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition		300.000										300.000
Utility Relocation			300.000									300.000
Construction				1,500.000								1,500.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	500.000	300.000	300.000	1,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,600.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	306.000	183.600	183.600	918.000								1,591.200
NEW COMMERCIAL DEV. CHARGES*	45.000	27.000	27.000	135.000								234.000
NEW INSTITUTIONAL DEV. CHARGES*			10.800	54.000								64.800
NEW INDUSTRIAL DEV. CHARGES*		48.600	48.600	243.000								340.200
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	149.000	40.800	30.000	150.000								369.800
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	500.000	300.000	300.000	1,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,600.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Reconstruct to roundabout.												

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>BUDGET ITEM NO. 17</b>  Program No. R1402 <u>Reg. Rd. 4</u> Taunton Rd. from east of Townline Rd. to east of Enfield Rd. Clarington 2.0 km												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	1,300.000											1,300.000
Environmental Assessment												0.000
Engineering/Design		100.000										100.000
Property Acquisition												0.000
Utility Relocation		175.000										175.000
Construction		3,600.000	2,000.000									5,600.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	1,300.000	3,875.000	0.000	2,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7,175.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	673.200	2,310.300										2,983.500
NEW COMMERCIAL DEV. CHARGES*	99.000	339.750										438.750
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	327.800	1,124.950										1,452.750
ROADS REHAB RESERVE FUND	200.000	100.000	2,000.000									2,300.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	1,300.000	3,875.000	0.000	2,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7,175.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
2017: Taunton Rd. / Enfield Rd. intersection modifications 2019: Road rehabilitation from east of Townline Rd. to west of Enfield Rd.												

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 18</b>													
Program No. R1709 Reg. Rd. 4 Taunton Rd. / Courtice Rd. Intersection  Clarington													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment													0.000
Engineering/Design		200.000											200.000
Property Acquisition				100.000									100.000
Utility Relocation					200.000								200.000
Construction							2,900.000						2,900.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	200.000	0.000	100.000	200.000	2,900.000	0.000	0.000	0.000	0.000	0.000	0.000	3,400.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES		122.400		61.200	122.400	1,774.800							2,080.800
NEW COMMERCIAL DEV. CHARGES*		18.000		9.000	18.000	261.000							306.000
NEW INSTITUTIONAL DEV. CHARGES*				3.600	7.200	104.400							115.200
NEW INDUSTRIAL DEV. CHARGES*		32.400		16.200	32.400	469.800							550.800
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE		27.200		10.000	20.000	290.000							347.200
ROADS REHAB RESERVE FUND													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	200.000	0.000	100.000	200.000	2,900.000	0.000	0.000	0.000	0.000	0.000	0.000	3,400.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Reconstruct and modify intersection.													




2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>BUDGET ITEM NO. 19</b>												
Program No. R1608 <u>Reg. Rd. 4</u> Taunton Rd. from 0.4km west of Solina Rd. to Reg. Rd. 57  Clarington 4.6 km												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	350.000											350.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition		50.000	50.000	50.000	50.000							200.000
Utility Relocation		50.000	50.000	50.000	50.000							200.000
Construction			1,500.000	1,500.000	1,500.000	1,500.000						6,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	350.000	100.000	1,600.000	1,600.000	1,600.000	1,500.000	0.000	0.000	0.000	0.000	0.000	6,750.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY	350.000	100.000										450.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND			1,600.000	1,600.000	1,600.000	1,500.000						6,300.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	350.000	100.000	1,600.000	1,600.000	1,600.000	1,500.000	0.000	0.000	0.000	0.000	0.000	6,750.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road rehabilitation.												


2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>BUDGET ITEM NO. 20</b>												
Program No. R1609 <u>Reg. Rd. 4</u> Taunton Rd. / Region Rd. 57 Intersection  Clarington												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	150.000											150.000
Environmental Assessment		100.000										100.000
Engineering/Design			250.000									250.000
Property Acquisition				300.000								300.000
Utility Relocation						6,000.000						6,000.000
Construction												0.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	150.000	100.000	250.000	300.000	0.000	6,000.000	0.000	0.000	0.000	0.000	0.000	6,800.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	91.800	61.200	153.000	183.600		3,672.000						4,161.600
NEW COMMERCIAL DEV. CHARGES*	13.500	9.000	22.500	27.000		540.000						612.000
NEW INSTITUTIONAL DEV. CHARGES*			9.000	10.800		216.000						235.800
NEW INDUSTRIAL DEV. CHARGES*			40.500	48.600		972.000						1,061.100
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	44.700	29.800	25.000	30.000		600.000						729.500
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	150.000	100.000	250.000	300.000	0.000	6,000.000	0.000	0.000	0.000	0.000	0.000	6,800.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Reconstruct and modify intersection and replace and widen bridge on west leg of intersection.												

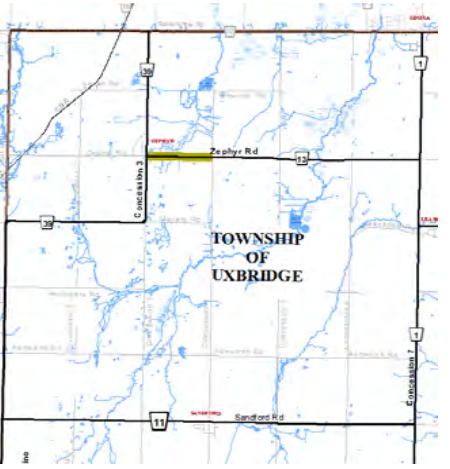
2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 23</b>													
Program No. R1403 Reg. Rd. 12 / 23 Reg. Rd. 12 / Lake Ridge Rd. Intersection Brock													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	500.000												500.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition		100.000											100.000
Utility Relocation		300.000											300.000
Construction			2,800.000										2,800.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	500.000	400.000	2,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,700.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	306.000	244.800	1,713.600										2,264.400
NEW COMMERCIAL DEV. CHARGES*	45.000	36.000	252.000										333.000
NEW INSTITUTIONAL DEV. CHARGES*			100.800										100.800
NEW INDUSTRIAL DEV. CHARGES*		64.800	453.600										518.400
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	149.000	54.400	280.000										483.400
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	500.000	400.000	2,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,700.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Reconstruct to roundabout.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 24</b>													
Program No. R1710 <u>Reg. Rd.12</u> Regional Road 12 from east limit of Wilfred to 3.0 km west of Hwy. 12 Brock 3.9 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction		3,900.000											3,900.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	3,900.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,900.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND		3,900.000											3,900.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	3,900.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,900.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											TOTAL	
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast										
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 25</b>													
Program No. R1503 <u>Reg. Rd.13</u> Zephyr Rd. from Scott Conc. 3 (Reg. Rd. 39) to Conc. 4  Uxbridge 2.0 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	200.000												200.000
Environmental Assessment													0.000
Engineering/Design		50.000											0.000
Property Acquisition													50.000
Utility Relocation			50.000										50.000
Construction				800.000									800.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	200.000	50.000	50.000	800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,100.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	200.000	50.000	50.000	800.000									1,100.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	200.000	50.000	50.000	800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,100.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	
<b>BUDGET ITEM NO. 26</b>	
<b>Program No. R1509</b>	
<u>Reg. Rd. 13</u>	
Zephyr Rd. from Conc. 5 to 0.7 km east of Conc. 5	
Uxbridge	0.7 km

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




EXPENDITURES:	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2018	2019	2020	2021	2022	2023	2024	2025	2026			
Total Prior Budget Allocations	510.000												510.000	
Environmental Assessment													0.000	
Engineering/Design		75.000											75.000	
Property Acquisition		50.000											50.000	
Utility Relocation			175.000										175.000	
Construction				690.000									690.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	510.000	125.000	175.000	690.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,500.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES														0.000
NEW COMMERCIAL DEV. CHARGES*														0.000
NEW INSTITUTIONAL DEV. CHARGES*														0.000
NEW INDUSTRIAL DEV. CHARGES*														0.000
GENERAL LEVY														0.000
ROADS CAPITAL RESERVE														0.000
ROADS REHAB RESERVE FUND	510.000	125.000	175.000	690.000										1,500.000
OTHER														0.000
<b>TOTAL ATTRIBUTION</b>	510.000	125.000	175.000	690.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,500.000	

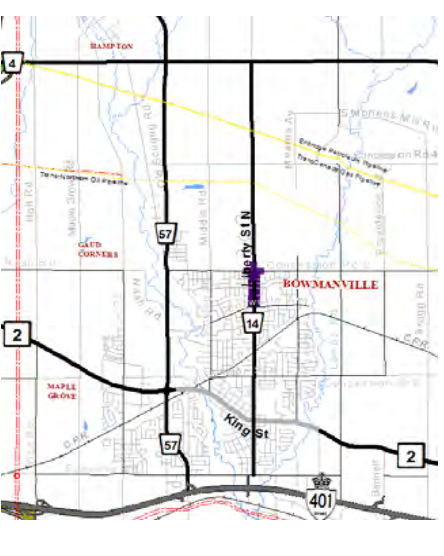
\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial,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

NEED/EXPLANATION OF PROJECT
Road rehabilitation/reconstruction.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 27</b>													
<b>Program No. R0901</b>													
<u>Reg. Rd. 13</u>													
3rd Concession from Lake Ridge Rd. to 1.5 km west of Highway 12													
Brock 3.9 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	4,035.000												4,035.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction		5,500.000	5,800.000	6,000.000									17,300.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	4,035.000	5,500.000	5,800.000	6,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	21,335.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES		2,448.000											2,448.000
NEW COMMERCIAL DEV. CHARGES*		360.000											360.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*		648.000											648.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE		544.000											544.000
ROADS REHAB RESERVE FUND	4,035.000	1,500.000	5,800.000	6,000.000									17,335.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	4,035.000	5,500.000	5,800.000	6,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	21,335.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
<p>Road rehabilitation/reconstruction including modifications to the profile and modifications to the Lake Ridge Rd. intersection. Phase I: 2017 intersection modifications at Reg. Rd. 13/23 planned for late 2017 tender. Phase II: 2018 road reconstruction from east of Lake Ridge Rd. to west of Sideroad 17 Phase III: 2019 road reconstruction from west of Sideroad 17 to 1.5km west of Hwy 7/12</p>													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>BUDGET ITEM NO. 29</b>												
<b>Program No. R1717</b>												
<u>Reg. Rd. 14</u>												
Liberty St. from Longworth Ave. to Concession Rd. 3												
Clarington 0.8 km												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment												0.000
Engineering/Design		400.000										400.000
Property Acquisition			100.000									100.000
Utility Relocation				300.000								300.000
Construction					3,000.000							3,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	400.000	100.000	300.000	3,000.000	0.000	0.000	0.000	0.000	0.000	0.000	3,800.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES		244.800	61.200	183.600	918.000							1,407.600
NEW COMMERCIAL DEV. CHARGES*		36.000	9.000	27.000	135.000							207.000
NEW INSTITUTIONAL DEV. CHARGES*			3.600	10.800	54.000							68.400
NEW INDUSTRIAL DEV. CHARGES*			16.200	48.600	243.000							307.800
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE		119.200	10.000	30.000	150.000							309.200
ROADS REHAB RESERVE FUND					1,500.000							1,500.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	400.000	100.000	300.000	3,000.000	0.000	0.000	0.000	0.000	0.000	0.000	3,800.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road rehabilitation including signalization and modifications to the Concession Rd. 3 intersection.												



2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	
<b>BUDGET ITEM NO. 32</b>	
Program No. R1510	
Reg. Rd. 16	
Ritson Rd. from Maine St. to Given Rd.	
Oshawa	2.1km
RELATED PROJECTS	
<u>Associated Works:</u>	
Water Supply - \$530,000	
Sanitary Sewage - \$600,000	

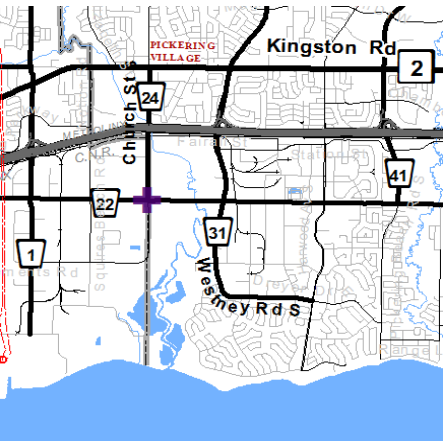
BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	6,250.000											6,250.000
Environmental Assessment												0.000
Engineering/Design		125.000										125.000
Property Acquisition		160.000										160.000
Utility Relocation		50.000										50.000
Construction		865.000										865.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	6,250.000	1,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7,450.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND	6,250.000	1,200.000										7,450.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	6,250.000	1,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7,450.000

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

**NEED/EXPLANATION OF PROJECT**

Road reconstruction and alignment shift.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<p><b>BUDGET ITEM NO. 37</b></p> <p>Program No. R1611 <u>Reg. Rd. 22</u> Bayly St. / Church St. Intersection Pickering</p>
<b>RELATED PROJECTS</b>
<u>Associated Works:</u>


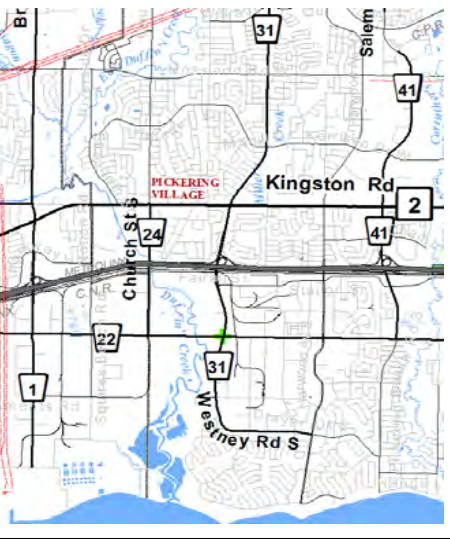
BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	100.000											100.000
Environmental Assessment		200.000										0.000
Engineering/Design			250.000									200.000
Property Acquisition				400.000								250.000
Utility Relocation					5,700.000							400.000
Construction												5,700.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>100.000</b>	<b>200.000</b>	<b>250.000</b>	<b>400.000</b>	<b>5,700.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>6,650.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	61.200	122.400	153.000	244.800	3,488.400							4,069.800
NEW COMMERCIAL DEV. CHARGES*	9.000	18.000	22.500	36.000	513.000							598.500
NEW INSTITUTIONAL DEV. CHARGES*			9.000	14.400	205.200							228.600
NEW INDUSTRIAL DEV. CHARGES*			40.500	64.800	923.400							1,028.700
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	29.800	59.600	25.000	40.000	570.000							724.400
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>100.000</b>	<b>200.000</b>	<b>250.000</b>	<b>400.000</b>	<b>5,700.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>6,650.000</b>

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

**NEED/EXPLANATION OF PROJECT**

Intersection modifications including widening Bayly St. to 7 lanes.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<b>BUDGET ITEM NO. 38</b>
Program No. R1617 <u>Reg. Rd. 22</u> Bayly St. / Westney Rd. Intersection Ajax
<b>RELATED PROJECTS</b>
<u>Associated Works:</u>


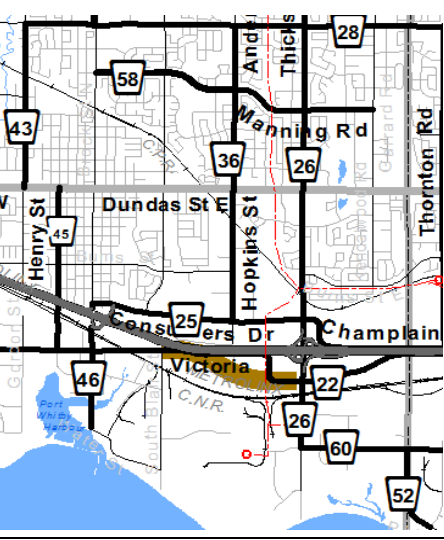
BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	550.000											550.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation												0.000
Construction		150.000										150.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	550.000	150.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	700.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	336.600	91.800										428.400
NEW COMMERCIAL DEV. CHARGES*	49.500	13.500										63.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	163.900	44.700										208.600
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	550.000	150.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	700.000

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

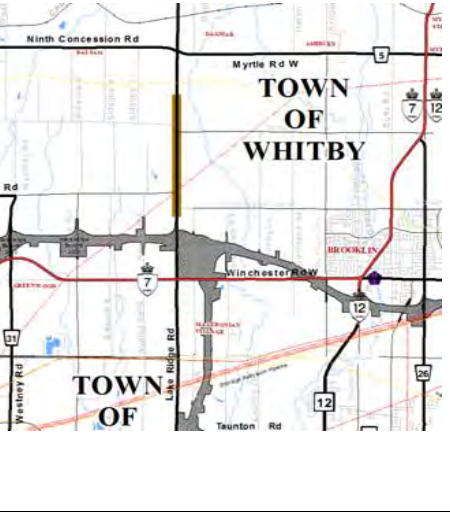
**NEED/EXPLANATION OF PROJECT**

Intersection modifications. Add east bound right turn lane at intersection.

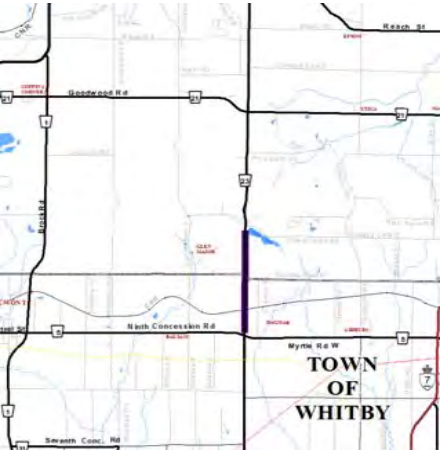
2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<p><b>BUDGET ITEM NO. 41</b></p> <p>Program No. R1102 <u>Reg. Rd. 22</u> Victoria St. from South Blair St. to west of Thickson Rd. Whitby 1.6 km</p>												
<p><b>RELATED PROJECTS</b></p> <p><u>Associated Works:</u> Water Supply - \$1,383,000 Sanitary Sewer - \$1,070,000 Feedermain - \$15,600,000</p>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	3,192.000											3,192.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation		30.000										30.000
Construction		90.000										90.000
Contingency			9,500.000									9,500.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>3,192.000</b>	<b>120.000</b>	<b>9,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>12,812.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	1,577.034	69.360	5,491.000									7,137.394
NEW COMMERCIAL DEV. CHARGES*	252.276	10.200	807.500									1,069.976
NEW INSTITUTIONAL DEV. CHARGES*			323.000									323.000
NEW INDUSTRIAL DEV. CHARGES*			1,453.500									1,453.500
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	1,131.451	40.440	1,425.000									2,596.891
ROADS REHAB RESERVE FUND	5.394											5.394
OTHER	225.464											225.464
<b>TOTAL ATTRIBUTION</b>	<b>3,191.619</b>	<b>120.000</b>	<b>9,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>12,811.619</b>
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
<b>NEED/EXPLANATION OF PROJECT</b>												
Construct new alignment and widen road to 5 lanes												

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<p><b>BUDGET ITEM NO. 47</b></p> <p>Program No. R1517 Reg. Rd. 23 Lake Ridge Rd. from 1.6 km north of Hwy. 7 to 0.3km north of Conc. 9 (Reg. Rd. 5) Pickering/Whitby 4.5 km</p>												
<p><b>RELATED PROJECTS</b></p> <p>Associated Works:</p>												
												
<p><b>EXPENDITURES:</b></p> <p>Total Prior Budget Allocations 200.000 Environmental Assessment 0.000 Engineering/Design 650.000 Property Acquisition 200.000 Utility Relocation 550.000 Construction 9,500.000 Contingency 0.000 Other 0.000</p> <p><b>TOTAL EXPENDITURES</b> 200.000 1,400.000 9,500.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 11,100.000</p>												
<p><b>ATTRIBUTION:</b></p> <p>SUBSIDY/GRANTS 0.000 NEW RESIDENTIAL DEV. CHARGES 0.000 NEW COMMERCIAL DEV. CHARGES* 0.000 NEW INSTITUTIONAL DEV. CHARGES* 0.000 NEW INDUSTRIAL DEV. CHARGES* 0.000 GENERAL LEVY 0.000 ROADS CAPITAL RESERVE 0.000 ROADS REHAB RESERVE FUND 200.000 1,400.000 9,500.000 11,100.000 OTHER 0.000</p> <p><b>TOTAL ATTRIBUTION</b> 200.000 1,400.000 9,500.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 11,100.000</p>												
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road rehabilitation.												

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION
<p><b>BUDGET ITEM NO. 48</b></p> <p><b>Program No. R1718</b> <u>Reg. Rd. 23</u> Lake Ridge Rd. from north of Reg. Rd. 5 to south of Chalk Lake Rd. Pickering/Whitby/Uxbridge/Scugog 3.7 km</p>
RELATED PROJECTS
<p><u>Associated Works:</u></p>


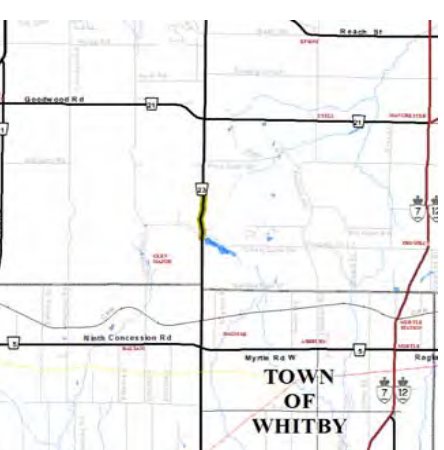
BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment												0.000
Engineering/Design		150.000										150.000
Property Acquisition			150.000									150.000
Utility Relocation				100.000								100.000
Construction					4,500.000							4,500.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>0.000</b>	<b>150.000</b>	<b>150.000</b>	<b>100.000</b>	<b>4,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4,900.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND		150.000	150.000	100.000	4,500.000							4,900.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>0.000</b>	<b>150.000</b>	<b>150.000</b>	<b>100.000</b>	<b>4,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4,900.000</b>

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

**NEED/EXPLANATION OF PROJECT**

Road rehabilitation.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 49</b>													
<b>Program No. R1618</b>													
<u>Reg. Rd. 23</u>													
Lake Ridge Rd. from Chalk Lake Rd. to 1.5km north of Chalk Lake Rd.													
Scugog/Uxbridge 1.5 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	150.000												150.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition		50.000											50.000
Utility Relocation			150.000										150.000
Construction				2,200.000									2,200.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	150.000	50.000	150.000	2,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,550.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	150.000	50.000	150.000	2,200.000									2,550.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	150.000	50.000	150.000	2,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,550.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													

**NEED/EXPLANATION OF PROJECT**

Road rehabilitation including intersection modifications at Chalk Lake Rd.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<p><b>BUDGET ITEM NO. 50</b></p> <p>Program No. R1320 Reg. Rd. 25 Consumers Dr. extension from east of Thickson Rd. to Thornton Rd. Whitby/Oshawa 1.7km</p>
<b>RELATED PROJECTS</b>
<p>Water Supply - \$1,382,000 Sanitary Sewer - \$1,370,000</p>

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	9,285.000											9,285.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition		215.000										215.000
Utility Relocation												0.000
Construction		9,700.000										9,700.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	9,285.000	9,915.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	19,200.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	6,216.062	6,674.778										12,890.840
NEW COMMERCIAL DEV. CHARGES*	968.715	981.585										1,950.300
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	2,100.223	2,258.637										4,358.860
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	9,285.000	9,915.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	19,200.000


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**NEED/EXPLANATION OF PROJECT**

3 lane urban extension of Consumers Dr. easterly to Thornton Rd.



2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<p><b>BUDGET ITEM NO. 51</b></p> <p>Program No. R1407 <u>Reg. Rd. 25</u> Champlain Ave. / Thornton Rd. intersection</p> <p>Oshawa 1.1 km</p>
<b>RELATED PROJECTS</b>
<p>Associated Works Water Supply - \$100,000 Sanitary Sewer - \$450,000</p>


BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	1,100.000											1,100.000
Environmental Assessment												0.000
Engineering/Design		200.000										200.000
Property Acquisition												200.000
Utility Relocation												0.000
Construction		4,800.000										4,800.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>1,100.000</b>	<b>5,000.000</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>6,100.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	520.200	3,162.000										3,682.200
NEW COMMERCIAL DEV. CHARGES*	76.500	465.000										541.500
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY	100.000											100.000
ROADS CAPITAL RESERVE	253.300	1,373.000										1,626.300
ROADS REHAB RESERVE FUND	150.000											150.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>1,100.000</b>	<b>5,000.000</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>6,100.000</b>

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

**NEED/EXPLANATION OF PROJECT**

Signalize and modify Champlain Ave. / Thornton Rd. intersection including reconstruction and widening of Thornton Rd. from Champlain Ave. to south of Consumers Dr. extension.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION
<p><b>BUDGET ITEM NO. 52</b></p> <p>Program No. R0710 Reg. Rd. 26 Thickson Rd. from Wentworth St. to C.N. Rail Kingston</p> <p>Whitby 0.8 km</p>
RELATED PROJECTS
<p>Associated Works Water Supply - \$201,000</p>

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	350.000											350.000
Environmental Assessment												0.000
Engineering/Design		50.000										50.000
Property Acquisition			50.000									50.000
Utility Relocation				50.000								50.000
Construction					3,200.000							3,200.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>350.000</b>	<b>50.000</b>	<b>50.000</b>	<b>50.000</b>	<b>3,200.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,700.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	185.000	28.560	28.560	28.560	1,827.840							2,098.520
NEW COMMERCIAL DEV. CHARGES*	32.000	4.200	4.200	4.200	268.800							313.400
NEW INSTITUTIONAL DEV. CHARGES*			1.680	1.680	107.520							110.880
NEW INDUSTRIAL DEV. CHARGES*			7.560	7.560	483.840							498.960
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	133.000	17.240	8.000	8.000	512.000							678.240
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>350.000</b>	<b>50.000</b>	<b>50.000</b>	<b>50.000</b>	<b>3,200.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,700.000</b>

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

**NEED/EXPLANATION OF PROJECT**

Reconstruct and widen road to 4 lanes.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<p><b>BUDGET ITEM NO. 57</b></p> <p>Program No. R1619 <u>Reg. Rd. 28</u> Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection Whitby</p>
<b>RELATED PROJECTS</b>
<u>Associated Works:</u>

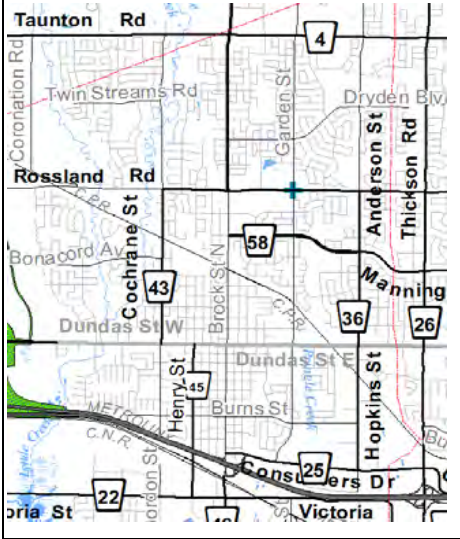
BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	600.000											600.000
Environmental Assessment		150.000										150.000
Engineering/Design		30.000										30.000
Property Acquisition		300.000										300.000
Utility Relocation			200.000	6,500.000								6,700.000
Construction												0.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>600.000</b>	<b>480.000</b>	<b>200.000</b>	<b>6,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>7,780.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	354.960	283.968	118.320	3,845.400								4,602.648
NEW COMMERCIAL DEV. CHARGES*	52.200	41.760	17.400	565.500								676.860
NEW INSTITUTIONAL DEV. CHARGES*			6.960	226.200								233.160
NEW INDUSTRIAL DEV. CHARGES*			31.320	1,017.900								1,049.220
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	192.840	154.272	26.000	845.000								1,218.112
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>600.000</b>	<b>480.000</b>	<b>200.000</b>	<b>6,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>7,780.000</b>

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

**NEED/EXPLANATION OF PROJECT**

Intersection modifications.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)


<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<b>BUDGET ITEM NO. 58</b>
Program No. R1620 <u>Reg. Rd. 28</u> Rossland Rd. / Garden St. Intersection Whitby
<b>RELATED PROJECTS</b>
<u>Associated Works:</u>


BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	100.000											100.000
Environmental Assessment												0.000
Engineering/Design		50.000										0.000
Property Acquisition												50.000
Utility Relocation			100.000	50.000								150.000
Construction					2,200.000							2,200.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	100.000	50.000	100.000	50.000	2,200.000	0.000	0.000	0.000	0.000	0.000	0.000	2,500.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	61.200	30.600	61.200	30.600	1,346.400							1,530.000
NEW COMMERCIAL DEV. CHARGES*	9.000	4.500	9.000	4.500	198.000							225.000
NEW INSTITUTIONAL DEV. CHARGES*			3.600	1.800	79.200							84.600
NEW INDUSTRIAL DEV. CHARGES*			16.200	8.100	356.400							380.700
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	29.800	14.900	10.000	5.000	220.000							279.700
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	100.000	50.000	100.000	50.000	2,200.000	0.000	0.000	0.000	0.000	0.000	0.000	2,500.000


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

<b>NEED/EXPLANATION OF PROJECT</b>
Intersection modifications at Garden St.


2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2018	2019	2020	2021	2022	2023	2024	2025	2026			
<b>BUDGET ITEM NO. 62</b>														
<b>Program No. R1525</b>														
<u>Reg. Rd. 30</u>														
Townline Rd. from Reg. Rd. 8 to Vivian Rd.														
Uxbridge 1.2 KM														
<b>RELATED PROJECTS</b>														
														
<b>EXPENDITURES:</b>														
Total Prior Budget Allocations	100.000												100.000	
Environmental Assessment													0.000	
Engineering/Design													0.000	
Property Acquisition		50.000											50.000	
Utility Relocation		100.000											100.000	
Construction			2,200.000										2,200.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	100.000	150.000	2,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,450.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES			244.800											244.800
NEW COMMERCIAL DEV. CHARGES*			36.000											36.000
NEW INSTITUTIONAL DEV. CHARGES*			14.400											14.400
NEW INDUSTRIAL DEV. CHARGES*			64.800											64.800
GENERAL LEVY														0.000
ROADS CAPITAL RESERVE			40.000											40.000
ROADS REHAB RESERVE FUND	100.000	150.000	1,800.000											2,050.000
OTHER														0.000
<b>TOTAL ATTRIBUTION</b>	100.000	150.000	2,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,450.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Road rehabilitation including intersection modifications at Region Rd. 8 and at Vivian Rd.														


2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 63</b>													
<b>Program No. R1526</b>													
<u>Reg. Rd. 30</u>													
Townline Rd. from Vivian Rd. to 0.2 km south of Davis Dr.													
Uxbridge 1.9 KM													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	150.000												150.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction		1,500.000											1,500.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	150.000	1,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,650.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	150.000	1,500.000											1,650.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	150.000	1,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,650.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 67</b>													
<b>Program No. R1621</b>													
<u>Reg. Rd. 31</u>													
Westney Rd. from north of Rossland Rd. to Taunton Rd.													
Ajax 2.0 KM													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	200.000												200.000
Environmental Assessment													0.000
Engineering/Design		225.000											225.000
Property Acquisition		175.000											175.000
Utility Relocation		600.000											600.000
Construction			300.000		11,300.000								11,600.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	200.000	1,000.000	300.000	0.000	11,300.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	12,800.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	130.560	652.800	195.840		7,376.640								8,355.840
NEW COMMERCIAL DEV. CHARGES*	19.200	96.000	28.800		1,084.800								1,228.800
NEW INSTITUTIONAL DEV. CHARGES*			11.520		433.920								445.440
NEW INDUSTRIAL DEV. CHARGES*			51.840		1,952.640								2,004.480
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	50.240	251.200	12.000		452.000								765.440
ROADS REHAB RESERVE FUND													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	200.000	1,000.000	300.000	0.000	11,300.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	12,800.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen road to 4 lanes.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 70</b>													
<b>Program No. R0717</b>													
<u>Reg. Rd. 33</u>													
Harmony Rd. from Coldstream Dr. to Conlin Rd.													
Oshawa 1.4 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
Water Supply - \$25,000 (2012), \$1,000,000 (2013)													
Sanitary Sewer - \$25,000 (2012), \$100,000 (2013)													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	840.000												840.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation		350.000											350.000
Construction				5,400.000									5,400.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	840.000	350.000	0.000	5,400.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6,590.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	474.096	197.540		3,047.760									3,719.396
NEW COMMERCIAL DEV. CHARGES*	69.720	29.050		448.200									546.970
NEW INSTITUTIONAL DEV. CHARGES*				179.280									179.280
NEW INDUSTRIAL DEV. CHARGES*				806.760									806.760
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	296.184	123.410		918.000									1,337.594
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	840.000	350.000	0.000	5,400.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6,590.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen from 2/3 to 5 lanes from Coldstream Dr. to Conlin Rd.													



2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 81</b>													
Program No. R1622 Reg. Rd. 55 Townline Rd. / Pebblestone Rd. Intersection Oshawa/Clarington													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	100.000												100.000
Environmental Assessment													0.000
Engineering/Design		100.000											100.000
Property Acquisition		100.000											100.000
Utility Relocation		100.000											100.000
Construction			900.000										900.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	100.000	300.000	900.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,300.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	61.200	183.600	550.800										795.600
NEW COMMERCIAL DEV. CHARGES*	9.000	27.000	81.000										117.000
NEW INSTITUTIONAL DEV. CHARGES*			32.400										32.400
NEW INDUSTRIAL DEV. CHARGES*			145.800										145.800
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	29.800	89.400	90.000										209.200
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	100.000	300.000	900.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,300.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Intersection modifications.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	
<p><b>BUDGET ITEM NO. 82</b></p> <p>Program No. R1720 Reg. Rd. 56 Farewell St. from Harbour Rd. to Bloor St.</p> <p>Oshawa 1.6 KM</p>	
RELATED PROJECTS	
<p>Associated Works Water Supply - \$470,000</p>	

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment												0.000
Engineering/Design		200.000										200.000
Property Acquisition												0.000
Utility Relocation												0.000
Construction				3,000.000								3,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	200.000	0.000	3,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,200.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY		200.000										200.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND				3,000.000								3,000.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	200.000	0.000	3,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,200.000

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

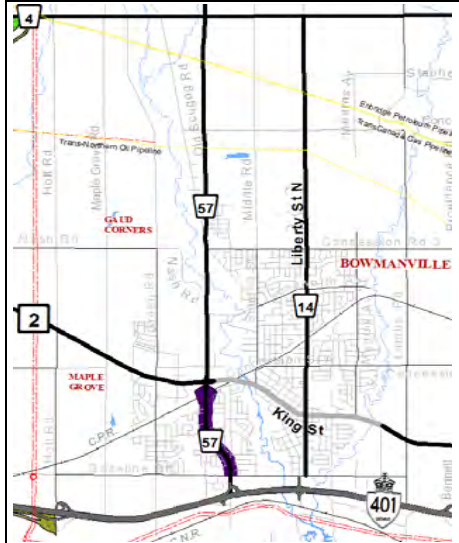
**NEED/EXPLANATION OF PROJECT**

Road rehabilitation/reconstruction.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	
<b>BUDGET ITEM NO. 83</b>	
Program No. R1721	
Reg. Rd. 57	
Martin Rd. from Baseline Rd. to south of Reg. Hwy 2	
Clarington	1.7 km

RELATED PROJECTS	
<u>Associated Works:</u>	
Water Supply - \$130,000	
Sanitary Sewer - \$3,060,000	



EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)									TOTAL
			Nine Year Forecast									
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment												0.000
Engineering/Design		500.000										500.000
Property Acquisition		400.000										400.000
Utility Relocation			400.000									400.000
Construction					15,400.000							15,400.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	900.000	400.000	0.000	15,400.000	0.000	0.000	0.000	0.000	0.000	0.000	16,700.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES		489.600	217.600		8,377.600							9,084.800
NEW COMMERCIAL DEV. CHARGES*		72.000	32.000		1,232.000							1,336.000
NEW INSTITUTIONAL DEV. CHARGES*			12.800		492.800							505.600
NEW INDUSTRIAL DEV. CHARGES*			57.600		2,217.600							2,275.200
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE		338.400	80.000		3,080.000							3,498.400
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	900.000	400.000	0.000	15,400.000	0.000	0.000	0.000	0.000	0.000	0.000	16,700.000

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


**NEED/EXPLANATION OF PROJECT**

Widen road to 4 lanes from Baseline Rd. to Hwy 2, including structure widening.


2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 84</b>  Program No. R1309 <u>Reg. Rd. 57</u> Durham Rd. 57, from south of Reg. Hwy 2 to north of Stevens Rd. Clarington 0.5 km													
<b>RELATED PROJECTS</b>  <u>Associated Works:</u> Water Supply - \$125,000 Sanitary Sewer - \$2,980,000													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	1,050.000												1,050.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation		300.000											300.000
Construction				5,500.000									5,500.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	1,050.000	300.000	0.000	5,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6,850.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	577.200	163.200		3,009.000									3,749.400
NEW COMMERCIAL DEV. CHARGES*	135.000	24.000		442.500									601.500
NEW INSTITUTIONAL DEV. CHARGES*				177.000									177.000
NEW INDUSTRIAL DEV. CHARGES*				796.500									796.500
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	337.800	112.800		1,075.000									1,525.600
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	1,050.000	300.000	0.000	5,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6,850.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Intersection modifications at Reg. Hwy. 2 and Stevens Rd.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>BUDGET ITEM NO. 86</b>  Program No. R1722 Reg. Rd. 57 Region Rd. 57 from Taunton Rd. to Hwy 407  Clarington 2.1 KM												
<b>RELATED PROJECTS</b>												
	<b>EXPENDITURES:</b>  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>	0.000           0.000	50.000           50.000	1,500.000           1,500.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           1,550.000
	<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER  <b>TOTAL ATTRIBUTION</b>	0.000           0.000	50.000           50.000	1,500.000           1,500.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road rehabilitation/reconstruction.												

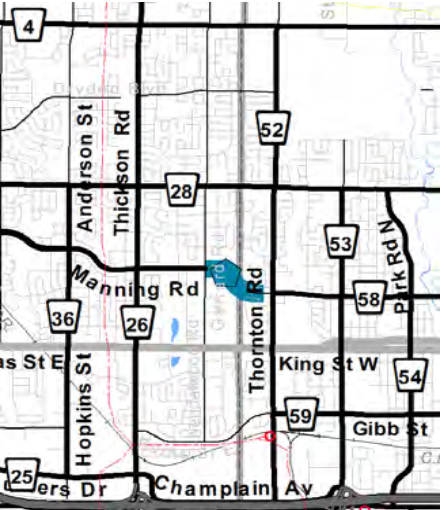
2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2018	2019	2020	2021	2022	2023	2024	2025	2026			
<b>BUDGET ITEM NO. 87</b>														
<b>Program No. R1520</b>														
<u>Reg. Rd. 57</u>														
Region Rd. 57 from south of Conc. Rd. 3 to 0.13 km north of Conc. Rd. 4														
Clarington 2.2 KM														
<b>RELATED PROJECTS</b>														
														
<b>EXPENDITURES:</b>														
Total Prior Budget Allocations	150.000												150.000	
Environmental Assessment													0.000	
Engineering/Design													0.000	
Property Acquisition													0.000	
Utility Relocation		100.000											100.000	
Construction			3,800.000										3,800.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	150.000	100.000	3,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,050.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES														0.000
NEW COMMERCIAL DEV. CHARGES*														0.000
NEW INSTITUTIONAL DEV. CHARGES*														0.000
NEW INDUSTRIAL DEV. CHARGES*														0.000
GENERAL LEVY		100.000												100.000
ROADS CAPITAL RESERVE														0.000
ROADS REHAB RESERVE FUND	150.000		3,800.000											3,950.000
OTHER														0.000
<b>TOTAL ATTRIBUTION</b>	150.000	100.000	3,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,050.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Road rehabilitation/reconstruction.														

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>BUDGET ITEM NO. 89</b>  Program No. R1523 <u>Reg. Rd. 58</u> Manning Rd. / Brock St. Intersection Whitby												
<b>RELATED PROJECTS</b>												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	300.000											300.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation		250.000										250.000
Construction			200.000	2,500.000								2,700.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>300.000</b>	<b>250.000</b>	<b>200.000</b>	<b>2,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,250.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	183.600	153.000	122.400	1,530.000								1,989.000
NEW COMMERCIAL DEV. CHARGES*	27.000	22.500	18.000	225.000								292.500
NEW INSTITUTIONAL DEV. CHARGES*			7.200	90.000								97.200
NEW INDUSTRIAL DEV. CHARGES*			32.400	405.000								437.400
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	89.400	74.500	20.000	250.000								433.900
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>300.000</b>	<b>250.000</b>	<b>200.000</b>	<b>2,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,250.000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Intersection modifications.												

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION
<p><b>BUDGET ITEM NO. 90</b></p> <p><b>Program No. R0517</b> <u>Reg. Rd. 58</u> Manning Rd. / Adelaide Ave. Interconnection from Garrard Rd. to Thornton Rd. Whitby/Oshawa 0.5km</p>
RELATED PROJECTS
<p>Associated Works Water Supply - \$865,000</p>


BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	660.000											660.000
Environmental Assessment		600.000										600.000
Engineering/Design			800.000									800.000
Property Acquisition				100.000								100.000
Utility Relocation												100.000
Construction						12,000.000						12,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>660.000</b>	<b>600.000</b>	<b>800.000</b>	<b>100.000</b>	<b>0.000</b>	<b>12,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>14,160.000</b>
<b>ATTRIBUTION:</b>												0.000
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	380.000	403.920	538.560	67.320		8,078.400						9,468.200
NEW COMMERCIAL DEV. CHARGES*	103.000	59.400	79.200	9.900		1,188.000						1,439.500
NEW INSTITUTIONAL DEV. CHARGES*			31.680	3.960		475.200						510.840
NEW INDUSTRIAL DEV. CHARGES*			142.560	17.820		2,138.400						2,298.780
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	177.000	136.680	8.000	1.000		120.000						442.680
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>660.000</b>	<b>600.000</b>	<b>800.000</b>	<b>100.000</b>	<b>0.000</b>	<b>12,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>14,160.000</b>


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

**NEED/EXPLANATION OF PROJECT**


Construct new road to 3 lanes with new crossing of Corbett Creek.



2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>BUDGET ITEM NO. 92</b>												
<b>Program No. R0604</b>												
<u>Reg. Rd. 59</u>												
Gibb St. from east of Stevenson Rd. to Simcoe St.												
Oshawa 1.4 km												
<b>RELATED PROJECTS</b>												
Associated Works												
Water Supply - \$875,000												
Sanitary Sewer - \$260,000												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	6,250.000											6,250.000
Environmental Assessment												0.000
Engineering/Design			850.000	400.000								1,250.000
Property Acquisition		750.000	2,000.000	1,000.000								3,750.000
Utility Relocation					1,100.000							1,100.000
Construction				500.000		9,150.000						9,650.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	6,250.000	750.000	2,850.000	1,900.000	1,100.000	9,150.000	0.000	0.000	0.000	0.000	0.000	22,000.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	2,255.800	418.200	1,589.160	1,059.440	613.360	5,102.040						11,038.000
NEW COMMERCIAL DEV. CHARGES*	548.000	61.500	233.700	155.800	90.200	750.300						1,839.500
NEW INSTITUTIONAL DEV. CHARGES*			93.480	62.320	36.080	300.120						492.000
NEW INDUSTRIAL DEV. CHARGES*		110.700	420.666	280.440	162.360	1,350.540						2,324.706
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	3,196.200	159.600	513.000	342.000	198.000	1,647.000						6,055.800
ROADS REHAB RESERVE FUND												0.000
OTHER	250.000											250.000
<b>TOTAL ATTRIBUTION</b>	6,250.000	750.000	2,850.006	1,900.000	1,100.000	9,150.000	0.000	0.000	0.000	0.000	0.000	22,000.006
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
<b>NEED/EXPLANATION OF PROJECT</b>												
<p>PH I: 2019 Glazier Medical Centre parking lot reconstruction. PH II: 2021 widen road from 3 to 4 lanes.</p>												

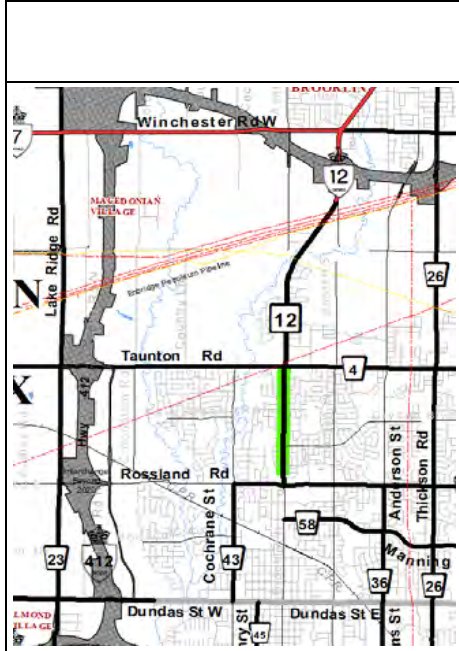
2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2018	2019	2020	2021	2022	2023	2024	2025	2026			
<b>BUDGET ITEM NO. 96</b>														
Program No. R1524 Reg. Hwy. 2 King St. / Maple Grove Rd. Intersection Clarington 0.3 km														
<b>RELATED PROJECTS</b>														
														
<b>EXPENDITURES:</b>														
Total Prior Budget Allocations	1,770.000												1,770.000	
Environmental Assessment													0.000	
Engineering/Design													0.000	
Property Acquisition													0.000	
Utility Relocation													0.000	
Construction		1,200.000											1,200.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	1,770.000	1,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,970.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES	1,083.240	489.600												1,572.840
NEW COMMERCIAL DEV. CHARGES*	159.300	72.000												231.300
NEW INSTITUTIONAL DEV. CHARGES*														0.000
NEW INDUSTRIAL DEV. CHARGES*														0.000
GENERAL LEVY														0.000
ROADS CAPITAL RESERVE	527.460	238.400												765.860
ROADS REHAB RESERVE FUND		400.000												400.000
OTHER														0.000
<b>TOTAL ATTRIBUTION</b>	1,770.000	1,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,970.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Intersection modifications and road rehabilitation of 300m easterly.														

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	
<b>BUDGET ITEM NO. 98</b>	
Program No. R0419	
Reg. Hwy. 12	
Brock St. from north of Rossland Rd. to Taunton Rd.	
Whitby	1.9 km

RELATED PROJECTS







BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	1,075.000											1,075.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation												0.000
Construction		11,850.000										11,850.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>1,075.000</b>	<b>11,850.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>12,925.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	635.970	7,010.460										7,646.430
NEW COMMERCIAL DEV. CHARGES*	93.525	1,030.950										1,124.475
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	345.505	3,808.590										4,154.095
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>1,075.000</b>	<b>11,850.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>12,925.000</b>

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

NEED/EXPLANATION OF PROJECT

Widen road from 3 to 5 lanes.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 101</b>													
<b>Program No. M1753</b> Miscellaneous Road and Storm Sewer Reconstruction Projects													
<b>RELATED PROJECTS</b>													
Uxbridge: Reg. Rd. 8, Brock St. W @ Toronto St. retaining wall Clarington: Reg. Rd. 57, Longworth Ave. to Nash Rd. Clarington: Reg. Hwy 2, Graham Creek slope stabilization Pickering: Reg. Rd. 5 @ Sideline 4, boulevard improvement													
 													
 													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	420.000	350.000	350.000	450.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	3,950.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	420.000	350.000	350.000	450.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	3,950.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	420.000	350.000	350.000	450.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	3,950.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	420.000	350.000	350.000	450.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	3,950.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Uxbridge: Reg. Rd. 8, Brock St. W @ Toronto St. retaining wall, Clarington: Reg. Rd. 57, Longworth Ave. to Nash Rd., Clarington: Reg. Hwy 2, Graham Creek slope stabilization, Pickering: Reg. Rd. 5 @ Sideline 4, boulevard improvement													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											TOTAL	
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast										
BUDGET ITEM NO. 102			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>Program No. R1797</b> Road Resurfacing and Rehabilitation Preparatory Activities Allowance													
<b>RELATED PROJECTS</b>													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design	334.000	439.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	3,589.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction													0.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	334.000	439.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	3,589.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	334.000	439.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	3,589.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	334.000	439.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	350.000	3,589.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for resurfacing/rehabilitation projects preparatory activities (design/property/utility relocation).													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 103**  
Program No. R1798  
Road Resurfacing and Rehabilitation Program

**RELATED PROJECTS**



The map displays a street grid in Durham, North Carolina. Champlain Ave. is highlighted in green, running east-west between Thickson Rd. to the north and Thornton Rd. to the south. Other streets shown include Manning Rd., King St W, Gibb St, and various numbered roads (22, 26, 36, 52, 53, 54, 58, 59, 60). A red circle on Champlain Ave. indicates the project location.

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation												0.000
Construction	0.000	1,000.000	2,031.000	2,648.000	2,830.000	2,843.000	2,965.000	2,688.500	3,220.500	2,673.000	2,904.500	25,803.500
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	1,000.000	2,031.000	2,648.000	2,830.000	2,843.000	2,965.000	2,688.500	3,220.500	2,673.000	2,904.500	25,803.500
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY	0.000	881.000	2,031.000	2,648.000	2,830.000	2,843.000	2,965.000	2,688.500	3,220.500	2,673.000	2,904.500	25,684.500
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND												0.000
OTHER		119.000										119.000
<b>TOTAL ATTRIBUTION</b>	0.000	1,000.000	2,031.000	2,648.000	2,830.000	2,843.000	2,965.000	2,688.500	3,220.500	2,673.000	2,904.500	25,803.500

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

**NEED/EXPLANATION OF PROJECT**

2017: Rehabilitation of Champlain Ave. from 0.6 km east of Thickson to west of Thornton Rd.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 104</b>													
Program No. R1799 Road Resurfacing/Rehabilitation Other Locations													
<b>RELATED PROJECTS</b>													
Crack Sealing Program													0.000
Rejuvenator Sealing Program													0.000
Additional Location and Engineering Allowance													0.000
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	2,610.000	5,920.000	1,194.000	10,212.000	14,370.000	25,207.000	31,885.000	34,461.500	32,229.500	34,877.000	34,645.500	225,001.500	
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	2,610.000	5,920.000	1,194.000	10,212.000	14,370.000	25,207.000	31,885.000	34,461.500	32,229.500	34,877.000	34,645.500	225,001.500	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	2,610.000	5,920.000	1,194.000	10,212.000	14,370.000	25,207.000	31,885.000	34,461.500	32,229.500	34,877.000	34,645.500	225,001.500	
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	2,610.000	5,920.000	1,194.000	10,212.000	14,370.000	25,207.000	31,885.000	34,461.500	32,229.500	34,877.000	34,645.500	225,001.500	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 105</b>  Program No. M1754 Bridge and Pavement Management Program  RELATED PROJECTS	<b>EXPENDITURES:</b>												
	Environmental Assessment												0.000
	Engineering/Design												0.000
	Property Acquisition												0.000
	Utility Relocation												0.000
	Construction	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	2,500.000
	Contingency												0.000
	Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>2,500.000</b>	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	153.000	153.000	153.000	153.000	153.000	153.000	153.000	153.000	153.000	153.000	153.000	153.000	1,530.000
NEW COMMERCIAL DEV. CHARGES*	22.500	22.500	22.500	22.500	22.500	22.500	22.500	22.500	22.500	22.500	22.500	22.500	225.000
NEW INSTITUTIONAL DEV. CHARGES*			9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	81.000
NEW INDUSTRIAL DEV. CHARGES*			40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	364.500
GENERAL LEVY	74.500	25.000	25.000	25.000	25.000	25.000	25.000	25.000	25.000	25.000	25.000	25.000	250.000
ROADS CAPITAL RESERVE		49.500											49.500
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>250.000</b>	<b>2,500.000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for annual inventory updates and needs analysis(Structures portion to include biennial OSIM inspections, enhanced inspections, structural support services)													



2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 106</b>													
<b>Program No. M1721</b>													
Signal Installation Program													
<b>SUB-PROGRAMS</b>													
<u>New Signal Installations/Rebuilds:</u> \$1,000													
Design and construction of new traffic signals and rebuilds - locations TBD from signal warrant program	1,600.000	1,600.000	1,650.000	1,650.000	1,675.000	1,700.000	1,700.000	1,755.000	1,755.000	1,755.000	1,755.000	16,995.000	
Contingency												0.000	
Other												0.000	
<b>TOTAL EXPENDITURES</b>	1,600.000	1,600.000	1,650.000	1,650.000	1,675.000	1,700.000	1,700.000	1,755.000	1,755.000	1,755.000	1,755.000	16,995.000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS												0.000	
NEW RESIDENTIAL DEV. CHARGES	846.000	979.200	1,009.800	1,009.800	1,025.100	1,040.400	1,040.400	1,074.060	1,074.060	1,074.060	1,074.060	10,400.940	
NEW COMMERCIAL DEV. CHARGES*	277.000	144.000	148.500	148.500	150.750	153.000	153.000	157.950	157.950	157.950	157.950	1,529.550	
NEW INSTITUTIONAL DEV. CHARGES*			59.400	59.400	60.300	61.200	61.200	63.180	63.180	63.180	63.180	554.220	
NEW INDUSTRIAL DEV. CHARGES*			267.300	267.300	271.350	275.400	275.400	284.310	284.310	284.310	284.310	2,493.990	
GENERAL LEVY	452.000	160.000	165.000	165.000	167.500	170.000	170.000	175.500	175.500	175.500	175.500	1,699.500	
ROADS CAPITAL RESERVE		316.800										316.800	
OTHER												0.000	
<b>TOTAL ATTRIBUTION</b>	1,575.000	1,600.000	1,650.000	1,650.000	1,675.000	1,700.000	1,700.000	1,755.000	1,755.000	1,755.000	1,755.000	16,995.000	
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
New traffic signals, rebuilds and underground infrastructure modifications.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 107</b>													
<b>Program No. M1722</b> Signal Modernization Program													
<b>SUB-PROGRAMS</b>													
<u>Operational Modifications</u>													
- Controller Replacements													
- Advance Phasing Requests													
- Pedestrian Button Replacement													
- Countdown Pedestrian Signal													
- Miscellaneous													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	700.000	1,350.000	1,350.000	710.000	710.000	710.000	710.000	710.000	710.000	710.000	1,230.000	1,230.000	9,420.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	700.000	1,350.000	1,350.000	710.000	710.000	710.000	710.000	710.000	710.000	710.000	1,230.000	1,230.000	9,420.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	700.000	1,350.000	1,350.000	710.000	710.000	710.000	710.000	710.000	710.000	710.000	1,230.000	1,230.000	9,420.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	700.000	1,350.000	1,350.000	710.000	710.000	710.000	710.000	710.000	710.000	710.000	1,230.000	1,230.000	9,420.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
12 -15 year life-cycle upgrades and operational modifications.													

2017 CAPITAL BUDGET

PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 108</b>													
Program No. T1746 Accessible Pedestrian Signals Program													
<b>SUB-PROGRAMS</b>													
Modifications at 5-8 traffic signal locations to improve accessibility along exterior paths of travel	450.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	5,000.000
													0.000
													0.000
													0.000
													0.000
													0.000
													0.000
													0.000
<b>TOTAL EXPENDITURES</b>	450.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	5,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	450.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	5,000.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	450.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	5,000.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
<p>Audible buttons and infrastructure modifications to conform with AODA. The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) became Ontario legislation with the goal of creating standards to improve accessibility across the province. The Act was passed into law to ensure a barrier free Ontario by 2025. The Accessible Customer Service Standard (ACCS) details specific requirements for all service providers who must deliver their service in a way that preserves the dignity and independence of people with disabilities.</p>													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 109</b>													
Program No. T1741 ATMS Upgrade Program													
<b>SUB-PROGRAMS</b>													
Upgrade ATMS Hardware and Software													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	100.000	320.000	100.000	100.000	100.000	170.000	170.000	530.000	100.000	230.000	100.000	1,920.000	
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	100.000	320.000	100.000	100.000	100.000	170.000	170.000	530.000	100.000	230.000	100.000	1,920.000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	100.000	320.000	100.000	100.000	100.000	170.000	170.000	530.000	100.000	230.000	100.000	1,920.000	
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	100.000	320.000	100.000	100.000	100.000	170.000	170.000	530.000	100.000	230.000	100.000	1,920.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
System replacement, display wall upgrades, infrastructure modifications.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 110</b>													
Program No. M1752 Road Safety Protection Program													
<b>RELATED PROJECTS</b>													
System Upgrades and Modifications at potentially 21 locations (1.6 km)													
Road Safety Engineering Studies													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	6,000.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	6,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	6,000.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	600.000	6,000.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
New installations and upgrades of guide rail systems. Road Safety Strategic Plan.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 111</b>													
<b>Program No. T1740</b> Intelligent Transportation System Projects													
<b>RELATED PROJECTS</b>													
Roadway Event Management System													0.000
Durham Traffic Watch Website													0.000
Bluetooth Travel Time Expansion													0.000
Traffic Signal Responsive & Adaptive Control													0.000
Communication Infrastructure													0.000
CCTV Expansion													0.000
Engineering & Field Services													0.000
Road Performance Index													0.000
New/Upgrades to ITS Applications/Processes													0.000
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	600.000	650.000	590.000	820.000	475.000	620.000	400.000	510.000	490.000	465.000	450.000	5,470.000	
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	600.000	650.000	590.000	820.000	475.000	620.000	400.000	510.000	490.000	465.000	450.000	5,470.000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	367.200	397.800	361.080	501.840	290.700	379.440	244.800	312.120	299.880	284.580	275.400	3,347.640	
NEW COMMERCIAL DEV. CHARGES*	54.000	58.500	53.100	73.800	42.750	55.800	36.000	45.900	44.100	41.850	40.500	492.300	
NEW INSTITUTIONAL DEV. CHARGES*			21.240	29.520	17.100	22.320	14.400	18.360	17.640	16.740	16.200	173.520	
NEW INDUSTRIAL DEV. CHARGES*			95.580	132.840	76.950	100.440	64.800	82.620	79.380	75.330	72.900	780.840	
GENERAL LEVY	178.800	65.000	59.000	82.000	47.500	62.000	40.000	51.000	49.000	46.500	45.000	547.000	
ROADS CAPITAL RESERVE		128.700										128.700	
OTHER												0.000	
<b>TOTAL ATTRIBUTION</b>	600.000	650.000	590.000	820.000	475.000	620.000	400.000	510.000	490.000	465.000	450.000	5,470.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Traveler Information, Integration, Traffic & Emergency Management													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 112</b>													
Program No. M1755 Miscellaneous Engineering Activities													
<b>RELATED PROJECTS</b>													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design	400.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	4,500.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction													0.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	400.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	4,500.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	275.400	275.400	275.400	275.400	275.400	275.400	275.400	275.400	275.400	275.400	275.400	275.400	2,754.000
NEW COMMERCIAL DEV. CHARGES*	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	405.000
NEW INSTITUTIONAL DEV. CHARGES*			16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	145.800
NEW INDUSTRIAL DEV. CHARGES*			72.900	72.900	72.900	72.900	72.900	72.900	72.900	72.900	72.900	72.900	656.100
GENERAL LEVY	134.100	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	450.000
ROADS CAPITAL RESERVE		89.100											89.100
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	4,500.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for growth related staff and consultant engineering work required at locations not identified in current capital program.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 113</b>													
<b>Program No. M1728</b>													
Miscellaneous Property Acquisition													
<b>RELATED PROJECTS</b>													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
Utility Relocation													0.000
Construction													0.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	54.000	61.200	61.200	61.200	61.200	61.200	61.200	61.200	61.200	61.200	61.200	61.200	612.000
NEW COMMERCIAL DEV. CHARGES*	17.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	90.000
NEW INSTITUTIONAL DEV. CHARGES*			3.600	3.600	3.600	3.600	3.600	3.600	3.600	3.600	3.600	3.600	32.400
NEW INDUSTRIAL DEV. CHARGES*		16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	162.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	29.000	13.600	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	103.600
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for growth related land purchases at locations not identified in current capital program.													



2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 114</b>													
Program No. M1729 Miscellaneous Landscaping Projects													
<b>RELATED PROJECTS</b>													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	1,500.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	1,500.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	91.800	91.800	91.800	91.800	91.800	91.800	91.800	91.800	91.800	91.800	91.800	91.800	918.000
NEW COMMERCIAL DEV. CHARGES*	13.500	13.500	13.500	13.500	13.500	13.500	13.500	13.500	13.500	13.500	13.500	13.500	135.000
NEW INSTITUTIONAL DEV. CHARGES*			5.400	5.400	5.400	5.400	5.400	5.400	5.400	5.400	5.400	5.400	48.600
NEW INDUSTRIAL DEV. CHARGES*			24.300	24.300	24.300	24.300	24.300	24.300	24.300	24.300	24.300	24.300	218.700
GENERAL LEVY	44.700	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	150.000
ROADS CAPITAL RESERVE		29.700											29.700
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	1,500.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for boulevard enhancements (i.e. tree planting).													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 115</b>													
Program No. R1009 Transportation Master Plan Studies													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction													0.000
Contingency	1,600.000	100.000	100.000	100.000	100.000	100.000	500.000	100.000	100.000	100.000	100.000	100.000	3,000.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	1,600.000	100.000	100.000	100.000	100.000	100.000	500.000	100.000	100.000	100.000	100.000	100.000	3,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	1,088.000	68.000	68.000	68.000	68.000	68.000	340.000	68.000	68.000	68.000	68.000	68.000	2,040.000
NEW COMMERCIAL DEV. CHARGES*	160.000	10.000	10.000	10.000	10.000	10.000	50.000	10.000	10.000	10.000	10.000	10.000	300.000
NEW INSTITUTIONAL DEV. CHARGES*			4.000	4.000	4.000	20.000	4.000	4.000	4.000	4.000	4.000	4.000	52.000
NEW INDUSTRIAL DEV. CHARGES*			18.000	18.000	18.000	90.000	18.000	18.000	18.000	18.000	18.000	18.000	234.000
GENERAL LEVY	352.000												352.000
ROADS CAPITAL RESERVE		22.000											22.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	1,600.000	100.000	100.000	100.000	100.000	100.000	500.000	100.000	100.000	100.000	100.000	100.000	3,000.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance to address outstanding TMP recommended actions.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 116</b>													
<b>Program No. M1730</b> Contingencies (Development Related)													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction													0.000
Contingency	300.000	261.000	1,000.000	300.000	300.000	300.000	300.000	300.000	300.000	300.000	300.000	300.000	3,661.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	<b>300.000</b>	<b>261.000</b>	<b>1,000.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>3,661.000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	161.000	159.732	612.000	183.600	183.600	183.600	183.600	183.600	183.600	183.600	183.600	183.600	2,240.532
NEW COMMERCIAL DEV. CHARGES*	53.000	23.490	90.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000	329.490
NEW INSTITUTIONAL DEV. CHARGES*			36.000	10.800	10.800	10.800	10.800	10.800	10.800	10.800	10.800	10.800	122.400
NEW INDUSTRIAL DEV. CHARGES*			162.000	48.600	48.600	48.600	48.600	48.600	48.600	48.600	48.600	48.600	550.800
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	86.000	77.778	100.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	417.778
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	<b>300.000</b>	<b>261.000</b>	<b>1,000.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>3,661.000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											TOTAL	
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast										
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 117</b>													
<b>Program No. M1731</b>													
Contingencies (Non-Development Related)													
<b>RELATED PROJECTS</b>													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction													0.000
Contingency	75.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	75.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	75.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	75.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													



2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 119</b>													
Program No. R1704 Structure Investigation Program													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0.000
Engineering/Design	45.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction													0.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	45.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	45.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	45.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	1,000.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													

**NEED/EXPLANATION OF PROJECT**

Allowance to complete structure investigations, including deck condition surveys, timber investigations, structural evaluations, load limit assessments, etc.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 120</b>													
Program No. R1705 Bridge Deck Repairs Program													
<b>RELATED PROJECTS</b>													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	200.000	200.000	200.000	200.000	200.000	200.000	200.000	200.000	200.000	200.000	200.000	200.000	2,000.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>2,000.000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	200.000	200.000	200.000	200.000	200.000	200.000	200.000	200.000	200.000	200.000	200.000	200.000	2,000.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>200.000</b>	<b>2,000.000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for concrete bridge deck repairs, including spall repairs, deck waterproofing, barrier wall upgrades, etc.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

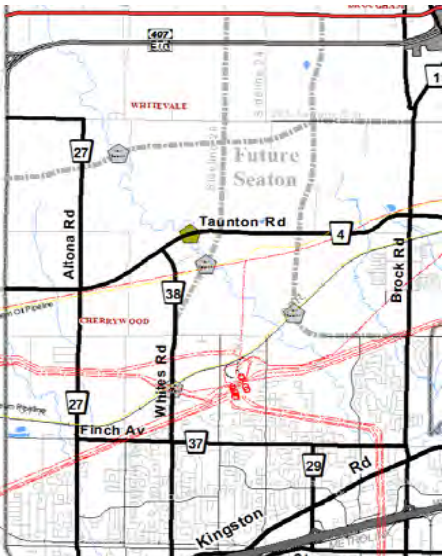
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 121</b>													
Program No. R1706 Expansion Joint Replacement Program													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	600.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	600.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	600.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	60.000	600.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance to replace expansion joints.													



2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	(\$000'S)											
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
BUDGET ITEM NO. 122 Program No. R1707 Culvert Repairs Program	EXPENDITURES:											
	2017	BUDGET	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
RELATED PROJECTS												
	60.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	1,500.000
												0.000
												0.000
												0.000
												0.000
												0.000
	60.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	1,500.000
												0.000
												0.000
												0.000
												0.000
												0.000
	60.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	1,500.000
												0.000
												0.000
												0.000
												0.000
												0.000
												0.000
												0.000
	60.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	1,500.000
												0.000
												0.000
												0.000
												0.000
												0.000
	60.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	1,500.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
NEED/EXPLANATION OF PROJECT												
Allowance to repair culverts, including linings, concrete repairs, extensions, installing headwalls, etc.												

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 128</b> Program No. R1111 Reg. Rd. 4 W.A. Twelvethress Bridge, 0.3 km east of Whites Rd. Pickering Pickering													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	120.000												120.000
Environmental Assessment		100.000											0.000
Engineering/Design													100.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction				1,000.000									1,000.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	120.000	100.000	0.000	1,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,220.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	120.000												120.000
Structure Rehabilitation/Replacement Fund		100.000		1,000.000									1,100.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	120.000	100.000	0.000	1,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,220.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Bridge rehabilitation of existing 4 lane structure. Timing subject to coordination with future widening of structure.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<p><b>BUDGET ITEM NO. 132</b>                  Program No. R1626                  Reg. Rd. 6                  Saintfield Rd. Bridge, 4 km east of Highway 12                  Scugog</p>
<b>RELATED PROJECTS</b>

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	150.000											150.000
Environmental Assessment		200.000										0.000
Engineering/Design			50.000									200.000
Property Acquisition				50.000								50.000
Utility Relocation					2,000.000							2,000.000
Construction												0.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>150.000</b>	<b>200.000</b>	<b>50.000</b>	<b>50.000</b>	<b>2,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2,450.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
Structure Rehabilitation/Replacement Fund	150.000	200.000	50.000	50.000	2,000.000							2,450.000
ROADS CAPITAL RESERVE												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>150.000</b>	<b>200.000</b>	<b>50.000</b>	<b>50.000</b>	<b>2,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2,450.000</b>

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

**NEED/EXPLANATION OF PROJECT**

Replace bridge over Layton River.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 140**  
Program No. R1629  
Reg. Rd. 16  
Ritson Rd. / CP Overpass, 0.2 km south of Olive Ave.  
Oshawa

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**RELATED PROJECTS**

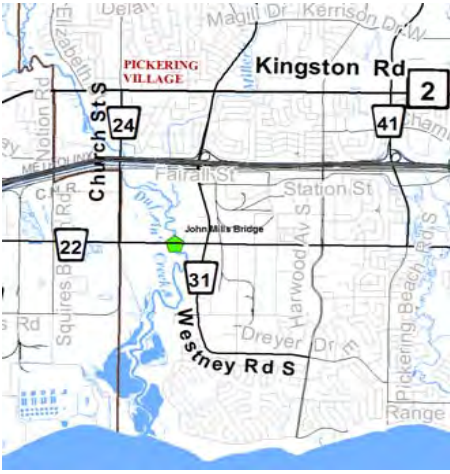
EXPENDITURES:	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											TOTAL
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	150.000											150.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation		100.000										100.000
Construction			2,250.000									2,250.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>150.000</b>	<b>100.000</b>	<b>2,250.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2,500.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
Structure Rehabilitation/Replacement Fund	150.000	100.000	2,250.000									2,500.000
ROADS CAPITAL RESERVE												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>150.000</b>	<b>100.000</b>	<b>2,250.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2,500.000</b>

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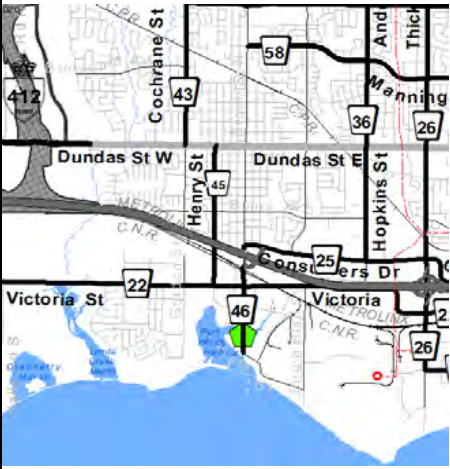
**NEED/EXPLANATION OF PROJECT**

Bridge rehabilitation.

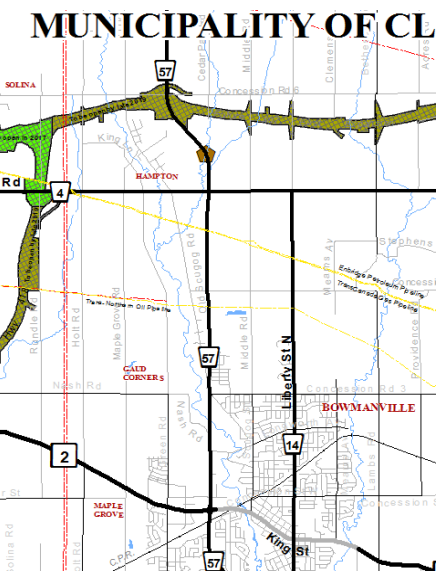
2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 143</b> Program No. R1528 Reg. Rd. 22 John Mills Bridge, 0.4 km West of Westney Road Ajax													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	2,000.000												2,000.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction		1,750.000											1,750.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	<b>2,000.000</b>	<b>1,750.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,750.000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
Structure Rehabilitation/Replacement Fund	2,000.000	1,750.000											3,750.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	<b>2,000.000</b>	<b>1,750.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,750.000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Bridge rehabilitation.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 154</b>													
<b>Program No. R1730</b>													
Reg. Rd. 46													
Brock St. Over Pringle Creek Bridge, 0.15 km south of Front St.													
Whitby													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment													0.000
Engineering Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction		750.000											750.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	750.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	750.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
Structure Rehabilitation/Replacement Fund		750.000											750.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	750.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	750.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Region's share of structure replacement. Work to be undertaken by developer.													

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2018	2019	2020	2021	2022	2023	2024	2025	2026		
<b>BUDGET ITEM NO. 161</b> Program No. R1728 Reg. Rd. 57 Robins Bridge, 0.77 km north of Taunton Rd. Clarington													
<b>RELATED PROJECTS</b>													
	<b>EXPENDITURES:</b>												
	Total Prior Budget Allocations	0.000											0.000
	Environmental Assessment												0.000
	Engineering/Design		50.000										50.000
	Property Acquisition												0.000
	Utility Relocation												0.000
	Construction			200.000									200.000
	Contingency												0.000
	Other												0.000
	<b>TOTAL EXPENDITURES</b>	0.000	50.000	200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	250.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
Structure Rehabilitation/Replacement Fund		50.000	200.000										250.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	50.000	200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	250.000	
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<b>NEED/EXPLANATION OF PROJECT</b>													
Bridge rehabilitation in conjunction with road rehabilitation.													

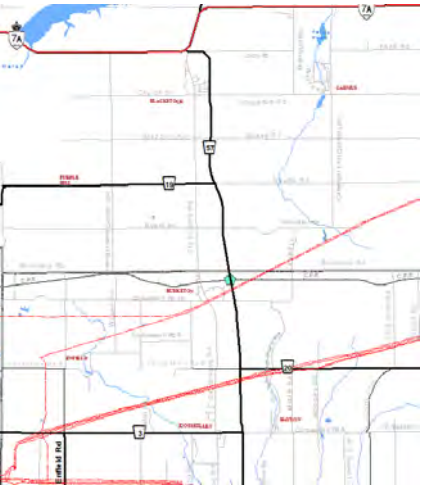
2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 162**  
Program No. R1633  
Reg. Rd. 57  
Burketon Overpass Bridge, 3.3 km south of Shirley Rd.  
Clarington

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**RELATED PROJECTS**



BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations	200.000											200.000
Environmental Assessment			100.000									100.000
Engineering/Design				200.000								200.000
Property Acquisition					50.000							50.000
Utility Relocation						100.000						100.000
Construction		150.000					2,500.000					2,650.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>200.000</b>	<b>150.000</b>	<b>100.000</b>	<b>200.000</b>	<b>50.000</b>	<b>100.000</b>	<b>2,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,300.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
Structure Rehabilitation/Replacement Fund	200.000	150.000	100.000	200.000	50.000	100.000	2,500.000					3,300.000
ROADS CAPITAL RESERVE												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>200.000</b>	<b>150.000</b>	<b>100.000</b>	<b>200.000</b>	<b>50.000</b>	<b>100.000</b>	<b>2,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,300.000</b>

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**NEED/EXPLANATION OF PROJECT**

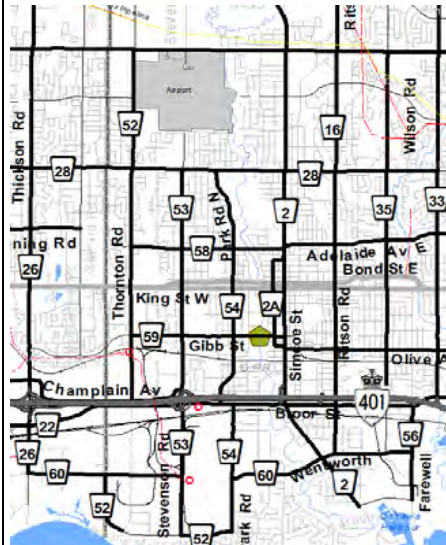
2017 Interim repairs.  
2022 Bridge Replacement.



2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<p><b>BUDGET ITEM NO. 165</b>                  Program No. R1729                  Reg. Rd. 59                  Gibb St. Over Oshawa Creek Bridge, 0.4 km east of Park Rd.                  Oshawa</p>

<b>RELATED PROJECTS</b>
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EXPENDITURES:	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)									TOTAL
			Nine Year Forecast									
			2018	2019	2020	2021	2022	2023	2024	2025	2026	
Total Prior Budget Allocations												0.000
Environmental Assessment												0.000
Engineering/Design		200.000										200.000
Property Acquisition												0.000
Utility Relocation			50.000									50.000
Construction				1,300.000								1,300.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	200.000	50.000	1,300.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,550.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
Structure Rehabilitation/Replacement Fund		200.000	50.000	1,300.000								1,550.000
ROADS CAPITAL RESERVE												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	200.000	50.000	1,300.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,550.000

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<b>NEED/EXPLANATION OF PROJECT</b>
Bridge rehabilitation.

2017 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2018	2019	2020	2021	2022	2023	2024	2025	2026			
<p><b>BUDGET ITEM NO. 168</b> Program No. R1727</p> <p>Various Bridge Construction, Rehabilitation and Replacement Work</p> <p><b>RELATED PROJECTS</b></p>	<b>EXPENDITURES:</b>													
		0.000											0.000	
	Total Prior Budget Allocations	0.000											0.000	
	Environmental Assessment		50.000										50.000	
	Engineering/Design		150.000										150.000	
	Property Acquisition												0.000	
	Utility Relocation		25.000										25.000	
	Construction		2,000.000										2,000.000	
	Contingency												0.000	
	Other		75.000										75.000	
	<b>TOTAL EXPENDITURES</b>	<b>0.000</b>	<b>2,300.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2,300.000</b>	
	<b>ATTRIBUTION:</b>													
	SUBSIDY/GRANTS													0.000
	NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000	
NEW INSTITUTIONAL DEV. CHARGES*													0.000	
NEW INDUSTRIAL DEV. CHARGES*													0.000	
GENERAL LEVY													0.000	
Structure Rehabilitation/Replacement Fund		2,225.000											2,225.000	
ROADS CAPITAL RESERVE													0.000	
OTHER		75.000											75.000	
<b>TOTAL ATTRIBUTION</b>	<b>0.000</b>	<b>2,300.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2,300.000</b>		
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>														
<b>NEED/EXPLANATION OF PROJECT</b>														
Bridge replacement/rehabilitation.														

DRAFT 2017 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2018	2019	2020	2021	2022	2023	2024	2025	2026		
1	<u>Req. Rd. 1</u> Brock Rd. from Taunton Rd. to 5th Concession Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R0701	1.4	1.7	2,850		540	8,800								2,850 0 0 0 0 9,340 12,190	Phase I: 2018: Culvert extensions and other preliminary works. Phase II: 2019: Widen road from 2 to 4 lanes.
2	<u>Req. Rd. 1</u> Brock Rd. / 7th Concession Rd. Intersection Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		1.2	N/A	0			150	100	150	2,300					0 0 150 100 150 2,300 2,700	Intersection modifications.
3	<u>Req. Rd. 1</u> Brock Rd. / Goodwood Rd. Intersection Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1701	1.3	N/A	0	300	100	100	2,500							0 0 300 100 100 2,500 3,000	Reconstruct and modify intersection.
4	<u>Req. Rd. 1</u> Conc. Rd. 7 from Reg. Rd. 11 to 0.4 km north of Ashworth Rd. Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1501	O.10	2.5	400	300	4,000									400 0 0 0 300 4,000 4,700	Road rehabilitation/reconstruction.
5	<u>Req. Rd. 1</u> Conc. Rd. 7 from Foster Dr. to south limit of Leaskdale Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1702	O.10	1.4	0	200	200	100	2,200							0 0 200 200 100 2,200 2,700	Road rehabilitation/reconstruction.
6	<u>Req. Rd. 2A &amp; 2</u> Centre St. from King St. to Brock St. West and Simcoe St. from Brock St. West to Elgin St. East Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1601	O.10	0.7	200	150 50	50	4,800								200 0 150 50 50 4,800 5,250	Road reconstruction.  Associated Works Water Supply - \$710,000 Sanitary Sewer - \$800,000
7	<u>Req. Rd. 2</u> Simcoe St. from Rossland Rd. to Robert St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1502	O.10	0.8	350	4,100										350 0 0 0 0 4,100 4,450	Road reconstruction.  Associated Works Water Supply - \$1,107,000 Sanitary Sewage - \$1,345,000

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2018	2019	2020	2021	2022	2023	2024	2025	2026		
8	<u>Req. Rd. 2</u> Simcoe St. from north of Conlin Rd. to Winchester Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1201	2.1	2.0	11,600			12,200									Phase I: 2016 reconstruct and modify Simcoe St./Winchester Rd. intersection in partnership with the MTO (\$5 M). Phase II: 2018 Widen road from 2 to 5 lanes.
																		11,600 0 0 0 0 12,200 23,800
9	<u>Req. Rd. 2</u> Simcoe St. from south of King St. to south of Greenway Blvd. Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog		2.2	0.6	0								200	200			Beyond forecast widen from 2 to 3 lanes.
																		0 200 200 0 0 0 400
10	<u>Req. Rd. 2</u> Simcoe St. from Beech St. to Reach St. (Reg. Rd. 8). Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog	R1602	O.10	0.3	100	50	100	2,200									Road rehabilitation including intersection modifications at Regional Road 8. and road rehabilitation from Bigelow St. to Simcoe St.
																		100 0 50 0 100 2,200 2,450
11	<u>Req. Rd. 3</u> Winchester Rd. from Baldwin St. to Garrard Rd. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R0802	3.1	2.4	9,900	1,000	50	1,100	200	300	6,600						Phase I: 2017 Winchester Rd. / Thickson Rd. Intersection modifications and widen to 5 lanes from Anderson St. to Garrard Rd. Phase II: 2020 widen to 3/4 lanes from Baldwin St. to Anderson St. including structure widening.
																		9,900 0 1,000 50 200 8,000 19,150
12	<u>Req. Rd. 3</u> Columbus Rd. E. from Grandview St. N. to Townline Rd. N. Oshawa/Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa/Clarington	R1703	O.10	0.8	0	100	250	100	2,000								Road rehabilitation/reconstruction.
																		0 0 100 250 100 2,000 2,450
13	<u>Req. Rd. 3</u> Columbus Rd. E. from Townline Rd. N. to Enfield Rd. (Reg. Rd. 34) Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1708	O.10	2.0	0	100	150	100	4,000								Road rehabilitation/reconstruction.
																		0 0 100 150 100 4,000 4,350
14	<u>Req. Rd. 3</u> Region Road 3 (Concession 8) / Region Road 57 Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1603	I.45	N/A	500	300	300	300	1,500								Reconstruct to roundabout.
																		500 0 0 300 300 1,500 2,600

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ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST								TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2018	2019	2020	2021	2022	2023	2024	2025			2026
15	Req. Rd. 4 Taunton Rd. from Brock Rd. to Reg. Hwy 12/Brock St. Pickering/Ajax/Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering Ajax Whitby		11.5	4.3		0									1,000	Beyond forecast widen from 5 to 7 lanes including structure widening.	
																0 1,000 0 0 0 0 1,000		
16	Req. Rd. 4 Taunton Rd. / Anderson St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		1.9	N/A		0										Intersection modifications.	
																	0 0 100 0 100 800 1,000	
17	Req. Rd. 4 Taunton Rd. from east of Townline Rd. to east of Enfield Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1402	1.11 0.11	2.0	1,300	100 175 3,600										2017: Taunton Rd. / Enfield Rd. intersection modifications 2019: Road rehabilitation from east of Townline Rd. to west of Enfield Rd.	
																	1,300 0 100 0 175 5,600 7,175	
18	Req. Rd. 4 Taunton Rd. / Courtice Rd. Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1709	1.12	N/A		0 200										Reconstruct and modify intersection.	
																	0 0 200 100 200 2,900 3,400	
19	Req. Rd. 4 Taunton Rd. from 0.4 km west of Solina Rd. to 0.2 km west of Reg. Rd. 57 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1608	0.10	4.6	350	50 50										Road rehabilitation.	
																	350 0 0 200 200 6,000 6,750	
20	Req. Rd. 4 Taunton Rd. / Region Rd.57 Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1609	1.13	N/A	150	100										Reconstruct and modify intersection and replace and widen bridge on west leg of intersection.	
																	150 0 100 250 300 6,000 6,800	
21	Req. Rd. 4 Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		1.14	N/A	0											Reconstruct and modify intersection.	
																	0 0 160 200 100 1,700 2,160	

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ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
								2018	2019	2020	2021	2022	2023	2024	2025	2026				
22	<p><u>Req. Rd. 9</u> Ganaraska Rd. from 2.0 km east of Maynard Rd. to 0.4 km east of Newtonville Rd. (Reg. Rd. 18) Clarington</p> <p>Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction</p>	Clarington		O.10	1.5		0			50		50	1,000						<p>Road rehabilitation/reconstruction.</p> <p>0 0 50 0 50 <u>1,000</u> 1,100</p>	
23	<p><u>Req. Rd. 12 / 23</u> Reg. Rd. 12 / Lake Ridge Rd. Intersection Brock</p> <p>Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction</p>	Brock	R1403	L21	N/A		500												<p>Reconstruct to roundabout.</p> <p>500 0 0 100 300 2,800 <u>3,700</u></p>	
24	<p><u>Req. Rd. 12</u> Regional Road 12 from east limit of Wilfred to 3.0 km west of Hwy. 12 Brock</p> <p>Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction</p>	Brock	R1710	O.10	3.9		0												<p>Road rehabilitation/reconstruction.</p> <p>0 0 0 0 0 3,900 <u>3,900</u></p>	
25	<p><u>Req. Rd. 13</u> Zephyr Rd. from Scott Conc. 3 (Reg. Rd. 39) to Conc. 4 Uxbridge</p> <p>Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction</p>	Uxbridge	R1503	O.10	2.0		200		50	50	800								<p>Road rehabilitation.</p> <p>200 0 0 50 50 800 <u>1,100</u></p>	
26	<p><u>Req. Rd. 13</u> Zephyr Rd. from Conc. 5 to 0.7 km east of Conc. 5 Uxbridge</p> <p>Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction</p>	Uxbridge	R1509	O.10	0.7		510		75 50	175	690								<p>Road rehabilitation/reconstruction.</p> <p>510 0 75 50 175 690 <u>1,500</u></p>	1500
27	<p><u>Req. Rd. 13</u> 3rd Concession from Lake Ridge Rd. to 1.5 km west of Highway 7/12 Brock</p> <p>Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction</p>	Brock	R0901	O.9 L20	3.9		4,035		5,500	5,800	6,000								<p>Road rehabilitation/reconstruction including modifications to the profile and modifications to the Lake Ridge Rd. intersection.</p> <p>Phase I: 2017 intersection modifications at Reg. Rd. 13/23 planned for late 2017 tender. Phase II: 2018 road reconstruction from east of Lake Ridge Rd. to west of Sideroad 17 Phase III: 2019 road reconstruction from west of Sideroad 17 to 1.5km west of Hwy 7/12</p> <p>4,035 0 0 0 0 17,300 <u>21,335</u></p>	
28	<p><u>Req. Rd. 14</u> Liberty St. from Baseline Rd. to King St. Clarington</p> <p>Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction</p>	Clarington	R0503	14.1	1.1		656				400	400	6,300						<p>Widen road from 2 to 3 lanes.</p> <p><u>Associated Works</u> Water Supply - \$1,650,000 656 Sanitary Sewage - \$1,700,000.</p> <p>0 0 400 400 6,300 <u>7,756</u></p>	

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2018	2019	2020	2021	2022	2023	2024	2025	2026			
29	<u>Req. Rd. 14</u> Liberty St. from Longworth Ave. to Concession Rd. 3 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1717	O.10 1.99	0.8		400		100	300	3,000							Road rehabilitation including signalization and modifications to the Concession Rd. 3 intersection.  0 0 400 100 300 3,000 3,800	
30	<u>Req. Rd. 16</u> Ritson Rd. / Beatrice St. Intersection Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		1.15	N/A		0			100	250	50	700				Intersection modifications.  0 0 100 250 50 700 1,100		
31	<u>Req. Rd. 16</u> Ritson Rd. from north of Taunton Rd. to Conlin Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		16.1	2.0		0	500	500	100	100	12,800					Widen road from 2/3 to 5 lanes.  0 500 500 100 100 12,800 14,000	Associated Works	
32	<u>Req. Rd. 16</u> Ritson Rd. from Maine St. to Given Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1510	O.10	2.1		6,250	125	160	50	865						Road reconstruction and alignment shift.  6,250 125 160 50 865 7,450	Associated Works Water Supply - \$530,000 Sanitary Sewage - \$600,000	
33	<u>Req. Rd. 17</u> Main St. from Winter Rd. to Station St. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		O.10	1.6		0			100	100	300	2,000				Road rehabilitation/reconstruction.  0 0 100 100 300 2,000 2,500		
34	<u>Req. Rd. 19</u> Shirley Rd. from 0.5 km east of Graham Rd. to Old Scugog Rd. Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog		O.10	5.8		0				200	200	200	100	100		Beyond forecast road reconstruction.  0 0 0 600 200 0 800		
35	<u>Req. Rd. 22</u> Bayly St. / Sandy Beach Rd. Intersection Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		1.19	N/A		0			150	100	100	700				Intersection modifications.  0 0 150 100 100 700 1,050		

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								2018	2019	2020	2021	2022	2023	2024	2025	2026					
36	Req. Rd. 22 Bayly St. from Brock Rd. to Westney Rd. Pickering/Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering /Ajax		22.1	2.7		0											500	500	Beyond forecast widen from 5 to 7 lanes including structure widening.	
																				0 500 500 0 0 0 <u>1,000</u>	
37	Req. Rd. 22 Bayly St. / Church St. Intersection Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R1611	1.88	N/A		100	200		250	400	5,700								100 0 200 250 400 5,700 <u>6,650</u>	Intersection modifications including widening Bayly St. to 7 lanes.
38	Req. Rd. 22 Bayly St. / Westney Rd. Intersection Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax	R1617	1.88	N/A		550	150												550 0 0 0 0 150 <u>700</u>	Intersection modifications. Add east bound right turn lane at intersection.
39	Req. Rd. 22 Bayly St. from Westney Rd. to Harwood Ave. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		22.2	1.4		0				400	400	400	250	13,000					0 400 400 400 250 13,000 <u>14,450</u>	Widen road from 5 to 7 lanes.
40	Req. Rd. 22 Victoria St. / Brock St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		1.51	N/A		0				220	300	200	3,600						0 0 220 300 200 3,600 <u>4,320</u>	Intersection modifications.
41	Req. Rd. 22 Victoria St. from South Blair St. to west of Thicksn Rd. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1102	22.4	1.6		3,192	30 90	9,500											3,192 30 90 9,500 <u>12,812</u>	Construct new alignment and widen road to 5 lanes  Associated Works Water Supply - \$1,383,000 Sanitary Sewer - \$1,070,000 Feedermain - \$15,600,000
42	Req. Rd. 22 Victoria St./Bloor St. from east of Thicksn Rd. to west of Stevenson Rd. Whitby / Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby/Oshawa	R0803	22.5	1.8		1,850		600	9,400										1,850 0 0 0 600 9,400 <u>11,850</u>	Widen road from 2/3 to 4/5 lanes.  Associated Works Water Supply - \$12,000,000



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								2018	2019	2020	2021	2022	2023	2024	2025	2026			
43	Reg. Rd. 22 Bloor St. from Harmony Rd. to Grandview St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		22.8	1.0	0					400		400	600	400		22,400		Construct new alignment and widen existing to 4/5 lanes with new C.P. Rail grade separation and bridge crossing of Farewell Creek.  Associated Works Water Supply - \$2,150,000 (Grandview St. to Townline Rd. 2019 construction)
																			0 400 400 600 400 22,400 24,200
44	Reg. Rd. 22 Bloor St. from Prestonvale Rd. to Courtice Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		22.9	1.8	0						300	200		300	400	12,000		Widen road to 3 lanes and modify profile.  Associated Works Water Supply - Feedermain - \$5,600,000 (Townline Rd. to Trulls Rd.) Sanitary Sewer - Trunk Sewer \$57,600,000
																			0 300 200 300 400 12,000 13,200
45	Reg. Rd. 23 Lake Ridge Rd. from Bayly St. to Kingston Rd./Dundas St. Ajax / Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax/ Whitby	R0207	23.1	2.0	360			300	100	100	3,000							Widen from 2 to 4/5 lanes.
																			360 0 300 100 100 3,000 3,860
46	Reg. Rd. 23 Lake Ridge Rd. from Kingston Rd./Dundas St. to Rossland Rd. Ajax / Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax/ Whitby		23.2	2.0	0		250	200	300	400	7,600							Widen from 2 to 4/5 lanes.
																			0 250 200 300 400 7,600 8,750
47	Reg. Rd. 23 Lake Ridge Rd. from 1.6 km north of Hwy. 7 to 0.3km north of Conc. 9 (Reg. Rd. 5) Pickering/Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering/ Whitby	R1517	O.10	4.5	200													Road rehabilitation.
																			200 0 650 200 550 9,500 11,100
48	Reg. Rd. 23 Lake Ridge Rd. from north of Reg. Rd. 5 to south of Chalk Lake Rd. Pickering/Whitby/Uxbridge/Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering/ Whitby/ Uxbridge/ Scugog	R1718	O.10	3.7	0	150	150	100	4,500									Road rehabilitation.
																			0 0 150 150 100 4,500 4,900
49	Reg. Rd. 23 Lake Ridge Rd. from Chalk Lake Rd. to 1.5 km north of Chalk Lake Rd. Scugog/Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog/ Uxbridge	R1618	O.10	1.5	150	50	150	2,200										Road rehabilitation including intersection modifications at Chalk Lake Rd.
																			150 0 0 50 150 2,200 2,550

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								2018	2019	2020	2021	2022	2023	2024	2025			2026
50	<u>Req. Rd. 25</u> Consumers Dr. extension from east of Thickson Rd. to Thornton Rd. Whitby/Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby/ Oshawa	R1320	25.3	1.7		9,285										9,285 0 0 215 0 9,700 <u>19,200</u>	3 lane urban extension of Consumers Dr. easterly to Thornton Rd.  Associated Works Water Supply - \$1,382,000 Sanitary Sewer - \$1,370,000
51	<u>Req. Rd. 25</u> Champlain Ave. / Thornton Rd. Intersection Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1407	52.1	1.1		1,100										1,100 0 0 200 0 4,800 <u>6,100</u>	Signalize and modify Champlain Ave. / Thornton Rd. intersection including reconstruction and widening of Thornton Rd. from Champlain Ave. to south of Consumers Dr. extension.  Associated Works Water Supply - \$100,000 Sanitary Sewer - \$450,000
52	<u>Req. Rd. 26</u> Thickson Rd. from Wentworth St. to C.N. Rail Kingston Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R0710	26.1	0.8		350		50	50	3,200						350 0 50 50 50 3,200 <u>3,700</u>	Reconstruct and widen road to 4 lanes.  Associated Works Water Supply - \$201,000
53	<u>Req. Rd. 26</u> Thickson Rd. / Burns St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		1.88	N/A		0			50	50	600					0 0 50 0 50 600 <u>700</u>	Intersection modifications.
54	<u>Req. Rd. 26</u> Thickson Rd. / Rossland Rd. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		1.22	N/A		0			150	100	150	3,500				0 0 150 100 150 3,500 <u>3,900</u>	Reconstruct and modify intersection.
55	<u>Req. Rd. 26</u> Thickson Rd. from Taunton Rd. to Hwy 407 Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		26.5	4.2		0			500	500	500	1,000	18,800			0 500 500 500 1,000 18,800 <u>21,300</u>	Widen road to 4/5 lanes.
56	<u>Req. Rd. 28</u> Rossland Rd. / Cochrane St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		1.24	N/A		0			50	50	175					0 0 50 0 50 175 <u>275</u>	Intersection modifications.

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								2018	2019	2020	2021	2022	2023	2024	2025	2026		
57	<u>Req. Rd. 28</u> Roseland Rd. / Brock St. (Reg. Hwy. 12) Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1619	112.1	N/A												600 0 150 30 300 6,700 7,780	Intersection modifications.
58	<u>Req. Rd. 28</u> Roseland Rd. / Garden St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1620	1.25	N/A												100 0 0 50 150 2,200 2,500	Intersection modifications at Garden St.
59	<u>Req. Rd. 28</u> Roseland Rd. from Ritson Rd. to Harmony Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		28.1	1.7												0 500 500 100 300 11,500 12,900	Widen road to 5 lanes, including structure widening.
60	<u>Req. Rd. 28</u> Roseland Rd. from Harmony Rd. to east of Townline Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R0804	28.2	1.5												100 0 500 500 500 25,000 26,600	Construct new alignment to 3 lanes, including new bridge crossing of Harmony Creek tributary
61	<u>Req. Rd. 29</u> Liverpool Rd. from south of Kingston Rd. to south of Pickering Parkway Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		29.1	0.25												0 200 300 100 200 2,500 3,300	Modify N/S lane alignment on Liverpool Rd., including intersection modifications at Pickering Parkway.
62	<u>Req. Rd. 30</u> Townline Rd. from Reg. Rd. 8 to Vivian Rd. Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1525	O.10 1.28 1.29	1.2												100 0 0 50 100 2,200 2,450	Road rehabilitation including intersection modifications at Region Rd. 8 and at Vivian Rd.
63	<u>Req. Rd. 30</u> Townline Rd. from north of Vivian Rd. to 0.2 km south of Davis Dr. Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1526	O.10	1.9												150 0 0 0 0 1,500 1,650	Road rehabilitation.

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								2018	2019	2020	2021	2022	2023	2024	2025	2026		
64	Req. Rd. 31 Westney Rd. from Finley Ave. to Harwood Ave. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		O.10 I.31 I.32 I.33	0.95	0												Road rehabilitation including intersection modifications at Finley Ave., Monarch Ave., and Harwood Ave.
																		0 0 250 100 300 4,800 5,450
65	Req. Rd. 31 Westney Rd. from Bayly St. to Hwy 401 Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		31.1	1.0	0												Widen from 5 to 7 lanes
																		0 200 200 300 300 6,700 7,700
66	Req. Rd. 31 Westney Rd. from Hwy 401 to south of Kingston Rd. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		31.2	0.9	0												Widen from 5 to 7 lanes, including structure widening and intersection modifications at Ritchie Ave.
																		0 200 300 300 350 4,600 5,750
67	Req. Rd. 31 Westney Rd. from north of Rosland Rd. to Taunton Rd. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax	R1621	31.4	2.0	200	225 175 600											Widen road to 4 lanes.
																		200 0 225 175 600 11,600 12,800
68	Req. Rd. 31 Westney Rd. from south to north of Greenwood Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R0805	31.5	2.4	650												Construct new 2 lane Greenwood by-pass.
																		650 0 400 1,500 500 10,000 13,050
69	Req. Rd. 33 Harmony Rd. from Rosland Rd. to Taunton Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R0716	33.3	2.0	1,700												Widen road to 4/5 lanes.  Associated Works Water Supply - \$290,000 Sanitary Sewer - \$445,000
																		0 0 0 0 8,800 10,500
70	Req. Rd. 33 Harmony Rd. from Coldstream Dr. to Conlin Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R0717	33.4	1.4	840	350											Widen from 2/3 to 5 lanes from Coldstream Dr. to Conlin Rd.  Associated Works Water Supply - \$25,000 (2012), \$1,000,000 (2013) Sanitary Sewer - \$25,000 (2012), \$100,000 (2013)
																		840 0 0 0 350 5,400 6,590

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST								TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2018	2019	2020	2021	2022	2023	2024	2025		
71	<u>Req. Rd. 36</u> Hopkins St. Overpass Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R0807	401.3	0.9	385					500	400	400	13,800		385 0 500 400 400 13,800 <u>15,485</u>	Construct new Hopkins St. overpass.
72	<u>Req. Rd. 36</u> Hopkins St. from Consumers Dr. to Dundas St. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		36.1	(1.7)	0							500	500	300	0 500 500 300 0 0 <u>1,300</u>	Beyond forecast widen from 2 to 5 lanes, with new CPR grade separation.  Associated Works Water Supply - \$350,000 (2016), \$1,540,000 (2018)
73	<u>Req. Rd. 37</u> Finch Ave. from Altona Rd. to Brock Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		37.1	5.8	0				500	500	500	1,000	24,000	0 500 500 500 1,000 24,000 <u>26,500</u>	Widen from 2 to 3 lanes.	
74	<u>Req. Rd. 38</u> Whites Rd. from north of Kingston Rd. to Finch Ave. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		38.2	2.4	0			200	200	300	300	19,800		0 200 200 300 300 19,800 <u>20,800</u>	Widen road from 5 to 7 lanes, including structure widening.	
75	<u>Req. Rd. 41</u> Salem Rd. / Rossland Rd. Intersection Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		1.23	N/A	0			100	100	1,600				0 0 100 0 100 1,600 <u>1,800</u>	Intersection modifications.	
76	<u>Req. Rd. 43</u> Cochrane St. from Ferguson St. to 0.4 km north of Vernon St. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1719	0.10	1.2	0		100	200	3,000					0 0 100 200 3,000 <u>3,300</u>	Road rehabilitation/reconstruction.  0 Associated Works 0 Water Supply - \$905,000 0 Sanitary Sewer - \$670,000	
77	<u>Req. Rd. 52</u> Thornton Rd. from north of Consumers Dr. extension to King St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		52.1	1.4	0			500	500	100	100	12,000		0 500 500 100 100 12,000 <u>13,200</u>	Widen from 2 to 3 lanes, with new CPR grade separation	

DRAFT 2017 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2018	2019	2020	2021	2022	2023	2024	2025	2026			
78	Req. Rd. 53 Stevenson Rd. / Philip Murray Ave. Intersection Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		1.39	N/A		0					70		50	400			0 0 70 0 50 400 <u>520</u>	Intersection modifications.
79	Req. Rd. 53 Stevenson Rd. from CPR Belleville to Bond St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		53.1	1.2		0	250	500	200		400		7,300				0 250 500 200 400 7,300 <u>8,650</u>	Widen road from 4 to 5 lanes.
80	Req. Rd. 53 Stevenson Rd. from Bond St. to Rossland Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		53.2	2.0		0	250			500	100		400	13,000			0 250 500 100 400 13,000 <u>14,250</u>	Widen road from 3/4 to 5 lanes. <u>Associated Works</u> Water Supply - \$1,340,000 Sanitary Sewer - \$1,340,000
81	Req. Rd. 55 Townline Rd. / Pebblestone Rd. Intersection Oshawa/Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa/ Clarington	R1622	1.41	N/A		100											100 0 100 100 100 900 <u>1,300</u>	Intersection modifications.
82	Req. Rd. 56 Farewell St. from Harbour Rd. to Bloor St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1720	0.10	1.6		0	200										0 200 0 0 3,000 <u>3,200</u>	Road rehabilitation/reconstruction. <u>Associated Works</u> Water Supply - \$470,000
83	Req. Rd. 57 Martin Rd. from Baseline Rd. to south of Reg. Hwy 2 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1721	57.1	1.7		0	500 400	400		15,400							0 0 500 400 400 15,400 <u>16,700</u>	Widen road to 4 lanes from Baseline Rd. to Hwy 2, including structure widening. <u>Associated Works</u> Water Supply - \$130,000 Sanitary Sewer - \$3,060,000
84	Req. Rd. 57 Durham Rd. 57, from south of Reg. Hwy 2 to north of Stevens Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1309	57.1 1.42	0.5		1,050		300	5,500								1,050 0 0 0 300 5,500 <u>6,850</u>	Intersection modifications at Reg. Hwy. 2 and Stevens Rd.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST								TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2018	2019	2020	2021	2022	2023	2024	2025			2026
85	<u>Req. Rd. 57</u> Durham Rd. 57, from north of Stevens Rd. to Nash Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		57.2	1.3													Widen road to 4 lanes from north of Stevens Rd. to Nash Rd.  0 0 500 100 500 8,000 <u>9,100</u>
86	<u>Req. Rd. 57</u> Region Rd. 57 from Taunton Rd. to Hwy 407 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1722	O.10	2.1		50											Road rehabilitation/reconstruction.  0 0 50 0 0 1,500 <u>1,550</u>
87	<u>Req. Rd. 57</u> Region Rd. 57 from south of Conc. Rd. 3 to 0.13 km north of Conc. Rd. 4 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1520	O.10	2.2		150											Road rehabilitation/reconstruction.  150 0 0 0 100 3,800 <u>4,050</u>
88	<u>Req. Rd. 57</u> Region Rd. 57 / Concession 7 Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		1.44	N/A		0			160	100							Intersection modifications.  0 0 160 100 100 1,700 <u>2,060</u>
89	<u>Req. Rd. 58</u> Manning Rd. / Brock St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1523	1.52	N/A		300											Intersection modifications.  300 0 0 0 250 2,700 <u>3,250</u>
90	<u>Req. Rd. 58</u> Manning Rd. / Adelaide Ave. Interconnection from Gairard Rd. to Thornton Rd. Whitby / Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby/ Oshawa	R0517	58.1	0.5		660	600										Construct new road to 3 lanes with new crossing of Corbett Creek.  <u>Associated Works</u> Water Supply - \$865,000  660 0 600 800 100 12,000 <u>14,160</u>
91	<u>Req. Rd. 58</u> Adelaide Ave. from Townline Rd. to Trulls Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R0806	58.2	2.0		600				500		5,000	250	22,000			Construct new bridge crossing of Farewell Creek and construct new 3 lane road.  <u>Associated Works</u> Sanitary Sewer - \$13,200,000  600 0 500 5,000 250 22,000 <u>28,350</u>

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2018	2019	2020	2021	2022	2023	2024	2025	2026		
92	<u>Req. Rd. 59</u> Gibb St. from east of Stevenson Rd. to Simcoe St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R0604	59.1	1.4	6,250			850	400								PH I: 2019 Glazier Medical Centre parking lot reconstruction. PH II: 2021 widen road from 3 to 4 lanes.  <u>Associated Works</u> Water Supply - \$875,000 Sanitary Sewer - \$260,000
						750		2,000	1,000		500	1,100		9,150				6,250 1,250 3,750 1,100 9,650 22,000
93	<u>Req. Rd. 59</u> Gibb St. / Olive Ave. Interconnection from Simcoe St. to Ritson Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R0116	59.2	1.0	6,586				1,000	1,000	500	700	550	950	9,200		Construct new road and widen existing from 2/3 to 4/5 lanes.  <u>Associated Works</u> Water Supply - \$170,000 Sanitary Sewer - \$170,000
																		6,586 0 700 3,050 950 9,200 20,486
94	<u>Req. Rd. 60</u> Wentworth St. from Simcoe St. to Farewell St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		O.10	1.5	0		100										Road rehabilitation/reconstruction.  <u>Associated Works</u> Water Supply - \$1,290,000
																		0 100 0 0 2,500 2,600
95	<u>Req. Hwy. 2</u> King St. from Townline Rd. to Courtice Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		102.5	2.9	0							400	200	200	3,500		Modify corridor  <u>Associated Works</u>
																		0 400 200 0 200 3,500 4,300
96	<u>Req. Hwy. 2</u> King St. / Maple Grove Rd. Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1524	1.47	0.3	1,770												Intersection modifications and road rehabilitation of 300m easterly.
								1,200										1,770 0 0 0 0 1,200 2,970
97	<u>Req. Hwy. 2</u> King St. / Lambs Rd. Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		1.48	N/A	0				100	50	100	1,150					Intersection modifications.
																		0 0 100 50 100 1,150 1,400
98	<u>Req. Hwy. 12</u> Brock St. from north of Rosland Rd. to Taunton Rd. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R0419	112.1	1.9	1,075												Widen road from 3 to 5 lanes.
								11,850										1,075 0 0 0 0 11,850 12,925



DRAFT 2017 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2018	2019	2020	2021	2022	2023	2024	2025	2026			
99	<u>Req. Hwy 12</u> Baldwin St. from 0.35 km north of Taunton Rd. to Garden St. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1623	112.2	3.0	500			500	500	1,400	13,000							Widen road from 2 to 4/5 lanes.  500 0 500 500 1,400 13,000 15,900
100	<u>Req. Hwy 47</u> Region Hwy 47 / Concession 6 Intersection Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge		1.99	N/A	0			100	50	100	1,200						Intersection modifications.  0 0 100 50 100 1,200 1,450	
<b>Widenings, Reconstructions, Rehabilitations, New Connections and Intersection / Corridor Modifications Totals</b>						<b>80,854</b>	<b>60,815</b>	<b>76,015</b>	<b>71,240</b>	<b>73,890</b>	<b>67,195</b>	<b>61,900</b>	<b>56,700</b>	<b>62,800</b>	<b>68,500</b>	<b>84,600</b>	<b>764,509</b>		

DRAFT 2017 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST								TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2018	2019	2020	2021	2022	2023	2024	2025			2026
<b>Other Capital Program Items</b>																		
101	Miscellaneous Road and Storm Sewer Reconstruction Projects		M1753	O.9		420	350	350	450	400	400	400	400	400	400	400	3,950	Uxbridge: Reg. Rd. 8, Brock St. W @ Toronto St. retaining wall Clarington: Reg. Rd. 57, Longworth Ave. to Nash Rd. Clarington: Reg. Hwy 2, Graham Creek slope stabilization Pickering: Reg. Rd. 5 @ Sideline 4, boulevard improvement
102	Road Resurfacing and Rehabilitation Preparatory Activities Allowance		R1797	O.10		334	439	350	350	350	350	350	350	350	350	350	3,589	Allowance for resurfacing/rehabilitation projects preparatory activities (design/property/utility relocation).
103	Road Resurfacing and Rehabilitation Program		R1798	O.10		0	1,000	2,031	2,648	2,830	2,843	2,965	2,689	3,221	2,673	2,905	25,804	2017: Rehabilitation of Champlain Ave. from 0.6 km east of Thickson to west of Thornton Rd.
104	Road Resurfacing/Rehabilitation Other Locations		R1799	O.10		2,610	5,920	1,194	10,212	14,370	25,207	31,885	34,462	32,230	34,877	34,646	225,002	
105	Bridge and Pavement Management Program		M1754	O.1		250	250	250	250	250	250	250	250	250	250	250	2,500	Allowance for annual inventory updates and needs analysis (Structures portion to include biennial OSIM inspections, enhanced inspections, structural support services)
106	Signal Installation Program		M1721	L.99		1,600	1,600	1,650	1,650	1,675	1,700	1,700	1,755	1,755	1,755	1,755	16,995	New traffic signals, rebuilds and underground infrastructure modifications.
107	Signal Modernization Program		M1722	O.14		700	1,350	1,350	710	710	710	710	710	710	1,230	1,230	9,420	Operational modifications and life-cycle upgrades.
108	Accessible Pedestrian Signals Program		T1746	O.14		450	500	500	500	500	500	500	500	500	500	500	5,000	Audible buttons and infrastructure modifications to conform with AODA.
109	ATMS Upgrade Program		T1741	O.14		100	320	100	100	100	170	170	530	100	230	100	1,920	System replacement, display wall upgrades, infrastructure modifications
110	Road Safety Protection Program		M1752	O.15		600	600	600	600	600	600	600	600	600	600	600	6,000	New installations and upgrades of guide rail systems. Road Safety Strategic Plan.
111	Intelligent Transportation System Projects		T1740	O.6		600	650	590	820	475	620	400	510	490	465	450	5,470	Traveler Information, Integration, Traffic & Emergency Management
112	Miscellaneous Engineering Activities		M1755	O.1		400	450	450	450	450	450	450	450	450	450	450	4,500	Allowance for growth related staff and consultant engineering work required at locations not identified in current capital program.
113	Miscellaneous Property Acquisition		M1728	O.2		100	100	100	100	100	100	100	100	100	100	100	1,000	Allowance for growth related land purchases at locations not identified in current capital program.
114	Miscellaneous Landscaping Projects		M1729	O.3		150	150	150	150	150	150	150	150	150	150	150	1,500	Allowance for boulevard enhancements (i.e. tree planting).
115	Transportation Master Plan Studies		R1009	O.5		1,600	100	100	100	100	500	100	100	100	100	100	3,000	Allowance to address TMP recommended actions.
116	Contingencies (Development Related)		M1730	O.4		300	261	1,000	300	300	300	300	300	300	300	300	3,661	
117	Contingencies (Non-Development Related)		M1731	O.9		75	100	100	100	100	100	100	100	100	100	100	1,000	
118	Regional Share - Development Related Projects		M1710	O.8		300	100	300	300	300	300	300	300	300	300	300	2,800	Allowance for Region's share of road and storm infrastructure costs associated with development.
<b>Other Capital Program Items Totals</b>						<b>10,589</b>	<b>14,240</b>	<b>11,165</b>	<b>19,790</b>	<b>23,760</b>	<b>35,250</b>	<b>41,430</b>	<b>44,255</b>	<b>42,105</b>	<b>44,830</b>	<b>44,685</b>	<b>323,110</b>	

DRAFT 2017 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS			
								2018	2019	2020	2021	2022	2023	2024	2025	2026					
<b>Structure Rehabilitations and Replacements</b>																					
119	Structure Investigation Program	Various	R1704	O.12		45	100	100	100	100	100	100	100	100	100	100	1,000	Allowance to complete structure investigations, including deck condition surveys, timber investigations, structural evaluations, load limit assessments, etc.			
120	Bridge Deck Repairs Program	Various	R1705	O.12		200	200	200	200	200	200	200	200	200	200	200	2,000	Allowance for concrete bridge deck repairs, including spall repairs, deck waterproofing, barrier wall upgrades, etc.			
121	Expansion Joint Replacement Program	Various	R1706	O.12		60	60	60	60	60	60	60	60	60	60	60	600	Allowance to replace expansion joints.			
122	Culvert Repairs Program	Various	R1707	O.12		60	150	150	150	150	150	150	150	150	150	150	1,500	Allowance to repair culverts, including linings, concrete repairs, extensions, installing headwalls, etc.			
123	<u>Req. Rd. 1</u> Brock Rd. Over Duffins Creek Bridge, 0.5 km south of Major Oaks Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		O.12	N/A		0								125	1,500	1,625	Bridge rehabilitation.			
124	<u>Req. Rd. 2</u> Simcoe St. / Oshawa Creek Bridge, 0.75 km north of Taunton Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1624	O.12	N/A		150	100		1,300							100	1,300	1,550	Bridge rehabilitation.	
125	<u>Req. Rd. 2</u> Seagrave Bridge, 0.55 km south of Saintfield Rd. Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog		O.12	N/A		0			150							1,500	1,500	1,650	Bridge rehabilitation.	
126	<u>Req. Rd. 3</u> Bickle Bridge, 1.1 km east of Thickson Rd. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		O.12	N/A		0						125		1,100		0	1,100	1,225	Bridge rehabilitation.	
127	<u>Req. Rd. 3</u> Enniskillen Bridge, 2.1 km west of Scugog Rd., Reg. Rd. 57 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		O.12	N/A		0					200		1,200			0	200	1,200	1,400	Bridge rehabilitation.
128	<u>Req. Rd. 4</u> W.A. Twelvess Bridge, 0.3 km east of Whites Rd., Reg. Rd. 38 Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R1111	O.12	N/A		120	100		1,000							0	100	1,000	1,220	Bridge rehabilitation of existing 4 lane structure. Timing subject to coordination with future widening of structure.

DRAFT 2017 CAPITAL BUDGET AND NINE YEAR FORECAST

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								2018	2019	2020	2021	2022	2023	2024	2025			2026	
129	Req. Rd. 4 Hampton Bridge, 1.0 km west of Reg. Rd. 57. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		O.12	N/A		0			120		700						0 0 120 0 0 700 <u>820</u>	Bridge rehabilitation.
130	Req. Rd. 4 Soper Creek Bridge, 2.97 km east of Liberty St. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		O.12	N/A		0				100							0 0 100 0 0 1,000 <u>1,100</u>	Bridge rehabilitation.
131	Req. Rd. 4 Wilmot Creek Bridge, 1.3 km east of Regional Road 42 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		O.12	N/A		0							100			700	0 0 100 0 0 700 <u>800</u>	Bridge rehabilitation.
132	Req. Rd. 6 Saintfield Rd. Bridge, 4 km east of Highway 12 Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog	R1626	O.11	N/A	150	200		50	50	2,000							150 0 200 50 50 2,000 <u>2,450</u>	Replace bridge over Layton River.
133	Req. Rd. 8 Siloam Bridge, 0.75 km west of Uxbridge Township Concession Rd. 3 Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1409	O.11	N/A	300			50	50	2,400							300 0 0 50 50 2,400 <u>2,800</u>	Replace bridge.
134	Req. Rd. 8 Nonquon Bridge, 0.45 km west of Highway 12 Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog		O.11	N/A	0			200	200	50	50	1,200					0 200 200 50 50 1,200 <u>1,700</u>	Replace bridge over Nonquon River.
135	Req. Rd. 11 Smith Bridge, 1.1 km west of Uxbridge Township Concession Road 3 Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge		O.11	N/A	0			200	200	50	50	1,900					0 200 200 50 50 1,900 <u>2,400</u>	Replace bridge over Pefferlaw Brook.

DRAFT 2017 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2018	2019	2020	2021	2022	2023	2024	2025	2026		
136	<u>Req. Rd. 12</u> Dobson Bridge, 0.2 km east of McRae St. Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock		O.12	N/A	0							150		800		Bridge rehabilitation.	
																0 0 150 0 0 800 <u>950</u>		
137	<u>Req. Rd. 13</u> Laurie Bridge, Zephyr Rd., 0.95 km west of Concession Road VI Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge		O.11	N/A	0			200	200	50	50	1,500				Replace bridge over Pefferlaw Brook.	
																0 200 200 50 50 1,500 <u>2,000</u>		
138	<u>Req. Rd. 15</u> Beaverton River Bridge, 0.1 km west of Highway 12 Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock	R1628	O.12	N/A	200											Bridge rehabilitation.	
																200 0 0 0 0 1,500 <u>1,700</u>		
139	<u>Req. Rd. 15</u> McRae Bridge, 1.0 km west of Thorah Sideroad Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock		O.12	N/A	0								100	800		Bridge rehabilitation.	
																0 0 100 0 0 800 <u>900</u>		
140	<u>Req. Rd. 16</u> Ritson Rd. / CP Overpass, 0.2 km south of Olive Ave. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1629	O.12	N/A	150	100	2,250									Bridge rehabilitation.	
																150 0 0 0 100 2,250 <u>2,500</u>		
141	<u>Req. Rd. 16</u> Ritson Rd. / CNR Overhead, 0.2 km south of Bloor St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1411	O.12	N/A	240					2,000						Bridge rehabilitation. 50% of costs to be recovered from C.N.R. as per Board Order No. 98034	
																240 0 0 0 0 0 2,000 <u>2,240</u>		
142	<u>Req. Rd. 18</u> Kendal Bridge, 1.18 km south of Ganaraska Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		O.12	N/A	0									100		Beyond forecast bridge rehabilitation.	
																0 0 100 0 0 0 <u>100</u>		

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2018	2019	2020	2021	2022	2023	2024	2025	2026			
143	<u>Req. Rd. 22</u> John Mills Bridge, 0.4 km west of Westney Rd. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax	R1528	O.12	N/A	2,000	1,750											2,000 0 0 0 1,750 <u>3,750</u>	Bridge rehabilitation.
144	<u>Req. Rd. 22</u> Bloor St. W. Over Oshawa Creek, 0.2 km west of Simcoe St. S. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		O.12	N/A	0						200			1,400			0 0 200 0 0 1,400 <u>1,600</u>	Bridge rehabilitation.
145	<u>Req. Rd. 22</u> Bloor St. E. Over Farewell Creek Bridge, 0.5 km E. of Harmony Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		O.12	N/A	0						150			1,200			0 0 150 0 0 1,200 <u>1,350</u>	Bridge rehabilitation.
146	<u>Req. Rd. 23</u> Beaverton Bridge, 50 m north of Simcoe St. Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock	R1209	O.12	N/A	200												200 0 0 0 0 1,500 <u>1,700</u>	Bridge rehabilitation.
147	<u>Req. Rd. 23</u> White's Creek Bridge, 1.45 km North of Simcoe St. Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock		O.12	N/A			350										0 0 0 0 0 350 <u>350</u>	Bridge rehabilitation.
148	<u>Req. Rd. 28</u> Rossland Rd. Over Oshawa Creek, 0.45 km east of Park Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		O.12	N/A	0		180							2,000			0 0 180 0 0 2,000 <u>2,180</u>	Bridge rehabilitation.
149	<u>Req. Rd. 31</u> Westney Rd. CPR Overhead, 0.4 km north of Taunton Rd. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		O.12	N/A	0						150			1,800			0 0 150 0 0 1,800 <u>1,950</u>	Bridge rehabilitation.

DRAFT 2017 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2018	2019	2020	2021	2022	2023	2024	2025	2026		
150	<u>Req. Rd. 31</u> Bayles Bridge, 2.8 km east of Brock Rd. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		O.12	N/A	0							150		1,300		1,450	Bridge rehabilitation.
151	<u>Req. Rd. 33</u> Harmony Rd. Over CPR Overhead, 0.2 km south of Olive Ave. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		O.12	N/A	0						200		2,000		2,200	2,200	Bridge rehabilitation.
152	<u>Req. Rd. 35</u> Wilson Rd. North Pedestrian Underpass, 0.69 km north of Rossland Rd. East Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		O.12	N/A	0									50		50	Beyond forecast bridge rehabilitation.
153	<u>Req. Rd. 45</u> Henry St. CNR Overpass, 0.4 km north of Victoria St. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		O.12	N/A	0							200		100		300	Beyond forecast bridge replacement.
154	<u>Req. Rd. 46</u> Brock St. Over Pringle Creek Bridge, 0.15 km south of Front St. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1730	O.12	N/A	0	750										750	Region's share of structure replacement. Work to be undertaken by developer.
155	<u>Req. Rd. 46</u> Brock St. CNR Overpass Bridge, 0.1 km south of Hwy. 401 Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		O.12	N/A	0		800									800	Bridge rehabilitation.
156	<u>Req. Rd. 50</u> Morgan Bridge, 3.1 km east of Reg. Rd. 51 Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock		O.12	N/A	0								200	1,000		1,200	Bridge rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2018	2019	2020	2021	2022	2023	2024	2025	2026			
157	<u>Req. Rd. 50</u> Trent Canal Overpass, 5.3 km east of Reg. Rd. 51 Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock	R1631	O.12	N/A	100				1,500								100 0 0 0 0 1,500 <u>1,600</u>	Bridge rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.
158	<u>Req. Rd. 51</u> Camebridge Bridge, 0.1 km north of Portage Road Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock	R1632	O.12	N/A	200			2,000									200 0 0 0 0 2,000 <u>2,200</u>	Bridge replacement. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.
159	<u>Req. Rd. 53</u> Stevenson Rd. Over CPR Overpass, 0.4 km north of Lavelle St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		O.12	N/A	0								200				0 0 200 0 0 1,900 <u>2,100</u>	Bridge rehabilitation.
160	<u>Req. Rd. 57</u> Bowmanville Creek Bridge, 1.9 km north of Region Highway 2 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1529	O.12	N/A	150						1,800						150 0 0 0 0 1,800 <u>1,950</u>	Bridge rehabilitation.
161	<u>Req. Rd. 57</u> Robins Bridge, 0.77 km north of Taunton Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1728	O.12	N/A	0	50			200								0 0 50 0 0 200 <u>250</u>	Bridge rehabilitation in conjunction with road rehabilitation.
162	<u>Req. Rd. 57</u> Burketon Overpass Bridge, 3.3 km south of Shirley Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1633	O.12 O.11	N/A	200		100		200	50	100	2,500					200 100 200 50 100 2,650 <u>3,300</u>	2017 Interim repairs. 2022 Bridge Replacement.
163	<u>Req. Rd. 58</u> Manning Rd. Culvert, 0.3 km east of Thicksd Rd Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1634	O.12	N/A	25					50		300					25 0 50 0 0 300 <u>375</u>	Culvert rehabilitation.



DRAFT 2017 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2017	2017 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
								2018	2019	2020	2021	2022	2023	2024	2025	2026				
164	Req. Rd. 58 Adelaide Rd. W. Over Oshawa Creek Bridge, 0.6 km west of Simcoe St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		O.12	N/A	0						150					1,100		0 0 150 0 0 1,100 <u>1,250</u>	Bridge rehabilitation.
165	Req. Rd. 59 Gibb St. Over Oshawa Creek Bridge, 0.4 km east of Park Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1729	O.12	N/A	0	200			50		1,300							0 0 200 0 50 1,300 <u>1,550</u>	Bridge rehabilitation.
166	Req. Hwy 2 Kingston Rd. Over Duffins Creek , 0.6 km west of Church St. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		O.12	N/A	0					200							2,000	0 0 200 0 0 2,000 <u>2,200</u>	Bridge rehabilitation.
167	Req. Hwy 47 Uxbridge Brook Culvert Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1635	O.12	N/A	250				2,500									250 0 0 0 0 2,500 <u>2,750</u>	Replace stone masonry arch culvert. Project construction timing will be coordinated with the Town of Uxbridge downtown storm water channel project.
168	Various Bridge Construction, Rehabilitation and Replacement Work	Various	R1727	O.12	N/A	0	2,300	0	0	0	0	0	0	0	0	0	0	2,300	Allowance to construct, rehabilitate or replace various structures.	
<b>Structure Rehabilitations and Replacements Totals</b>						<b>4,800</b>	<b>6,110</b>	<b>9,540</b>	<b>8,330</b>	<b>8,960</b>	<b>6,260</b>	<b>8,560</b>	<b>5,660</b>	<b>6,535</b>	<b>6,635</b>	<b>6,660</b>	<b>78,050</b>			
<b>GRAND TOTAL</b>						<b>96,243</b>	<b>81,165</b>	<b>96,720</b>	<b>99,360</b>	<b>106,610</b>	<b>108,705</b>	<b>111,890</b>	<b>106,615</b>	<b>111,440</b>	<b>119,965</b>	<b>135,945</b>	<b>1,174,658</b>			

## PROGRAM SUMMARY



### 2017 Business Plan

### Headquarters Facility Shared Cost

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Operating Expenses</b>					
Personnel Expenses	1,133	1,041	1,076	34	1,110
Communications	500	500	500	-	500
Supplies	120	139	139	(27)	112
Utilities	1,332	1,263	1,482	-	1,482
Computer Maintenance & Operations	-	11	11	(11)	-
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	924	1,023	1,023	(65)	958
Equipment Maintenance & Repairs	12	12	12	-	12
Professional Services	18	20	20	-	20
Contracted Services	753	720	738	6	744
Financial Expenses	169	169	173	-	173
Major Repairs & Renovations	121	100	-	135	135
Call Centre Operations	470	501	524	24	548
Public Counter Operations	282	322	334	31	365
<b>Operating Expenses Subtotal</b>	<b>5,854</b>	<b>5,848</b>	<b>6,059</b>	<b>127</b>	<b>6,186</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	368	372	382	-	382
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>368</b>	<b>372</b>	<b>382</b>	<b>-</b>	<b>382</b>
<b>Gross Operating Expenses</b>	<b>6,222</b>	<b>6,220</b>	<b>6,441</b>	<b>127</b>	<b>6,568</b>

## PROGRAM SUMMARY



### 2017 Business Plan

### Headquarters Facility Shared Cost

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Tangible Capital Assets</b>					
New	-	-	-	227	227
Replacement	1,290	1,290	390	568	958
<b>Total Tangible Capital Assets</b>	<b>1,290</b>	<b>1,290</b>	<b>390</b>	<b>795</b>	<b>1,185</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>
<b>Revenues</b>					
Rents	(20)	(6)	(6)	(1)	(7)
<b>Total Revenues</b>	<b>(20)</b>	<b>(6)</b>	<b>(6)</b>	<b>(1)</b>	<b>(7)</b>
<b>Net Program Expenses</b>	<b>12,086</b>	<b>12,098</b>	<b>11,419</b>	<b>921</b>	<b>12,340</b>
<b>Summary of Increase (Decrease)</b>			<b>(679)</b>	<b>-5.61%</b>	<b>242</b> <b>2.00%</b>

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	60	Economic increases
Operating Expenses	251	Inflationary increases including utilities, contracted services and insurance
Major Repairs & Renovations	(100)	Remove one-time items
Tangible Capital Assets - Replacement	(890)	Remove one-time items
	<b>(679)</b>	



## 2017 Business Plan

## Headquarters Facility Shared Cost

Detailed Cost of Program:	2016	2017		
(\$,000's)	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$
<b><u>Department Allocation</u></b>				
Chief Administrative Officer	90	84	7	91
Corporate Services:				
Human Resources	204	193	16	209
Information Technology	332	313	25	338
Legal Services	99	94	7	101
Legal Services - Provincial Offences Act (POA)	905	854	69	923
Legislative Services	105	99	8	107
Durham Emergency Management Office (DEMO)	51	48	4	52
Durham Regional Local Housing Corporation (DRLHC) - Property Management	111	105	8	113
Durham Regional Police Service	1,564	1,476	119	1,595
Durham Region Transit	67	63	5	68
Economic Development & Tourism	107	100	9	109
Finance	525	497	41	538
Financial Housing Services	85	80	6	86
Health	1,917	1,810	146	1,956
Planning	404	381	31	412
Regional Chair	64	61	4	65
Regional Council	185	175	14	189
Social Services:				
Children's Services	552	521	42	563
Family Services	322	304	24	328
Housing Services	118	112	9	121
Social Assistance	1,195	1,128	91	1,219
Utility Finance	303	285	23	308
Works:				
General Tax	582	549	45	594
Sanitary Sewerage System	1,009	952	77	1,029
Solid Waste Management	193	183	14	197
Water Supply System	1,009	952	77	1,029
<b>Total Allocated</b>	<b>12,098</b>	<b>11,419</b>	<b>921</b>	<b>12,340</b>

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Headquarters Facility Shared Cost

<b>Regional Headquarters</b>	<b>(\$ 000's)</b>
♦ Part-time Salary and Benefits for 1 Custodian to support building operations, and to provide general cleaning and site maintenance services during operational hours.	34
♦ Increase for On-Call Security Guards required for Committee and Council meetings	6
♦ Decrease in various accounts to better align to actuals	(103)
♦ Major Repairs and Renovations (\$135k) including:	
Storm drain replacement in Parking Garage	90
Asphalt repairs around site	45
	<u>72</u>
<b>Call Centre and Public Counter Operations</b>	
♦ New Position (50% Corporate Call Centre / 50% Public Counter): 1 Management/Exempt position, Customer Service, effective July 1, 2017. This position will assume a lead/supervisory role in an effort to enhance and maintain customer service standards and to assist with the integration of a centralized customer service system, as well as ensure that a consistent complaint documentation/tracking system is in place. (Annualized cost is \$95k)	48
♦ Tangible Capital Assets New: Computer and Furniture for new position.	7
	<u>55</u>
<b>Tangible Capital Assets</b>	
<b>Additional requirements:</b>	
♦ Refer to TCA New Schedule for further details.	227
♦ Refer to TCA Replacement Schedule for further details.	568
	<u>795</u>
<b>Revenue</b>	
♦ Increase in Rental Revenues for designated parking spaces for MPAC.	(1)
	<u>(1)</u>
<b>Total Program Changes</b>	<u><u>921</u></u>

## TANGIBLE CAPITAL ASSETS - NEW



### 2017 Program Detail

### Headquarters Facility Shared Cost

Description	Qty	Unit Cost	Total
		\$	\$
1 Walkway to South Entrance from Parking Garage (Risk Assessment and Potential Design)	1	40,000	40,000
2 Backup Server for CCTV System	1	30,000	30,000
3 Security Improvements to the North, West and South Entrances	1	157,200	157,200
			<b>227,200</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2017 Program Detail

### Headquarters Facility Shared Cost

Description	Qty	Unit Cost	Total
		\$	\$
1 Roof repairs (Year 2)	1	190,000	190,000
2 Uninterrupted Power Supply battery replacement	1	200,000	200,000
3 Recoat all levels of Parking Garage	1	90,000	90,000
4 Provision for Parking Garage Maintenance	1	328,228	328,228
5 Handsets	375	400	150,000
			<b>958,228</b>

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**2017 Business Plan**

**Works - Solid Waste Management**

**Major Services & Activities**

**Collection, Processing and Haulage**

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

**Waste Facilities and Landfill Operations**

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

**Administration, Promotion and Education**

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

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

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
◆ Explore the feasibility of reclaiming landfill sites for passive recreation uses.	



**2017 Business Plan**

**Works - Solid Waste Management**

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

**Strategic Goals**

**Responsibility - Support**

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

- |            |  |
|------------|--|
| <b>A.1</b> | Propel the business and investment climate forward in Durham Region to enable more local employment.   |
| <b>A.5</b> | Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.            |
| <b>C.1</b> | Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.   |
| <b>C.2</b> | Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas. |
| <b>D.1</b> | Deliver Regional services in a financially prudent and sustainable manner.   |
| <b>D.2</b> | Foster awareness of Regional programs and services.  |
| <b>D.3</b> | Improve communications and collaboration across the region and in particular with local municipalities.  |
| <b>D.4</b> | Promote a culture of openness and encourage public engagement in governance and decision making.   |
| <b>D.5</b> | Demonstrate accountability and transparency by measuring performance and reporting on results.   |
| <b>D.6</b> | Invest in the organization by attracting and retaining a skilled and diverse workforce.  |
| <b>D.7</b> | Focus resources on continuous improvement and innovation.  |

## PROGRAM SUMMARY



### 2017 Business Plan

### Works - Solid Waste Management

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Works - Solid Waste Management

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Works - Solid Waste Management

#### Summary of Base Budget Changes

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Works - Solid Waste Management

\$ 000's

#### Waste Management Facilities

##### Oshawa Waste Management Facility

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

##### Scugog Waste Management Facility

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

##### Brock Waste Management Facility

♦ Increase in costs based on forecasted tonnes for disposal, processing and haulage. Increased tonnages anticipated for materials such as yard waste	1
♦ Decreased revenues and industry subsidies resulting from:	
Decrease in user fees for other chargeable materials related to change in chargeable tonnes	1
Decrease in subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship); tires (Ontario Tire Stewardship) and MHSW related to change in tonnes	1
	3

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Works - Solid Waste Management

\$ 000's

### Waste Management Facilities (continued)

#### Pickering Waste Management Facility

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

#### Clarington Waste Management Facility

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

#### Durham Material Recovery Facility

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

#### Durham York Energy Centre

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

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Works - Solid Waste Management

\$ 000's

### Collection, Processing, Disposal

#### Collection Services

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

#### Processing & Disposal Services

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

### Common Services Costs

#### Waste Administration

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

#### Facilities Management

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



# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Works - Solid Waste Management

\$ 000's

### Common Services Costs (continued)

#### Waste Management Centre

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

#### Environmental Studies

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

### Revenues

#### Revenues - Diversion Materials

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

### Tangible Capital Assets

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

### Major Capital Projects

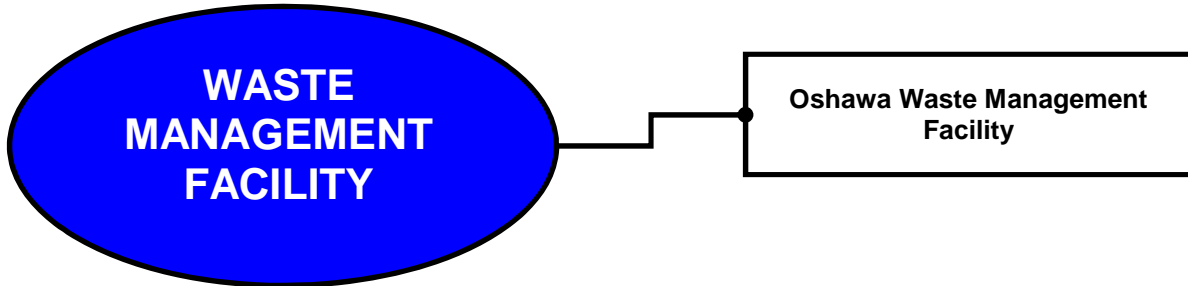
◆ Costs related to the development and construction of an Organics Plan/ Anaerobic Digestion (\$800k); and enhancements to the Material Recovery Facility (MRF) sorting equipment (\$2,000k). Refer to capital schedules for detailed information.	2,800
◆ Recoveries from Continuous Improvement Fund Subsidy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

# PROGRAM 1 OSHAWA WASTE MANAGEMENT FACILITY



## 2017 Program Detail

## Works - Solid Waste Management



### Purpose:

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

### Description of Program Activities:

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

### Description of Program Resources:

- ◆ 2017 Full Time Staff 17.000
- ◆ 2016 Full Time Staff 16.000
- ◆ Transfer of one (1) Waste Disposal Clerk from Durham-York Energy Centre (1.000 FTE)

# PROGRAM 1 OSHAWA WASTE MANAGEMENT FACILITY



## 2017 Program Detail

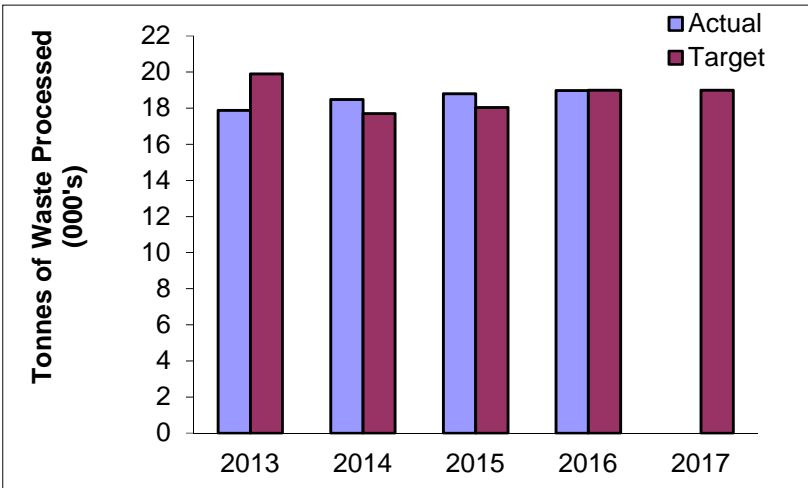
## Works - Solid Waste Management

### Performance Measurements:

In 2017:

- ◆ More than 190,000 customer vehicles are estimated to visit this site
- ◆ Estimated 19,000 tonnes of garbage, recyclables, compostables and re-useables received
- ◆ Estimated 6,000 tonnes of waste to be recycled, composted, or re-used

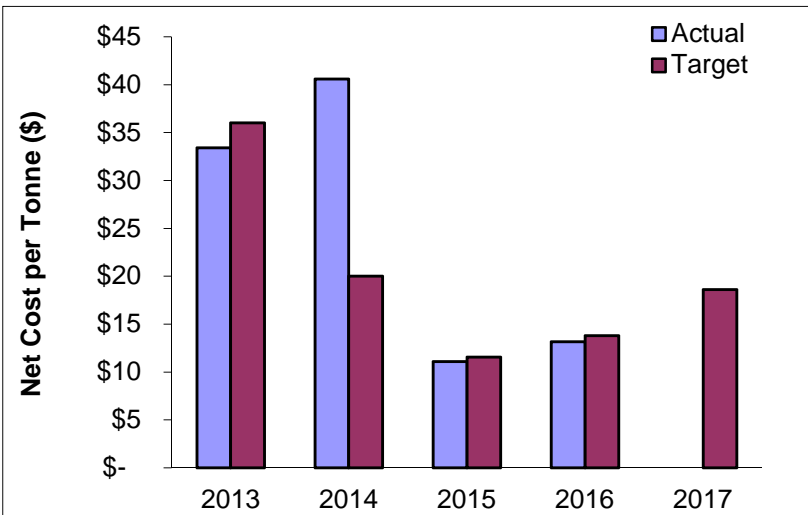
### Community Impact:



#### Tonnes of Waste Processed

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

### Efficiency:



#### Net Cost per Tonne

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

**PROGRAM 1  
OSHAWA WASTE MANAGEMENT FACILITY**



**2017 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,256	1,324	1,369	77	1,446
Payroll Maintenance Management - Charge	10	10	10	-	10
<b>Net Personnel Expenses</b>	<b>1,266</b>	<b>1,334</b>	<b>1,379</b>	<b>77</b>	<b>1,456</b>
Personnel Related	1	3	3	-	3
Communications	11	12	12	-	12
Supplies	-	-	-	-	-
Buildings & Grounds Operations	40	40	40	-	40
Equipment Maintenance & Repairs	165	165	165	-	165
Contracted Services	1,174	1,174	1,266	(19)	1,247
Financial Expenses	7	7	7	-	7
<b>Operating Expenses Subtotal</b>	<b>2,664</b>	<b>2,735</b>	<b>2,872</b>	<b>58</b>	<b>2,930</b>
<b>Tangible Capital Assets</b>					
Replacement	107	107	34	-	34
<b>Total Tangible Capital Assets</b>	<b>107</b>	<b>107</b>	<b>34</b>	<b>-</b>	<b>34</b>
<b>Total Expenses</b>	<b>2,771</b>	<b>2,842</b>	<b>2,906</b>	<b>58</b>	<b>2,964</b>
<b>Revenues</b>					
Provincial Subsidy	(212)	(212)	(212)	(3)	(215)
Fees & Service Charges	(2,261)	(2,261)	(2,349)	(14)	(2,363)
<b>Total Revenues</b>	<b>(2,473)</b>	<b>(2,473)</b>	<b>(2,561)</b>	<b>(17)</b>	<b>(2,578)</b>
<b>Net Program Expenses</b>	<b>298</b>	<b>369</b>	<b>345</b>	<b>41</b>	<b>386</b>

\* Tangible Capital Assets are stated separately on the Program Summary

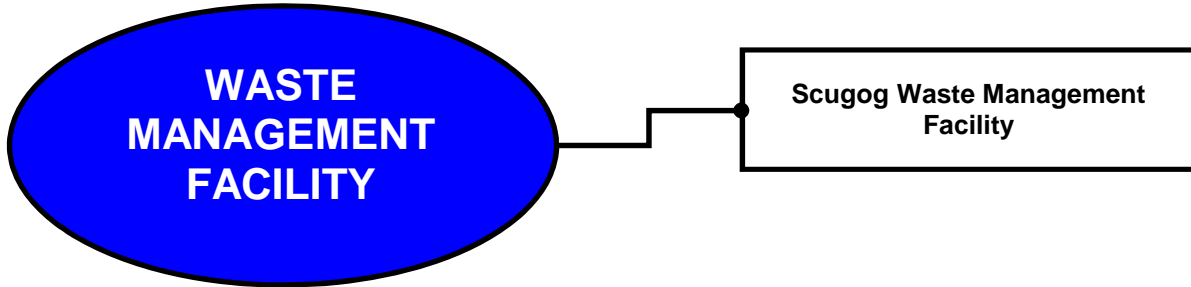
Net Program Expenses Per Above	386
Less: Tangible Capital Assets	(34)
Net Operating Program Expenses Per Program Summary	<u>352</u>

# PROGRAM 2 SCUGOG WASTE MANAGEMENT FACILITY



## 2017 Program Detail

## Works - Solid Waste Management



### Purpose:

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

### Description of Program Activities:

- ◆ Receive and transfer residential and commercial garbage waste
- ◆ Receive and transfer recyclable and reusable material such as: Blue Box materials, scrap metals, tires, appliances, electronic equipment, shingles and porcelains
- ◆ Receive and transfer compostable material such as: yard waste, drywall, wood and brush
- ◆ Receive and transfer household hazardous waste such as: paints, oils, batteries, propane tanks, solvents, CFC refrigerants, antifreeze, and other chemicals
- ◆ Operate a user pay waste disposal system

### Description of Program Resources:

◆ 2017 Full Time Staff	4.000
2016 Full Time Staff	4.000

# PROGRAM 2 SCUGOG WASTE MANAGEMENT FACILITY



## 2017 Program Detail

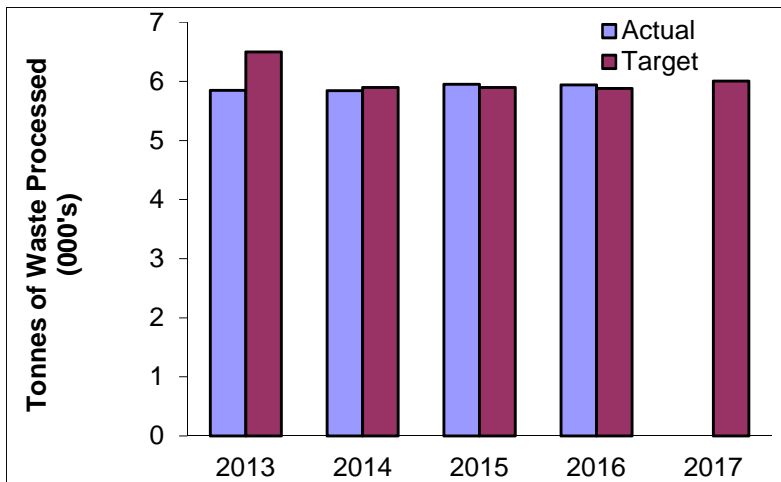
## Works - Solid Waste Management

### Performance Measurements:

In 2017:

- ◆ More than 50,000 customer vehicles are estimated to visit this site
- ◆ Estimated 6,000 tonnes of garbage, recyclables, compostables and re-useables received
- ◆ Estimated 2,000 tonnes of waste recycled, composted, or re-used

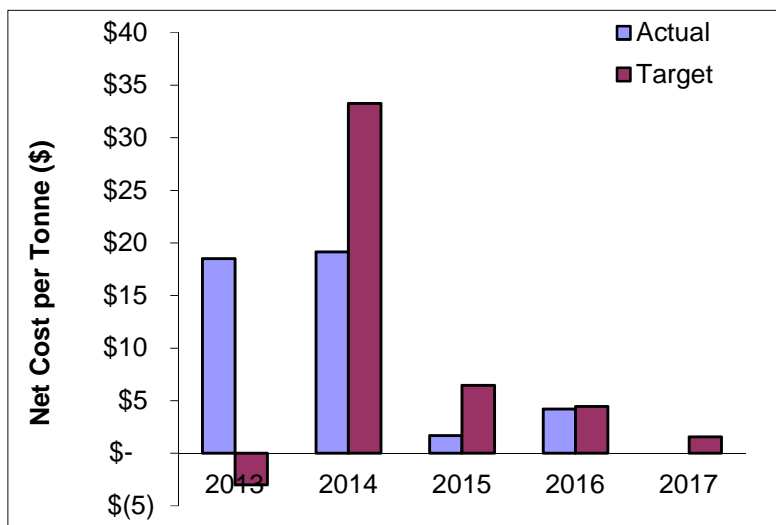
### Community Impact:



#### Tonnes of Waste Processed

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

### Efficiency:



#### Net Cost per Tonne (including HHW)

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

**PROGRAM 2  
SCUGOG WASTE MANAGEMENT FACILITY**



**2017 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	323	408	420	(39)	381
Payroll Maintenance Management - Charge	20	20	20	-	20
<b>Net Personnel Expenses</b>	<b>343</b>	<b>428</b>	<b>440</b>	<b>(39)</b>	<b>401</b>
Personnel Related	-	4	4	-	4
Communications	4	6	6	-	6
Buildings & Grounds Operations	7	12	12	-	12
Equipment Maintenance & Repairs	41	43	43	-	43
Contracted Services	378	378	419	13	432
Financial Expenses	4	3	3	-	3
<b>Operating Expenses Subtotal</b>	<b>777</b>	<b>874</b>	<b>927</b>	<b>(26)</b>	<b>901</b>
<b>Tangible Capital Assets</b>					
Replacement	125	125	-	-	-
<b>Total Tangible Capital Assets</b>	<b>125</b>	<b>125</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>902</b>	<b>999</b>	<b>927</b>	<b>(26)</b>	<b>901</b>
<b>Revenues</b>					
Provincial Subsidy	(146)	(146)	(146)	(3)	(149)
Fees & Service Charges	(701)	(701)	(738)	(4)	(742)
<b>Total Revenues</b>	<b>(847)</b>	<b>(847)</b>	<b>(884)</b>	<b>(7)</b>	<b>(891)</b>
<b>Net Program Expenses</b>	<b>55</b>	<b>152</b>	<b>43</b>	<b>(33)</b>	<b>10</b>

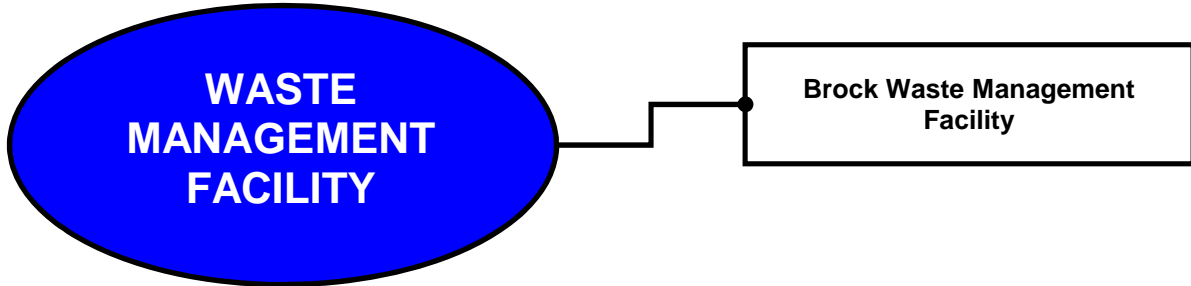
\* Tangible Capital Assets are stated separately on the Program Summary

# PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



## 2017 Program Detail

## Works - Solid Waste Management



### Purpose:

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

### Description of Program Activities:

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

### Description of Program Resources:

- |                        |       |
|------------------------|-------|
| ◆ 2017 Full Time Staff | 2.000 |
| 2016 Full Time Staff   | 2.000 |



# PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



## 2017 Program Detail

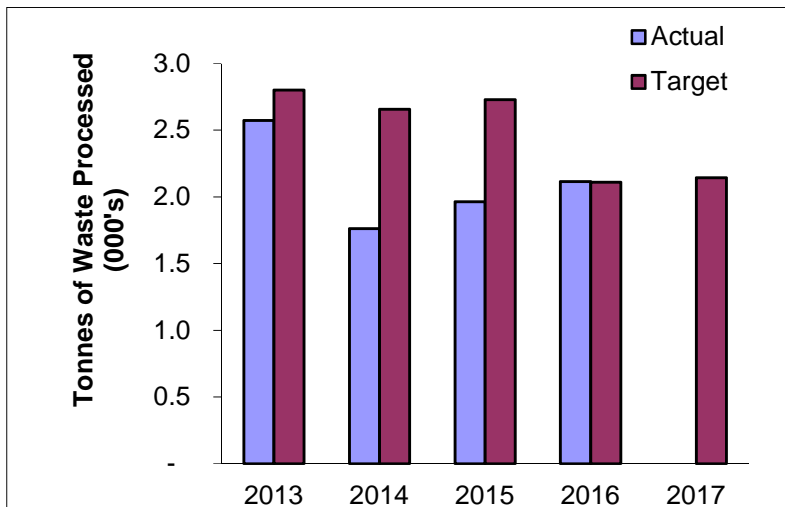
## Works - Solid Waste Management

### Performance Measurements:

In 2017:

- ◆ More than 12,000 customers are estimated to visit this site
- ◆ Estimated 2,000 tonnes of garbage, recyclables, compostables and re-useables received
- ◆ Estimated 1,000 tonnes of waste recycled, composted, or re-used

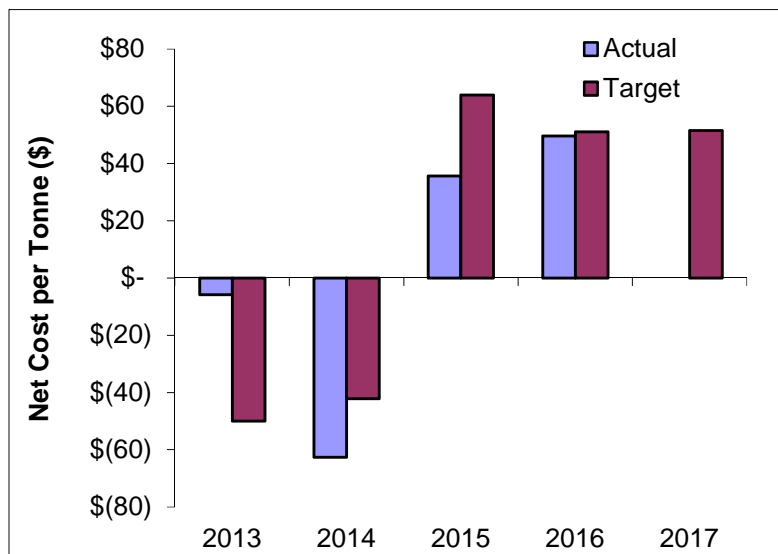
### Community Impact:



#### Tonnes of Waste Processed

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

### Efficiency:



#### Net Cost per Tonne

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

**PROGRAM 3  
BROCK WASTE MANAGEMENT FACILITY**



**2017 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	169	165	171	-	171
Payroll Maintenance Management - Charge	10	10	10	-	10
<b>Net Personnel Expenses</b>	<b>179</b>	<b>175</b>	<b>181</b>	<b>-</b>	<b>181</b>
Personnel Related	1	4	4	-	4
Communications	6	3	3	-	3
Materials & Services	15	15	15	-	15
Buildings & Grounds Operations	13	15	15	-	15
Equipment Maintenance & Repairs	101	101	101	-	101
Contracted Services	191	191	199	1	200
Financial Expenses	2	2	2	-	2
<b>Operating Expenses Subtotal</b>	<b>508</b>	<b>506</b>	<b>520</b>	<b>1</b>	<b>521</b>
<b>Tangible Capital Assets</b>					
New	200	200	-	-	-
<b>Total Tangible Capital Assets</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>708</b>	<b>706</b>	<b>520</b>	<b>1</b>	<b>521</b>
<b>Revenues</b>					
Provincial Subsidy	(125)	(125)	(125)	1	(124)
Fees & Service Charges	(274)	(274)	(288)	1	(287)
<b>Total Revenues</b>	<b>(399)</b>	<b>(399)</b>	<b>(413)</b>	<b>2</b>	<b>(411)</b>
<b>Net Program Expenses</b>	<b>309</b>	<b>307</b>	<b>107</b>	<b>3</b>	<b>110</b>

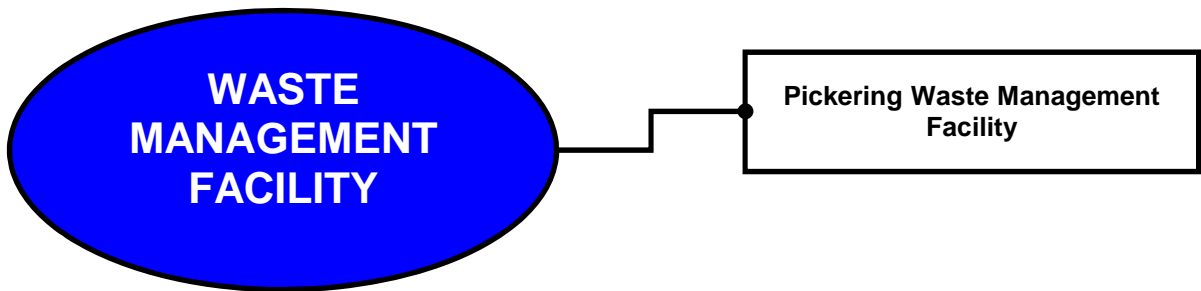
\* Tangible Capital Assets are stated separately on the Program Summary

# PROGRAM 4 PICKERING WASTE MANAGEMENT FACILITY



**2017 Program Detail**

**Works - Solid Waste  
Management**



## **Purpose:**

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

## **Description of Program Activities:**

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

# PROGRAM 4 PICKERING WASTE MANAGEMENT FACILITY



## 2017 Program Detail

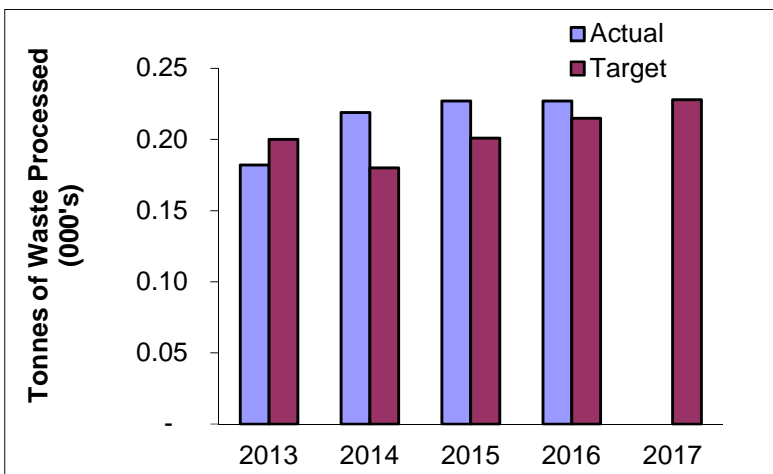
## Works - Solid Waste Management

### Performance Measurements:

In 2017:

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

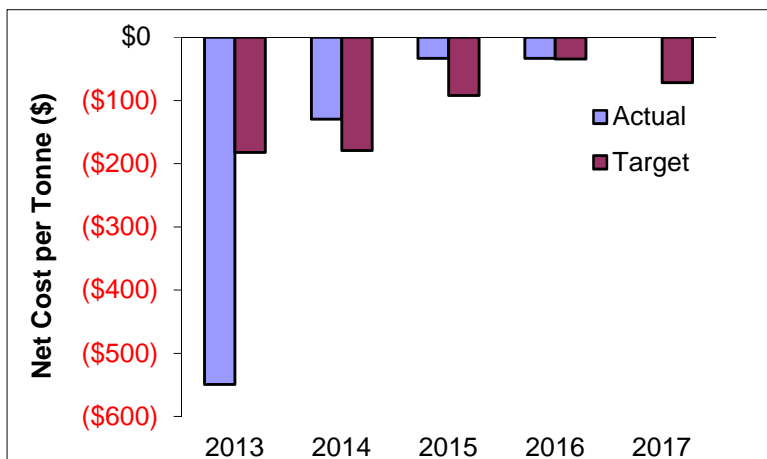
### Community Impact:



#### Tonnes of Waste Processed

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

### Efficiency:



#### Net Cost per Tonne

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

**PROGRAM 4  
PICKERING WASTE MANAGEMENT FACILITY**



**2017 Program Detail**

**Works - Solid Waste  
Management**

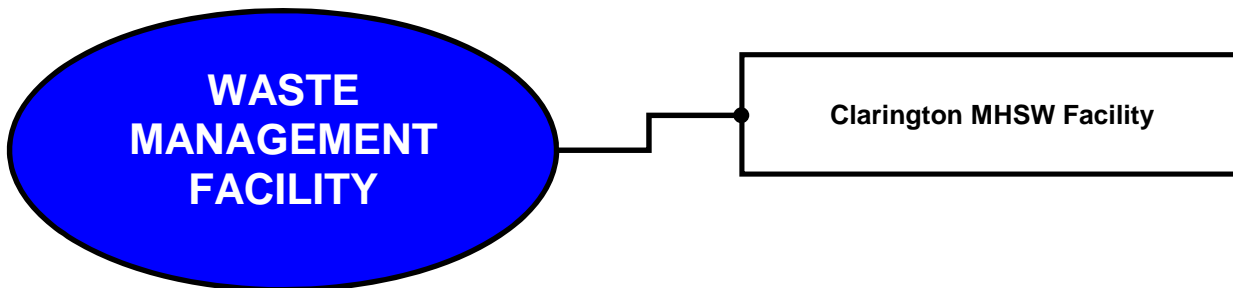
Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Materials & Services	67	67	68	-	68
Contracted Services	54	54	46	-	46
<b>Total Expenses</b>	<b>121</b>	<b>121</b>	<b>114</b>	<b>-</b>	<b>114</b>
<b>Revenues</b>					
Provincial Subsidy	(122)	(122)	(122)	-	(122)
Fees & Service Charges	(6)	(6)	(6)	(1)	(7)
<b>Total Revenues</b>	<b>(128)</b>	<b>(128)</b>	<b>(128)</b>	<b>(1)</b>	<b>(129)</b>
<b>Net Program Expenses</b>	<b>(7)</b>	<b>(7)</b>	<b>(14)</b>	<b>(1)</b>	<b>(15)</b>

# PROGRAM 5 CLARINGTON WASTE MANAGEMENT FACILITY



**2017 Program Detail**

**Works - Solid Waste  
Management**



## **Purpose:**

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

## **Description of Program Activities:**

- ◆ This is a new design/build operate facility that meets the requirements of the Host Community Agreement with Clarington. There is no charge to Durham residents delivering source separated household hazardous wastes not mixed with any other waste materials.
- ◆ Receive and transfer of household hazardous wastes such as: paints, oils, batteries, propane tanks, antifreeze, and other chemicals which are hauled for proper disposal

## **Description of Program Resources:**

- ◆ Facility will be staffed by temporary resources in 2017

**PROGRAM 5  
CLARINGTON WASTE MANAGEMENT FACILITY**



**2017 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	-	-	-	40	40
Communications	-	-	-	2	2
Supplies	-	-	-	1	1
Equipment Maintenance & Repairs	-	-	-	5	5
Vehicle Operations	-	-	-	7	7
Contracted Services	-	-	-	25	25
<b>Gross Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>80</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	1	1
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>81</b>	<b>81</b>
<b>Revenues</b>					
Provincial Subsidy	-	-	-	(61)	(61)
Fees & Service Charges	-	-	-	(3)	(3)
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(64)</b>	<b>(64)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17</b>	<b>17</b>

\* Tangible Capital Assets are stated separately on the Program Summary

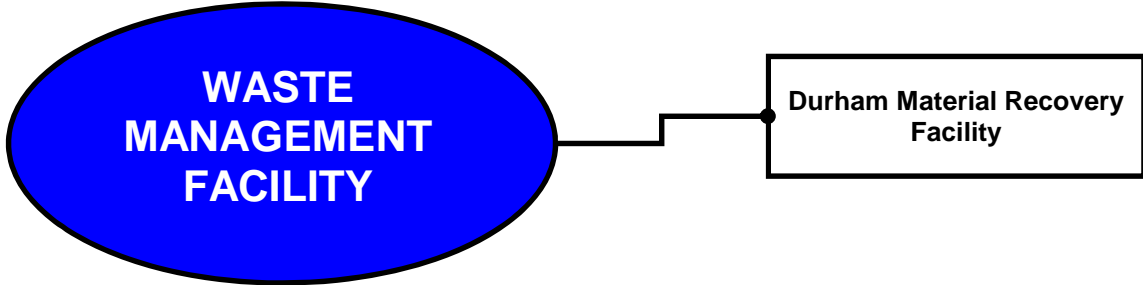
Net Program Expenses Per Above	17
Less: Tangible Capital Assets	(1)
Net Operating Program Expenses Per Program Summary	<u>16</u>

**PROGRAM 6  
DURHAM MATERIAL RECOVERY FACILITY**



**2017 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

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

**Description of Program Activities:**

- ◆ Receive residential Blue Box Materials
- ◆ Process Blue Box Materials for end markets

**Description of Program Resources:**

◆ 2017 Full Time Staff	4.000
2016 Full Time Staff	4.000



# PROGRAM 6 DURHAM MATERIAL RECOVERY FACILITY



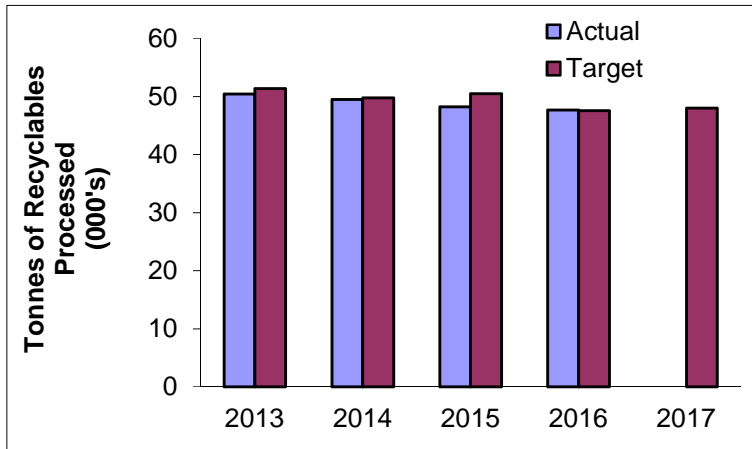
## 2017 Program Detail

## Works - Solid Waste Management

### Performance Measurements:

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

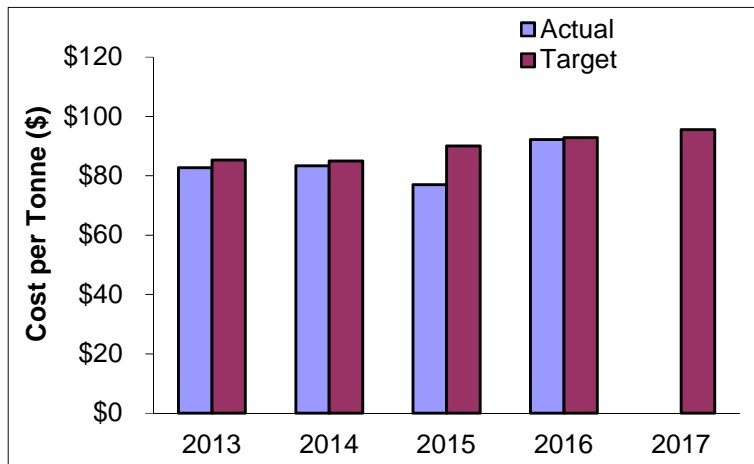
### Community Impact:



#### Residential Recyclable Tonnes

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

### Efficiency:



#### Cost per Tonne

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

**PROGRAM 6  
DURHAM MATERIAL RECOVERY FACILITY**



**2017 Program Detail**

**Works - Solid Waste  
Management**

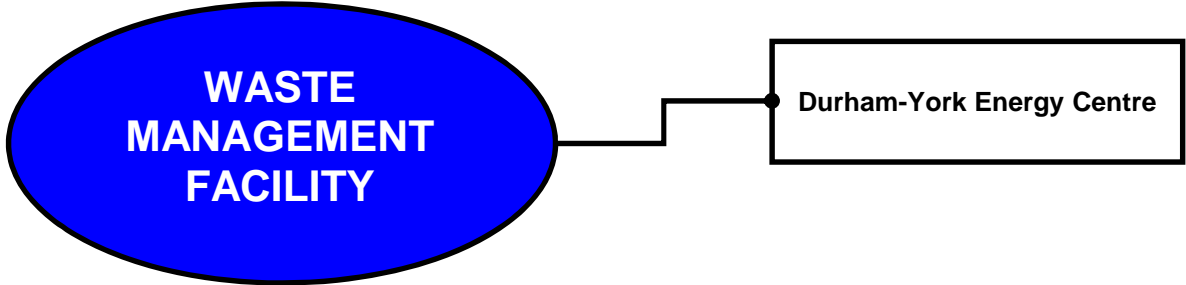
<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	300	324	336	-	336
Payroll Maintenance Management - Charge	2	1	1	-	1
<b>Net Personnel Expenses</b>	<b>302</b>	<b>325</b>	<b>337</b>	<b>-</b>	<b>337</b>
Communications	2	2	2	-	2
Materials & Services	-	13	13	-	13
Buildings & Grounds Operations	4	47	47	-	47
Equipment Maintenance & Repairs	9	22	22	-	22
Vehicle Operations	1	7	7	-	7
Contracted Services	4,153	4,005	4,122	36	4,158
<b>Operating Expenses Subtotal</b>	<b>4,471</b>	<b>4,421</b>	<b>4,550</b>	<b>36</b>	<b>4,586</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Service Recoveries	(4,471)	(4,421)	(4,550)	(36)	(4,586)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(4,471)</b>	<b>(4,421)</b>	<b>(4,550)</b>	<b>(36)</b>	<b>(4,586)</b>
<b>Gross Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Tangible Capital Assets</b>					
Replacement	175	175	-	-	-
<b>Total Tangible Capital Assets</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Tangible Capital Assets are stated separately on the Program Summary



**2017 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

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

**Description of Program Activities:**

- ◆ To receive residential garbage waste and process materials to generate energy
- ◆ To complete all monitoring plans and obtain approval from Ministry of the Environment and Climate Change (MOECC)
- ◆ To meet all obligations of Certificate of Approval (C of A) and Environmental Assessment (EA)
- ◆ Operation of the new state of the art facility

**Description of Program Resources:**

- ◆ 2017 Full Time Staff                      3.000
- 2016 Full Time Staff                      4.000
- Transfer of one (1) Waste Disposal Clerk to Oshawa Waste Management Facility (-1.000 FTE)

**PROGRAM 7  
DURHAM-YORK ENERGY CENTRE**



**2017 Program Detail**

**Works - Solid Waste  
Management**

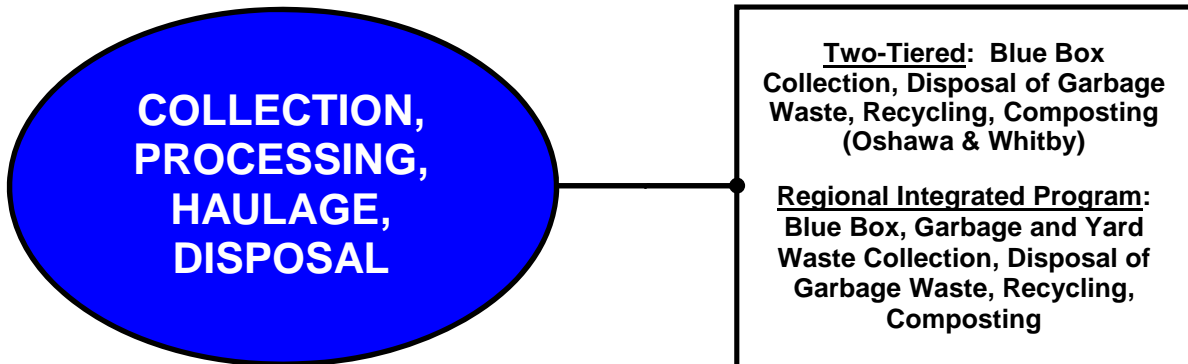
<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	175	311	322	(67)	255
Personnel Related	1	9	9	-	9
Communications	23	13	13	1	14
Supplies	4	9	9	-	9
Utilities	3	3	3	1	4
Computer Maintenance & Operations	14	100	100	-	100
Materials & Services	20	20	20	(3)	17
Education Centre	16	16	16	-	16
Buildings & Grounds Operations	56	25	25	-	25
Equipment Maintenance & Repairs	6	3	3	-	3
Environmental / Operation					
Technical Support	122	225	225	100	325
Environmental Monitoring / Audit	575	480	480	120	600
Additional Stack Testing	242	100	100	50	150
Committee Support	40	40	40	-	40
Contracted Services	13,718	16,150	16,610	(158)	16,452
Leased Facilities Expenses	5	5	5	-	5
Property Taxes	749	1,074	1,074	(257)	817
<b>Total Expenses</b>	<b>15,769</b>	<b>18,583</b>	<b>19,054</b>	<b>(213)</b>	<b>18,841</b>
<b>Revenues</b>					
Sale of By-Product Materials	(473)	(573)	(573)	160	(413)
Electric Power Revenue	(5,855)	(6,994)	(6,994)	25	(6,969)
York Cost Sharing	(3,394)	(3,969)	(4,068)	44	(4,024)
<b>Total Revenues</b>	<b>(9,722)</b>	<b>(11,536)</b>	<b>(11,635)</b>	<b>229</b>	<b>(11,406)</b>
<b>Net Program Expenses</b>	<b>6,047</b>	<b>7,047</b>	<b>7,419</b>	<b>16</b>	<b>7,435</b>

# PROGRAM 8 COLLECTION, PROCESSING AND DISPOSAL



## 2017 Program Detail

## Works - Solid Waste Management



### Purpose:

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

### Description of Program Activities:

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

# PROGRAM 8 COLLECTION, PROCESSING AND DISPOSAL

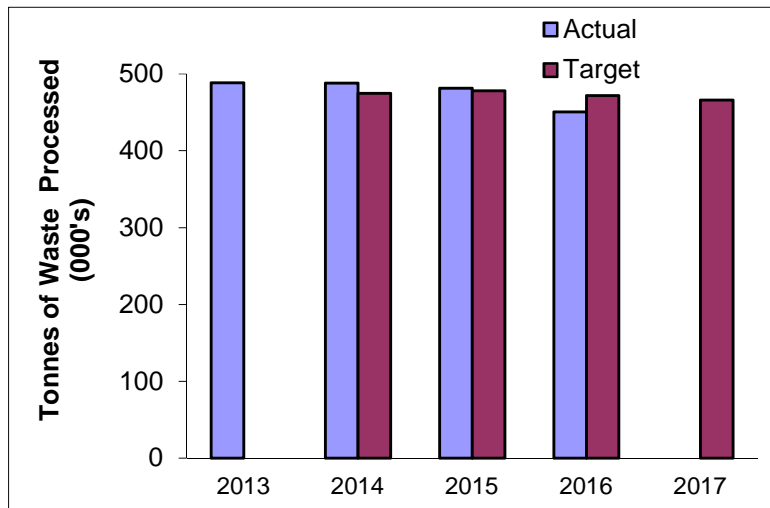


## 2017 Program Detail

## Works - Solid Waste Management

### Performance Measurements:

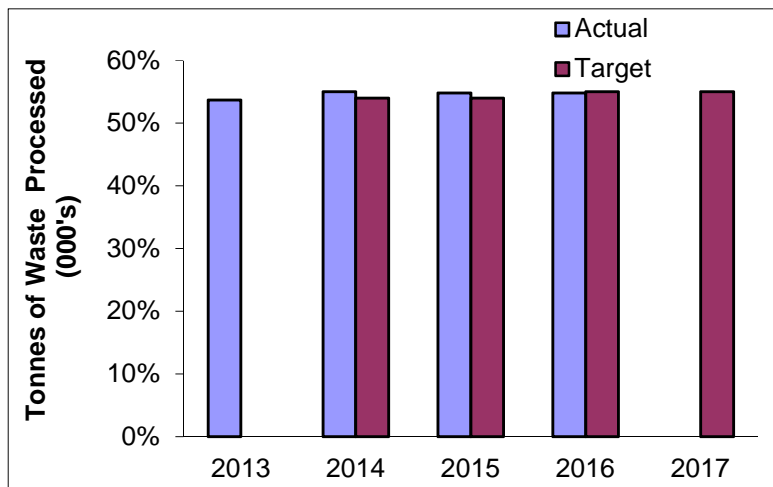
#### Effectiveness:



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

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

#### Community Impact:



#### Regional Waste Diversion Rate

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

**PROGRAM 8  
COLLECTION, PROCESSING AND DISPOSAL**



**2017 Business Plan**

**Works - Solid Waste  
Management**

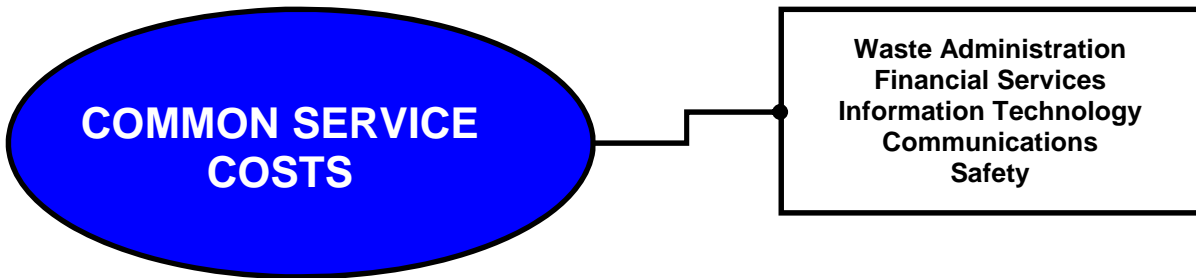
By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Collection Services</b>					
a) Garbage	4,369	4,350	4,236	62	4,298
b) Blue Box Curbside Recycle	10,943	10,940	10,784	144	10,928
c) Composting	3,099	3,099	3,014	30	3,044
d) Other Diversion	99	74	72	8	80
<b>Collection Services Subtotal</b>	<b>18,510</b>	<b>18,463</b>	<b>18,106</b>	<b>244</b>	<b>18,350</b>
<b>Disposal &amp; Processing Services</b>					
e) Garbage	2,153	2,373	2,437	-	2,437
f) Blue Box Curbside Recycle	4,471	4,421	4,550	36	4,586
g) Composting	6,678	6,677	6,483	124	6,607
h) Other Diversion	15	15	15	-	15
i) Diversion Promotional Items	356	355	337	21	358
<b>Disposal &amp; Processing Services Subtotal</b>	<b>13,673</b>	<b>13,841</b>	<b>13,822</b>	<b>181</b>	<b>14,003</b>
<b><u>Net Program Expenses</u></b>	<b><u>32,183</u></b>	<b><u>32,304</u></b>	<b><u>31,928</u></b>	<b><u>425</u></b>	<b><u>32,353</u></b>

**PROGRAM 9  
WASTE ADMINISTRATION**



**2017 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

- ◆ 2017 Full time staff 30.620
- ◆ 2016 Full time staff 29.580
- ◆ One (1) By-Law Compliance Officer (1.000 FTE)
- ◆ One (1) Appraiser/Negotiator in Real Estate (0.040 FTE)



**PROGRAM 9  
WASTE ADMINISTRATION**



**2017 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	3,093	3,096	3,209	49	3,258
Personnel Related	206	112	112	-	112
Communications	30	29	29	(1)	28
Supplies	20	20	20	3	23
Materials & Services	6	6	6	-	6
Equipment Maintenance & Repairs	2	2	1	-	1
Vehicle Operations	4	60	60	-	60
Professional Services	229	229	229	(10)	219
<b>Operating Expenses Subtotal</b>	<b>3,590</b>	<b>3,554</b>	<b>3,666</b>	<b>41</b>	<b>3,707</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate Communications Charge	75	75	75	-	75
Corporate IT Charge	127	127	127	19	146
Corporate HR Charge	50	51	50	-	50
Finance Charge	50	50	50	-	50
Recovery - Works-General Tax	(3)	(2)	(3)	-	(3)
Recovery - Regional Environmental Lab	(14)	(15)	(14)	-	(14)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>285</b>	<b>286</b>	<b>285</b>	<b>19</b>	<b>304</b>
<b>Gross Operating Expenses</b>	<b>3,875</b>	<b>3,840</b>	<b>3,951</b>	<b>60</b>	<b>4,011</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	42	42
Replacement	172	172	28	-	28
<b>Total Tangible Capital Assets</b>	<b>172</b>	<b>172</b>	<b>28</b>	<b>42</b>	<b>70</b>
<b>Total Expenses</b>	<b>4,047</b>	<b>4,012</b>	<b>3,979</b>	<b>102</b>	<b>4,081</b>

**PROGRAM 9  
WASTE ADMINISTRATION**



**2017 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Fees & Service Charges	(8)	(8)	(8)	-	(8)
Sundry Revenue	(1)	-	-	(16)	(16)
<b>Total Revenues</b>	<b>(9)</b>	<b>(8)</b>	<b>(8)</b>	<b>(16)</b>	<b>(24)</b>
<b>Net Program Expenses</b>	<b>4,038</b>	<b>4,004</b>	<b>3,971</b>	<b>86</b>	<b>4,057</b>

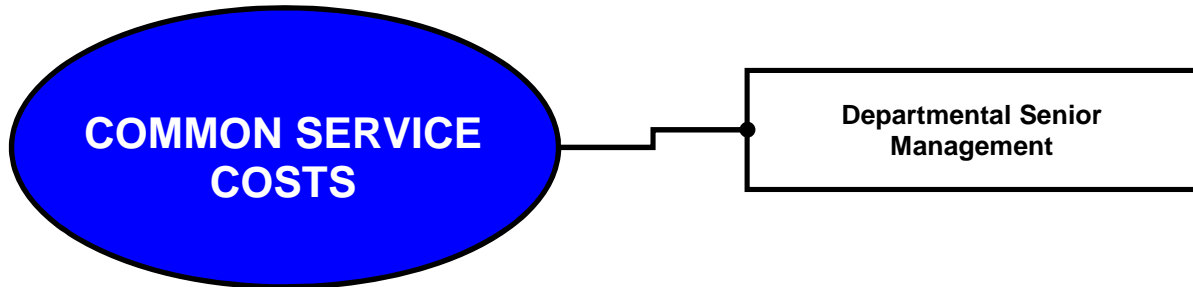
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,057
Less: Tangible Capital Assets	(70)
Net Operating Program Expenses Per Program Summary	<u>3,987</u>



**2017 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

- |                        |       |
|------------------------|-------|
| ◆ 2017 Full Time Staff | 2.450 |
| 2016 Full Time Staff   | 2.450 |

**PROGRAM 10  
ADMINISTRATION**



**2017 Program Detail**

**Works - Solid Waste  
Management**

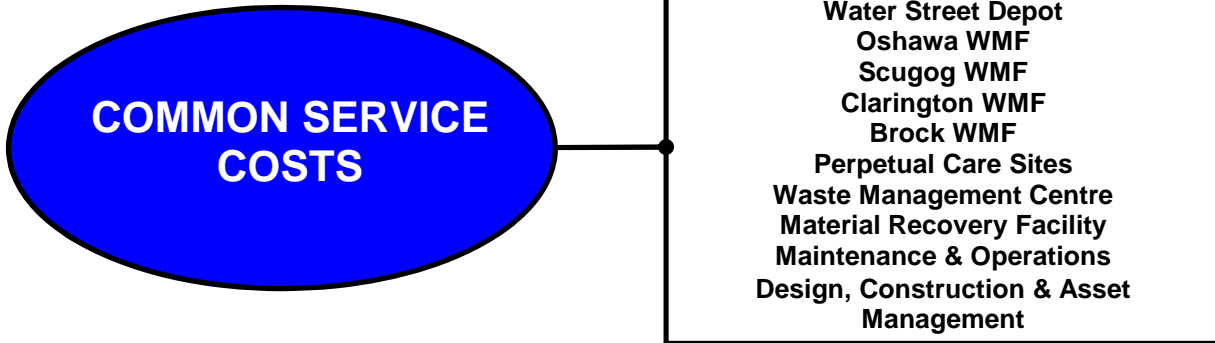
<b>Detailed Cost of Program:</b> (\$,000's)	<b>2016</b>		<b>2017</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	363	363	377	-	377
Personnel Related	11	11	11	-	11
<b>Net Program Expenses</b>	<b>374</b>	<b>374</b>	<b>388</b>	<b>-</b>	<b>388</b>

# PROGRAM 11 FACILITIES MANAGEMENT



## 2017 Program Detail

## Works - Solid Waste Management



### Purpose:

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

### Description of Program Activities:

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

### Description of Program Resources:

- ◆ 2017 Full Time Staff 7.006
- ◆ 2016 Full Time Staff 6.951
- ◆ One (1) Technical Assistant (0.055 FTE)

### Performance Measurements:

- ◆ Compliance with all building code standards
- ◆ Timely monitoring of costs
- ◆ Investigation of all requests/complaints

**PROGRAM 11  
FACILITIES MANAGEMENT**



**2017 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	746	802	823	(14)	809
Payroll Maintenance Management - Recovery	(95)	(126)	(126)	-	(126)
<b>Net Payroll Expenses</b>	<b>651</b>	<b>676</b>	<b>697</b>	<b>(14)</b>	<b>683</b>
Personnel Related	22	27	26	3	29
Communications	5	13	13	(4)	9
Supplies	22	10	10	1	11
Utilities	103	117	128	4	132
Computer Maintenance & Operations	5	11	11	(4)	7
Materials & Services	8	10	11	-	11
Buildings & Grounds Operations	326	294	294	28	322
Equipment Maintenance & Repairs	6	13	14	1	15
Vehicle Operations	8	8	8	-	8
Professional Services	2	3	3	2	5
Contracted Services	129	137	141	(7)	134
Financial Expenses	128	129	132	-	132
Property Taxes	277	285	285	16	301
Major Repairs & Renovations	218	218	141	-	141
<b>Operating Expenses Subtotal</b>	<b>1,910</b>	<b>1,951</b>	<b>1,914</b>	<b>26</b>	<b>1,940</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works-General Tax Charge	7	7	8	-	8
Works-Facilities Management Charge	103	127	126	(3)	123
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>110</b>	<b>134</b>	<b>134</b>	<b>(3)</b>	<b>131</b>
<b>Gross Operating Expenses</b>	<b>2,020</b>	<b>2,085</b>	<b>2,048</b>	<b>23</b>	<b>2,071</b>

**PROGRAM 11  
FACILITIES MANAGEMENT**



**2017 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Tangible Capital Assets</b>					
New	60	60	-	100	100
Replacement	699	699	16	-	16
<b>Total Tangible Capital Assets</b>	<b>759</b>	<b>759</b>	<b>16</b>	<b>100</b>	<b>116</b>
<b>Net Program Expenses</b>	<b>2,779</b>	<b>2,844</b>	<b>2,064</b>	<b>123</b>	<b>2,187</b>

\* Tangible Capital Assets are stated separately on the Program Summary

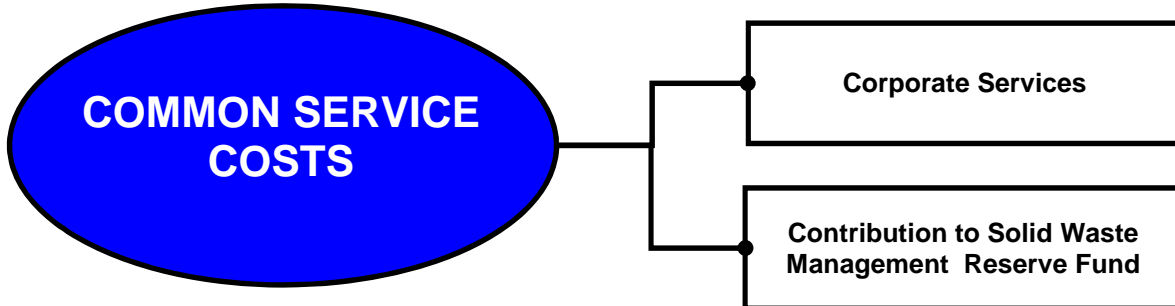
Net Program Expenses Per Above	2,187
Less: Tangible Capital Assets	(116)
Net Operating Program Expenses Per Program Summary	<u>2,071</u>

## PROGRAM 12 REGIONAL CORPORATE COSTS



### 2017 Program Detail

### Works - Solid Waste Management



#### Purpose:

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

#### Description of Program Activities:

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



**PROGRAM 12  
REGIONAL CORPORATE COSTS**



**2017 Program Detail**

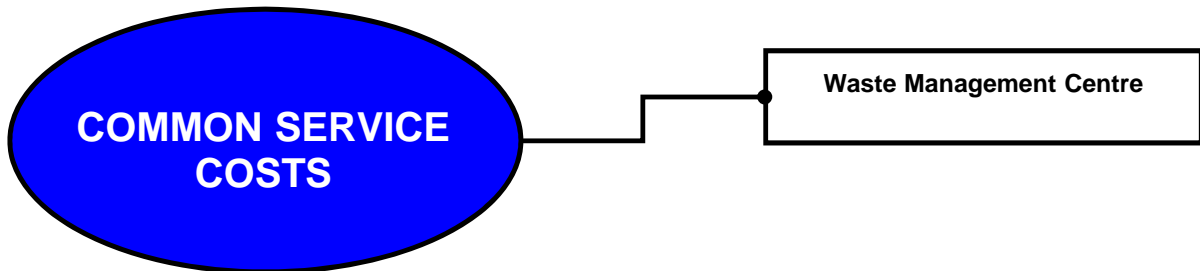
**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contribution to Waste Management Reserve Fund	2,575	2,575	2,575	-	2,575
<b>Operating Expenses Subtotal</b>	<b>2,575</b>	<b>2,575</b>	<b>2,575</b>	<b>-</b>	<b>2,575</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Department Charges	1,050	1,050	1,054	-	1,054
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>1,050</b>	<b>1,050</b>	<b>1,054</b>	<b>-</b>	<b>1,054</b>
<b>Net Program Expenses</b>	<b>3,625</b>	<b>3,625</b>	<b>3,629</b>	<b>-</b>	<b>3,629</b>



**2017 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

- |                        |       |
|------------------------|-------|
| ◆ 2017 Full Time Staff | 5.000 |
| 2016 Full Time Staff   | 5.000 |



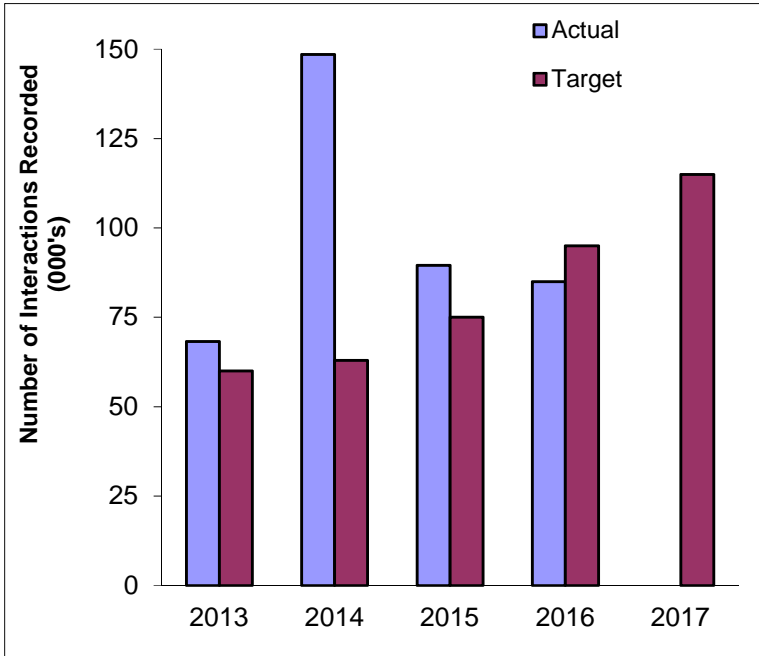
**2017 Program Detail**

**Works - Solid Waste Management**

**Performance Measurements:**

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

**Customer Service Impact:**



**Number of Interactions**

**Recorded**

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

**PROGRAM 13  
WASTE MANAGEMENT CENTRE**



**2017 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	498	424	473	38	511
Personnel Related	-	1	1	-	1
Communications	26	35	35	-	35
Supplies	4	6	6	-	6
Materials & Services	-	2	2	4	6
Equipment Maintenance & Repairs	2	1	1	-	1
Contracted Services	300	300	300	100	400
Financial Expenses	1	-	-	-	-
<b>Gross Operating Expenses</b>	<b>831</b>	<b>769</b>	<b>818</b>	<b>142</b>	<b>960</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	1	1
Replacement	150	150	-	-	-
<b>Total Tangible Capital Assets</b>	<b>150</b>	<b>150</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Total Expenses</b>	<b>981</b>	<b>919</b>	<b>818</b>	<b>143</b>	<b>961</b>
<b>Revenues</b>					
Fees & Service Charges	(260)	(200)	(200)	(40)	(240)
Sale of Publications	(12)	-	-	-	-
<b>Total Revenues</b>	<b>(272)</b>	<b>(200)</b>	<b>(200)</b>	<b>(40)</b>	<b>(240)</b>
<b>Net Program Expenses</b>	<b>709</b>	<b>719</b>	<b>618</b>	<b>103</b>	<b>721</b>

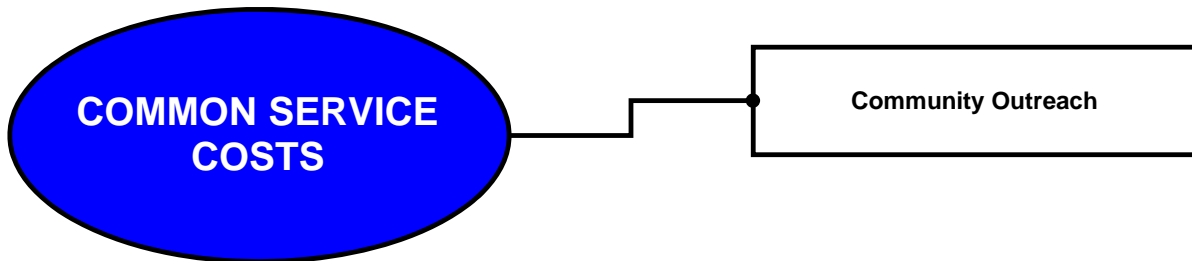
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	721
Less: Tangible Capital Assets	(1)
Net Operating Program Expenses Per Program Summary	<u>720</u>



**2017 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

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

**Description of Program Activities:**

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



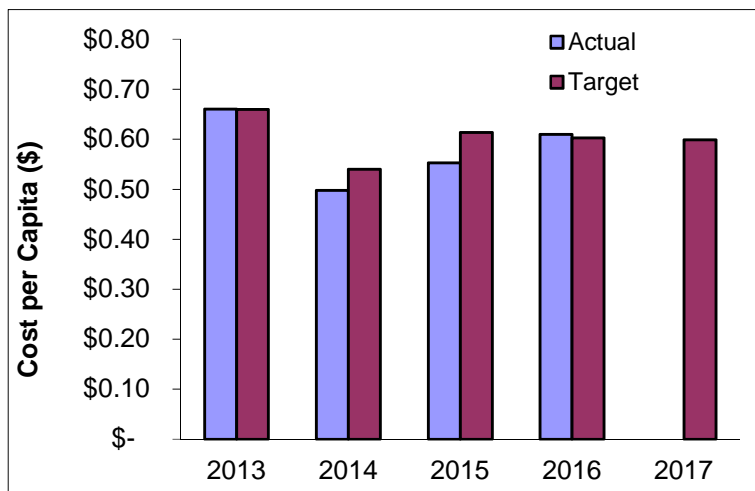
**2017 Program Detail**

**Works - Solid Waste  
Management**

**Performance Measurements:**

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

**Efficiency:**



**Cost Per Capita**

*Population data from Planning  
Department:*

2013	650,895
2014	656,040
2015	660,755
2016	669,200

Revised with most current data reflected

**PROGRAM 14  
COMMUNITY OUTREACH**



**2017 Program Detail**

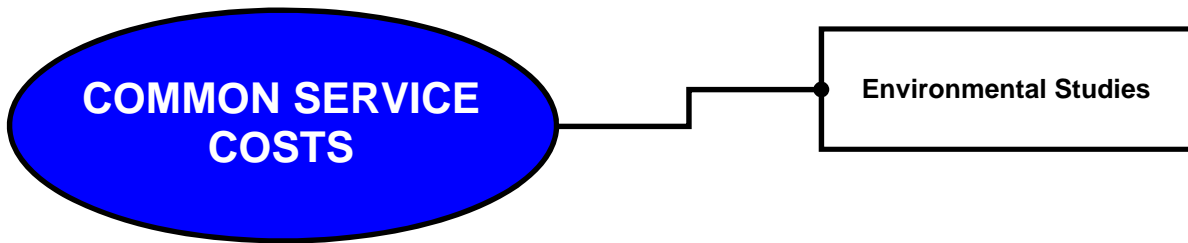
**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Communications	409	408	408	-	408
<b>Net Program Expenses</b>	<b>409</b>	<b>408</b>	<b>408</b>	<b>-</b>	<b>408</b>



**2017 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

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

**Description of Program Activities:**

- ◆ Conduct site inspections of former and active landfill sites
- ◆ Conduct regular monitoring on site
- ◆ Examine monitoring results and prepare annual technical reports
- ◆ Undertake repairs and improvements to sites
- ◆ Undertake testing of well water around landfill sites
- ◆ Administer Public Liaison Committee for community residents near landfill sites
- ◆ Investigate landfill sites for compliance to current Provincial Regulations and report on findings
- ◆ Technical monitoring and evaluation are contracted services

**Performance Measurements:**

- ◆ Reporting to Ministry of the Environment and Climate Change (MOECC), as required
- ◆ Annual inspections by staff and consultants
- ◆ Special environmental investigations to ensure Regional facilities are in compliance with MOECC Regulations



**PROGRAM 15  
ENVIRONMENTAL STUDIES**



**2017 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Materials & Services	28	75	75	(50)	25
Buildings & Grounds Operations	79	127	127	(50)	77
Professional Services	270	175	175	(70)	105
<b>Net Program Expenses</b>	<b>377</b>	<b>377</b>	<b>377</b>	<b>(170)</b>	<b>207</b>

# PROGRAM 16 BLUE BOX REVENUES AND SUBSIDIES



**2017 Program Detail**

**Works - Solid Waste  
Management**

**COMMON SERVICE  
REVENUES**

**Blue Box Funding,  
Revenues - Blue Box Materials**

## **Purpose:**

- ◆ To protect and enhance the environment
- ◆ To market and sell all Blue Box recyclables collected in Durham Region
- ◆ To research and develop end markets to obtain maximum revenues from the sale of Blue Box materials

## **Description of Program Activities:**

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

# PROGRAM 16 BLUE BOX REVENUES AND SUBSIDIES



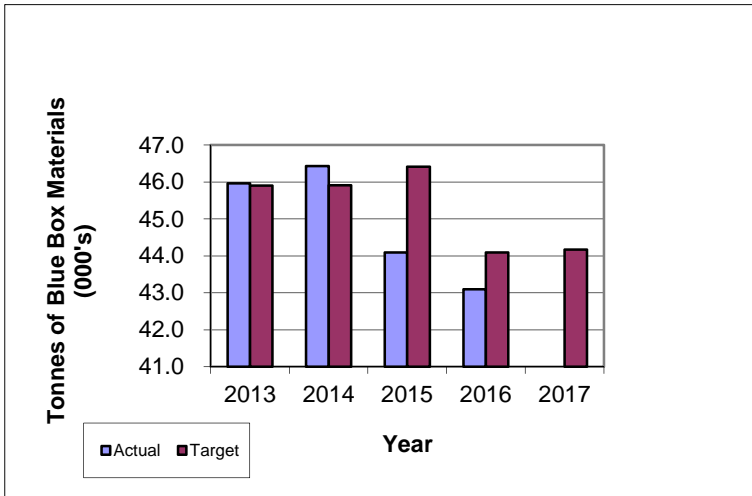
## 2017 Program Detail

## Works - Solid Waste Management

### Performance Measurements:

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

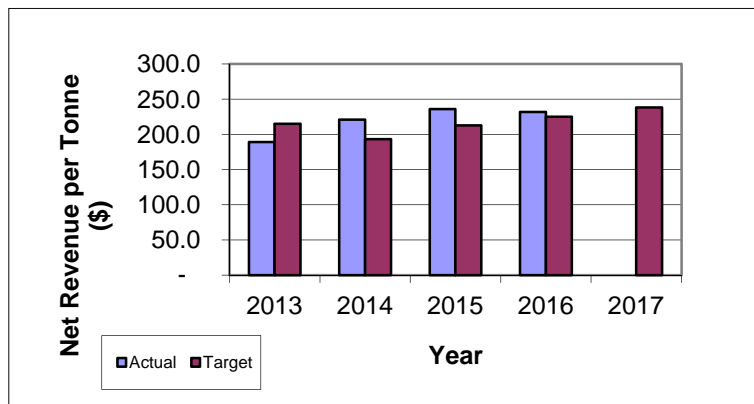
### Community Impact:



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

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

### Efficiency:



#### Revenue Received per Tonne

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

**PROGRAM 16  
BLUE BOX REVENUES AND SUBSIDIES**



**2017 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Provincial Subsidy	(5,225)	(5,349)	(5,350)	(415)	(5,765)
Revenue - Diversion Materials	(4,727)	(4,567)	(4,567)	(200)	(4,767)
<b>Total Revenues</b>	<b>(9,952)</b>	<b>(9,916)</b>	<b>(9,917)</b>	<b>(615)</b>	<b>(10,532)</b>
<b>Net Program Expenses</b>	<b>(9,952)</b>	<b>(9,916)</b>	<b>(9,917)</b>	<b>(615)</b>	<b>(10,532)</b>

**PROGRAM 17  
TANGIBLE CAPITAL ASSETS PROGRAM SUMMARY**



**2017 Business Plan**

**Works - Solid Waste  
Management**

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Tangible Capital Assets:</b>	\$	\$	\$	\$	\$
Operations - New	200	200	-	44	44
Operations - Replacement	729	729	61	-	61
Facilities - New	60	60	-	100	100
Facilities - Replacement	699	699	16	-	16
Major Capital Projects	1,400	1,400	-	2,800	2,800
<b>Tangible Capital Assets Subtotal</b>	<b>3,088</b>	<b>3,088</b>	<b>77</b>	<b>2,944</b>	<b>3,021</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
Major Capital Projects - Continuous Improvement					
Fund Subsidy	-	-	-	(873)	(873)
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(873)</b>	<b>(873)</b>
<b>Net Tangible Capital Assets Program Expenses</b>	<b>3,088</b>	<b>3,088</b>	<b>77</b>	<b>2,071</b>	<b>2,148</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$3,011)</b>		<b>(\$940)</b>
			<b>-97.51%</b>		<b>-30.44%</b>

**TANGIBLE CAPITAL ASSETS - NEW**



**2017 Program Detail**

**Works - Solid Waste Management**

Program Detail Page	Location	Item Description	Item #	New or Replace	Qty	Unit Cost	Gross Total Cost	Waste Total	Other Financin	Net Waste
05. Clarington MHSW/Eco Station Facility	Clarington MHSW	Computers & Monitors	181	N	1	\$ 990	\$990	\$990	\$0	\$990
09. Waste Administration	Waste Admin - By-Law	Pickup Trucks	190	N	1	\$ 40,000	\$40,000	\$40,000	\$0	\$40,000
		Laptops & Monitors - By-Law	191	N	1	\$ 2,273	\$2,273	\$2,273	\$0	\$2,273
11. Facilities Management	Scugog WMF	Chainlink Fence & Granular Roadway	189	N	1	\$ 100,000	\$100,000	\$100,000	\$0	\$100,000
13. Waste Management Centre	Waste Facilities	Desktop Computer	192	N	1	\$ 990	\$990	\$990	\$0	\$990
<b>Grand Total</b>							<b>\$144,253</b>	<b>\$144,253</b>	<b>\$0</b>	<b>\$144,253</b>

**Tangible Capital Asset Program Summary**

1 Operations - New	44,253
3 Facilities - New	100,000
	<u>144,253</u>

**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Works - Solid Waste Management**

Program Detail Page	Location	Item Description	Item #	New or Replace	Qty	Unit Cost	Gross Total Cost	Waste Total	Other Financing	Net Waste
01. Oshawa Waste Mgmt Facility	Waste Facilities	Roll-off Bin Replacement Program	195	R	5	\$ 6,700	\$33,500	\$33,500	\$0	\$33,500
09. Waste Administration	Financial Services	Desktop Computer & Monitor Refresh	12	R	45	\$ 1,007	\$45,315	\$5,035	\$0	\$5,035
		Power Laptop & Monitor Refresh	14	R	31	\$ 2,810	\$87,110	\$16,860	\$0	\$16,860
		Laptop Computer & Monitor Refresh	15	R	24	\$ 1,756	\$42,144	\$1,756	\$0	\$1,756
	Waste Facilities	Office Chairs	194	R	2	\$ 500	\$1,000	\$1,000	\$0	\$1,000
11. Facilities Management	Waste Locations	Computer Printer	193	R	1	\$ 3,000	\$3,000	\$3,000	\$0	\$3,000
		Digital Video Recorder (DVR) Upgrades	196	R	1	\$ 16,000	\$16,000	\$16,000	\$0	\$16,000
<b>Grand Total</b>							<b>\$228,069</b>	<b>\$77,151</b>	<b>\$0</b>	<b>\$77,151</b>

**Tangible Capital Asset Program Summary**

2 Operations - Replacement	61,151
4 Facilities - Replacement	16,000
	<u>77,151</u>



## 2017 Program Detail

## Works - Solid Waste Management

# MAJOR CAPITAL PROJECTS

### Purpose:

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

### Description of Program Activities:

- ◆ Investigation of Anaerobic Digestion (AD) and pre-sort technologies employed at a centralized transfer facility to expand processing capacity and extract increased organics out of the solid waste stream.
- ◆ Capital improvements to enhance container line productivity at the Region's Material Recovery Facility (MRF).



## MAJOR CAPITAL PROJECTS



### 2017 Program Detail

### Works - Solid Waste Management

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Tangible Capital Assets</b>					
Capital Fund Contribution	1,400	1,400	-	2,800	2,800
<b>Total Tangible Capital Assets</b>	<b>1,400</b>	<b>1,400</b>	<b>-</b>	<b>2,800</b>	<b>2,800</b>



# The Regional Municipality of Durham

2017 - 2026 Forecast - Major Capital Projects

## Works - Solid Waste Management

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

**Notes:**

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

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## 2017 Business Plan

## Health

## Major Services &amp; Activities

## Chronic Diseases and Injuries

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

## Family Health

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

## Infectious Diseases

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

## Environmental Health and Emergency Preparedness

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



**2017 Business Plan**

**Health**

**Major Services & Activities (Continued)**

**Paramedic Services**

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

**Professional and Administrative Services**

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

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

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

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

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

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

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

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



2017 Business Plan

Health

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

## PROGRAM SUMMARY

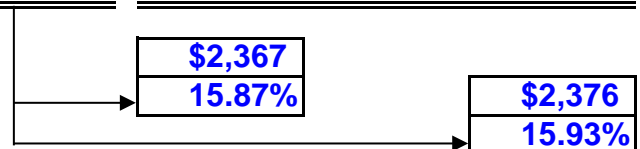


### 2017 Business Plan

### Public Health

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

### Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2017 Business Plan

### Public Health

#### Summary of Base Budget Changes

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



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Public Health

(\$,000's)

#### Chronic Diseases and Injuries

##### Chronic Disease Prevention

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

##### Tobacco Enforcement

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

Subtotal 31

##### E-Cigarettes Act Enforcement

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

(10)

#### Family Health

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

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

##### Child Health #1 Parent Support

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

##### Reproductive Health

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

Subtotal (10)

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Public Health

(\$,000's)

#### Family Health (Continued)

**Healthy Babies Healthy Children**

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

**Child Health #3 Dental**

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

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

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

**CINOT Expansion**

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

**Healthy Smiles Ontario**

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

Subtotal 51

(373)

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Public Health

(\$,000's)

### Infectious Diseases

#### Panorama Readiness

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

#### HPV Vaccination

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

#### Control of Infectious Diseases (ENV)

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

#### Rabies Prevention and Control

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

#### Sexual Health and Blood Borne Infections

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

316

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Public Health

(\$,000's)

### Environmental Health and Emergency Preparedness

**Food Safety**

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

**Safe Water**

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

**Health Hazard Prevention and Management**

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

**KI Pill Distribution**

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

Subtotal -

**Water Source Protection**

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

(93)

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Public Health

(\$,000's)

### Professional and Administrative Services

#### Administration Division

◆ Position Transfer from Environmental Health Division: Environmental Policy Analyst to a Senior Health Policy Specialist to support the entire Health Department.	82
◆ Increase in Memberships & Dues to reflect current costs.	8
◆ Increase requirements in Software Licenses for Adobe Captivate and Adobe Connect.	11
◆ Increase in Purchased Services to address new requirements under the 2017 Ontario Student Drug Use and Health Survey to complete a questionnaire regarding substance use, physical health, mental health, and risk behaviours through CAMH (Centre for Addiction and Mental Health).	27
◆ Reduction in expenses to align with current spending (Car Allowance -\$10k; Advertising -\$5k; Equipment Rentals -\$2k).	(17)
	111

### Facilities Management

◆ Adjustments to various accounts to better reflect actuals.	1
◆ Major Renovations - Buildings: Security improvements and rekeying at all facilities.	42
	43

### Tangible Capital Assets

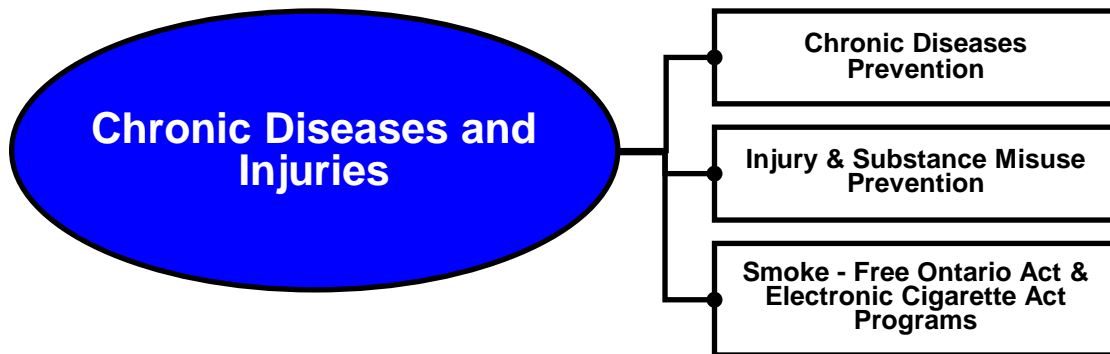
#### NEW

◆ Laptops for Health Emergency Operating Centre backup.	15
	15
	<b>Total 9</b>



2017 Program Detail

Public Health



Purpose:

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

Description of Program Activities:

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

Description of Program Resources:

- ◆ 2017 Full Time Staff = 72.2
- 2016 Full Time Staff = 72.2



2017 Program Detail

Public Health

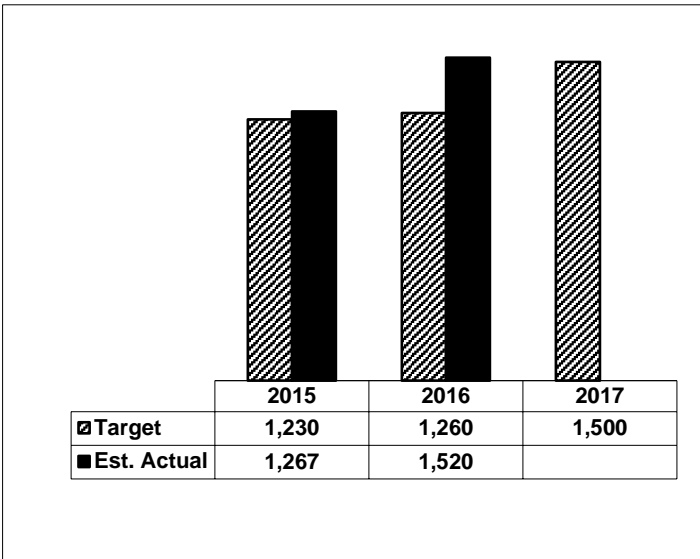
Performance Measurements:

Chronic Diseases and Injuries undertakes numerous activities towards achieving its objectives.

The following represent some of the performance indicators:

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

Performance Data:



Tobacco Vendor Compliance Inspections

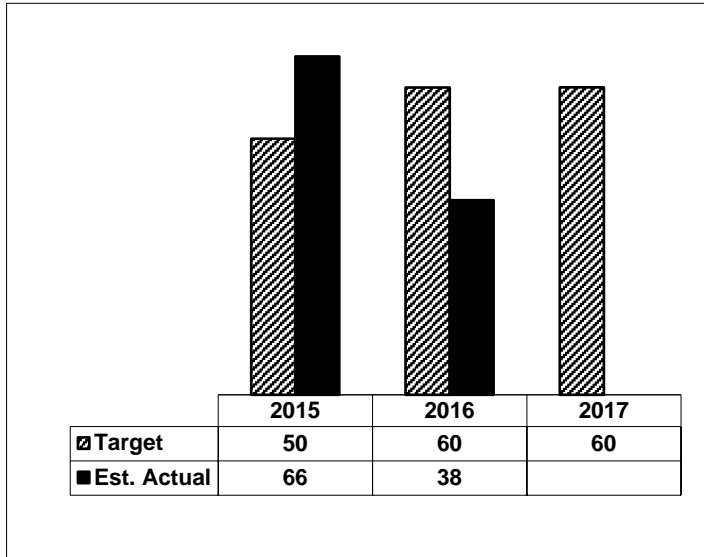
*Tobacco vendors are inspected according to provincial Enforcement Directives and the Ontario Public Health Standards.*



2017 Program Detail

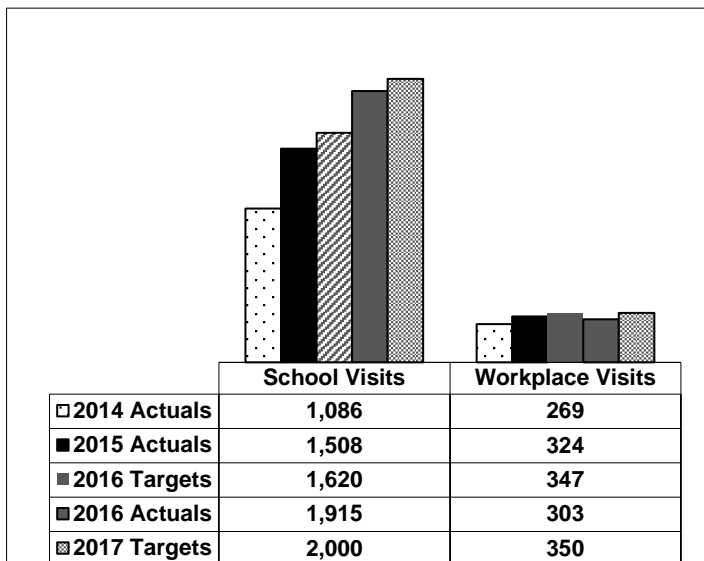
Public Health

Performance Data (continued):



Smoking-Related Charges

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



Public Health Nurse Visits

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



**PROGRAM 1  
CHRONIC DISEASES AND INJURIES**



**2017 Program Detail**

**Public Health**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	7,386	8,310	8,537	38	8,575
Personnel Related	114	168	161	-	161
Communications	294	304	304	(39)	265
Supplies	68	98	98	(12)	86
Materials & Services	18	20	20	-	20
Professional Services	76	84	79	-	79
Leased Facilities Expenses	4	4	4	-	4
<b>Operating Expenses Subtotal</b>	<b>7,960</b>	<b>8,988</b>	<b>9,203</b>	<b>(13)</b>	<b>9,190</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge - Injury	34	34	40	-	40
Health Recovery - Nurse	(34)	(34)	(40)	-	(40)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Gross Operating Expenses</b>	<b>7,960</b>	<b>8,988</b>	<b>9,203</b>	<b>(13)</b>	<b>9,190</b>
<b>Tangible Capital Assets</b>					
New	3	3	-	3	3
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>3</b>
<b>Total Expenses</b>	<b>7,963</b>	<b>8,991</b>	<b>9,203</b>	<b>(10)</b>	<b>9,193</b>
<b>Revenues</b>					
Provincial Subsidy	(1,104)	(1,173)	(1,081)	-	(1,081)
<b>Total Revenues</b>	<b>(1,104)</b>	<b>(1,173)</b>	<b>(1,081)</b>	<b>-</b>	<b>(1,081)</b>
<b>Net Program Expenses</b>	<b>6,859</b>	<b>7,818</b>	<b>8,122</b>	<b>(10)</b>	<b>8,112</b>

**PROGRAM 1  
CHRONIC DISEASES AND INJURIES**



**2017 Program Detail**

**Public Health**

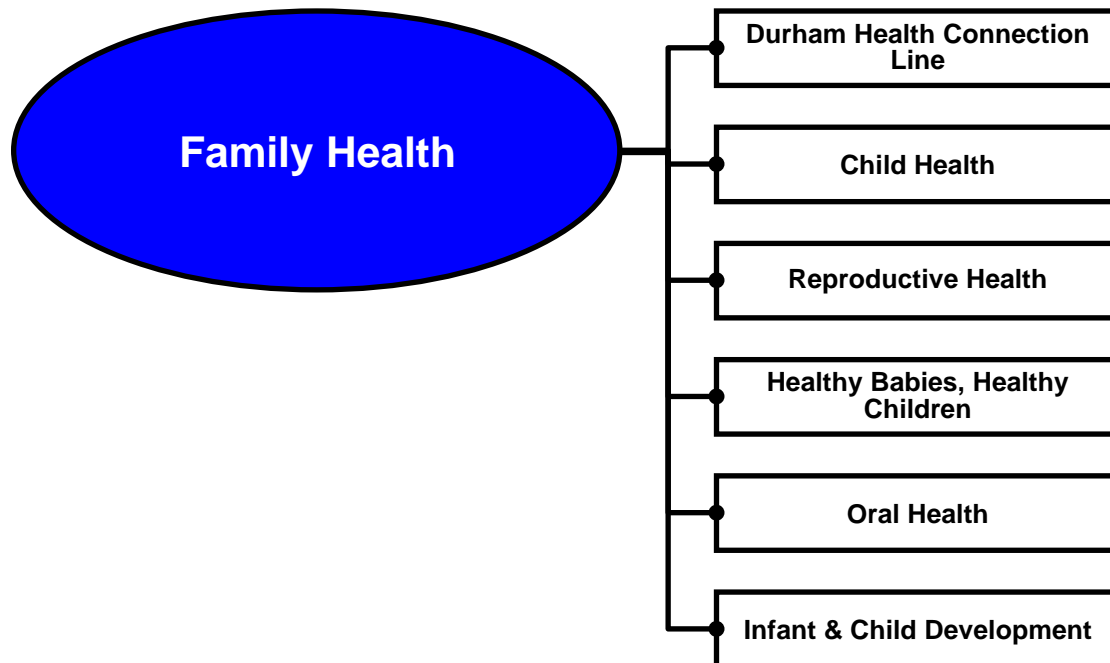
**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Gross Operating Expenses</b>					
Chronic Disease Prevention	3,400	4,041	4,194	(41)	4,153
Determinants of Health	182	182	182	-	182
Chief Nurse Officer Initiative	122	122	122	-	122
Injury Substance Misuse Prev	3,400	3,725	3,855	-	3,855
Tobacco Control Co-ord	113	117	120	-	120
SFO - Youth Engagement Funding	80	80	80	-	80
Tobacco Enforcement	561	592	569	28	597
SFO Prosecution	16	16	16	-	16
E-Cigarettes Act Enforcement	86	113	65	-	65
<b>Gross Operating Expenses</b>	<b>7,960</b>	<b>8,988</b>	<b>9,203</b>	<b>(13)</b>	<b>9,190</b>
<b>Tangible Capital Assets</b>					
Tobacco Enforcement	-	-	-	3	3
E-Cigarettes Act Enforcement	3	3	-	-	-
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>3</b>
<b>Revenues</b>					
Determinants of Health	(180)	(180)	(180)	-	(180)
Chief Nurse Officer Initiative	(121)	(121)	(121)	-	(121)
Tobacco Control Co-ord	(100)	(100)	(100)	-	(100)
SFO - Youth Engagement Funding	(80)	(80)	(80)	-	(80)
Tobacco Enforcement	(519)	(560)	(519)	-	(519)
SFO Prosecution	(16)	(16)	(16)	-	(16)
E-Cigarettes Act Enforcement	(88)	(116)	(65)	-	(65)
<b>Total Revenues</b>	<b>(1,104)</b>	<b>(1,173)</b>	<b>(1,081)</b>	<b>-</b>	<b>(1,081)</b>
<b>Net Program Expenses</b>	<b>6,859</b>	<b>7,818</b>	<b>8,122</b>	<b>(10)</b>	<b>8,112</b>



2017 Program Detail

Public Health



**Purpose:**

- ◆ To enable individuals and families to achieve optimal preconception health, experience a healthy pregnancy, have the healthiest newborn(s) possible, and be prepared for parenthood.
- ◆ To enable all children to attain and sustain optimal health and developmental potential.

**Description of Program Activities:**

- ◆ **Durham Health Connection Line:** provides assessment, health information, counselling and referral services to residents.
- ◆ **Child Health:** implements programs and services that support child and youth growth and developmental milestones, attachment, positive parenting, healthy family dynamics and infant feeding; works in partnership with health and social service providers, coalitions and community agencies.
- ◆ **Reproductive Health:** provides preconception and prenatal health education, support and skill development.
- ◆ **Healthy Babies, Healthy Children:** conducts family screening prenatally, postpartum, and early years to identify possible "at risk" families; conducts pre-natal and postpartum home visits and family assessments; provides home visits, including the family visitor service, and service coordination to high
- ◆ **Oral Health:** provides administration for children and youth (0-13 years) and identifies children requiring dental treatment, sealants, fluorides, etc.; provides classroom oral health education; Ontario Works (adults), and other Regional dental benefit programs.
  - ◆ Low-Income Dental Plan, also known as Healthy Smiles Ontario, was introduced in 2010.



**2017 Program Detail**

**Public Health**

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

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

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 111  
2016 Full Time Staff = 111

**Performance Measurements:**

Family Health undertakes numerous activities towards achieving its purpose.  
The following represents some of the performance indicators:

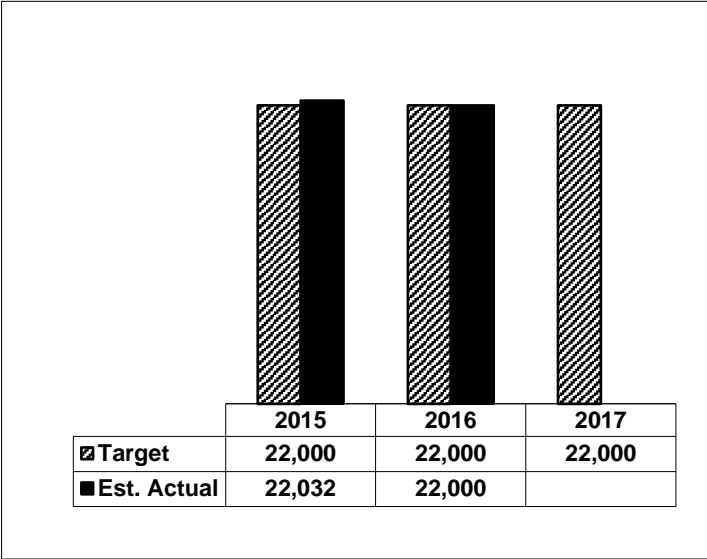
- ◆ Durham Health Connection Line Calls
- ◆ New Mothers Attending Breastfeeding Clinics
- ◆ Number of Home Visits to Clients in the Healthy Babies, Healthy Children Program
- ◆ Children Served/Waitlist/Referrals for Infant and Child Development Program
- ◆ Oral Health Services for Children
- ◆ Dental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



**2017 Program Detail**

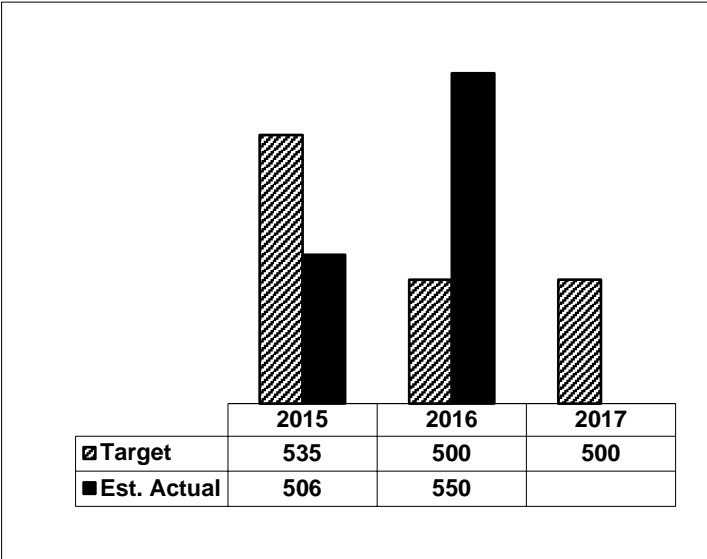
**Public Health**

**Performance Data:**



**Durham Health Connection Line Calls**

*Callers to Durham Health Connection Line receive assessment, counselling and referral services. The volume of calls has increased from 7,600 in 2004 to 22,000 in 2016.*



**New Mothers Attending Breastfeeding Clinics**

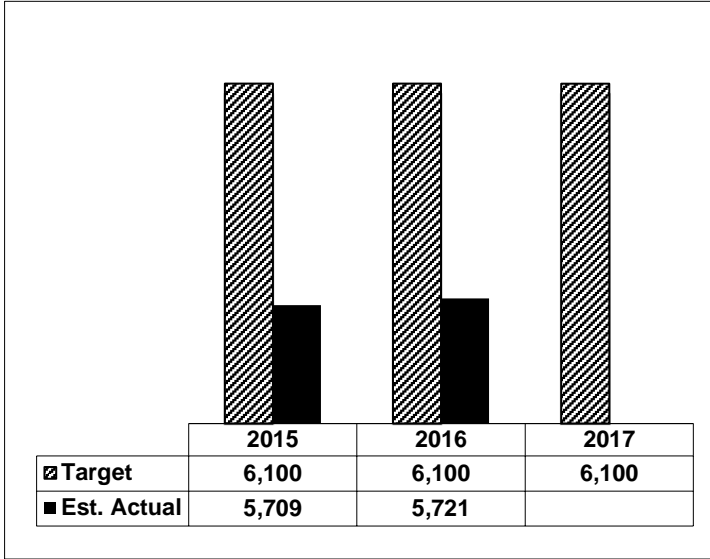
*Mothers attend breastfeeding clinics for information and counselling on lactation concerns.*



**2017 Program Detail**

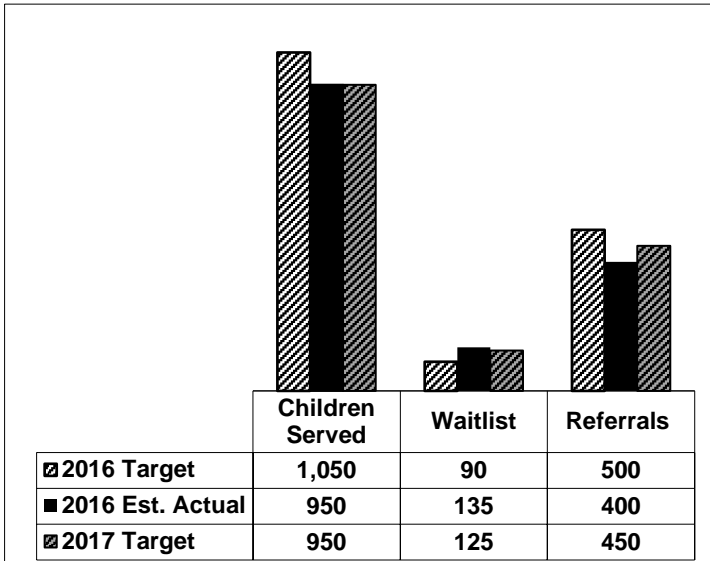
**Public Health**

**Performance Data (continued):**



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

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



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

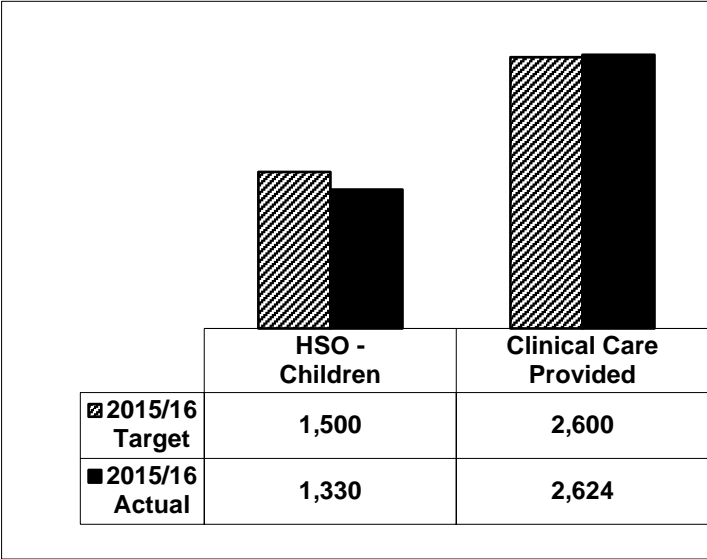
*Infants and young children (birth to age six) with special needs or at risk for delayed development are visited and treated or monitored, or added to a waiting list for service.*



**2017 Program Detail**

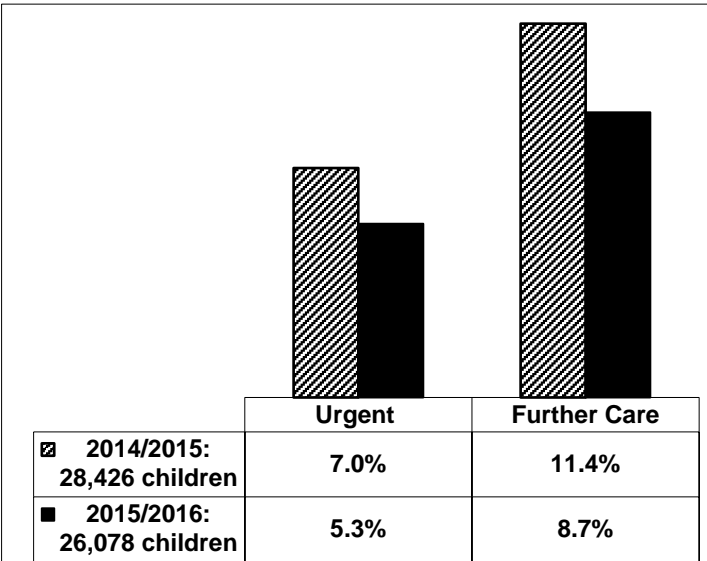
**Public Health**

**Performance Data (continued):**



**Oral Health Services for Children**

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



**Dental Screening**

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

**PROGRAM 2  
FAMILY HEALTH**



**2017 Program Detail**

**Public Health**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	11,863	12,352	12,736	-	12,736
Personnel Related	268	298	298	-	298
Communications	153	259	259	(49)	210
Supplies	214	215	215	152	367
Materials & Services	5	11	11	-	11
Equipment Maintenance & Repairs	11	4	4	-	4
Professional Services	105	570	569	(328)	241
Leased Facilities Expenses	4	10	10	(1)	9
Insurance	2	2	2	-	2
<b>Operating Expenses Subtotal</b>	<b>12,625</b>	<b>13,721</b>	<b>14,104</b>	<b>(226)</b>	<b>13,878</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge - Dental Office	33	102	101	(69)	32
Recovery - Health - Dental Office	(54)	(69)	(69)	69	-
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(21)</b>	<b>33</b>	<b>32</b>	<b>-</b>	<b>32</b>
<b>Gross Operating Expenses</b>	<b>12,604</b>	<b>13,754</b>	<b>14,136</b>	<b>(226)</b>	<b>13,910</b>
<b>Tangible Capital Assets</b>					
New	35	35	-	-	-
Replacement	21	21	25	-	25
<b>Total Tangible Capital Assets</b>	<b>56</b>	<b>56</b>	<b>25</b>	<b>-</b>	<b>25</b>
<b>Total Expenses</b>	<b>12,660</b>	<b>13,810</b>	<b>14,161</b>	<b>(226)</b>	<b>13,935</b>
<b>Revenues</b>					
Provincial Subsidy	(4,768)	(5,124)	(5,124)	(147)	(5,271)
Fees & Service Charges	(18)	(10)	(10)	-	(10)
<b>Total Revenues</b>	<b>(4,786)</b>	<b>(5,134)</b>	<b>(5,134)</b>	<b>(147)</b>	<b>(5,281)</b>
<b>Net Program Expenses</b>	<b>7,874</b>	<b>8,676</b>	<b>9,027</b>	<b>(373)</b>	<b>8,654</b>



**PROGRAM 2  
FAMILY HEALTH**



**2017 Program Detail**

**Public Health**

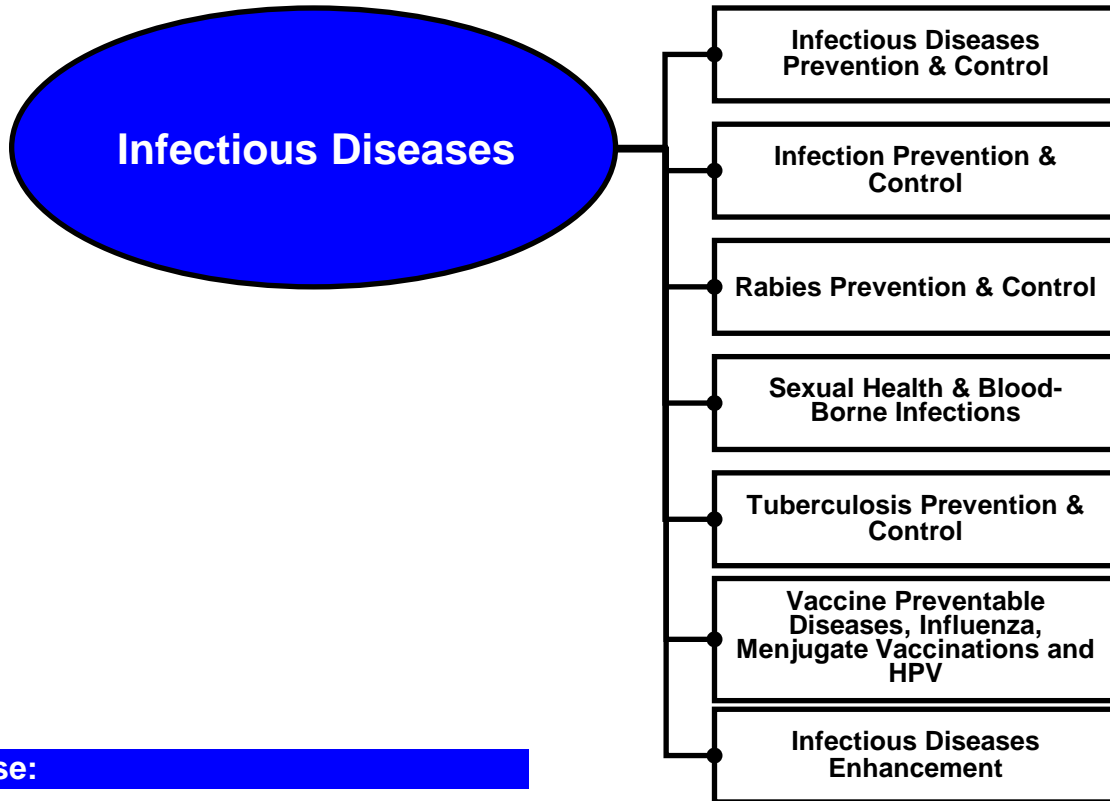
**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Gross Operating Expenses</b>					
Child Health #2 DHCL	855	929	962	(18)	944
Child Health #1 Parent Support	2,602	2,698	2,782	(10)	2,772
Reproductive Health	1,405	1,472	1,521	(10)	1,511
Healthy Babies Healthy Children	3,456	3,640	3,760	(2)	3,758
HBHC Screening Liaison PHN	112	110	113	-	113
Child Health #3 Dental	1,445	1,591	1,643	(188)	1,455
CINOT	10	165	165	(165)	-
CINOT Expansion	-	124	124	(124)	-
Healthy Smiles Ontario	895	1,158	1,141	291	1,432
Infant Development	1,824	1,867	1,925	-	1,925
<b>Gross Operating Expenses</b>	<b>12,604</b>	<b>13,754</b>	<b>14,136</b>	<b>(226)</b>	<b>13,910</b>
<b>Tangible Capital Assets</b>					
Healthy Babies Healthy Children	17	17	20	-	20
Healthy Smiles Ontario	35	35	-	-	-
Infant Development	4	4	5	-	5
<b>Total Tangible Capital Assets</b>	<b>56</b>	<b>56</b>	<b>25</b>	<b>-</b>	<b>25</b>
<b>Revenues</b>					
Healthy Babies Healthy Children	(2,748)	(2,748)	(2,748)	-	(2,748)
HBHC Screening Liaison PHN	(100)	(100)	(100)	-	(100)
CINOT Expansion	-	(93)	(93)	93	-
Healthy Smiles Ontario	(929)	(1,193)	(1,193)	(240)	(1,433)
Infant Development	(1,009)	(1,000)	(1,000)	-	(1,000)
<b>Total Revenues</b>	<b>(4,786)</b>	<b>(5,134)</b>	<b>(5,134)</b>	<b>(147)</b>	<b>(5,281)</b>
<b>Net Program Expenses</b>	<b>7,874</b>	<b>8,676</b>	<b>9,027</b>	<b>(373)</b>	<b>8,654</b>



2017 Program Detail

Public Health



Purpose:

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

Description of Program Activities:

- ◆ **Infectious Diseases Prevention & Control (IPAC):** conducts investigations of disease outbreaks; investigates cases and contacts of infectious diseases; inspects Child Care Centres, Personal Services Settings (PSS); promotes good practices related to infection control and personal hygiene issues. A new disclosure program "Know Before You Go" for PSS inspections was implemented in June 2016.
- ◆ **Infection Prevention & Control:** works with hospitals and health care facilities to enhance infection control measures; investigates infectious disease outbreaks; monitors hospital rates of *C. difficile*, investigates complaints regarding IPAC lapses in clinical settings and PSS. IPAC lapse reports regarding clinical settings and PSS are posted on the Durham Region Health Department web site.
- ◆ **Rabies Prevention & Control:** conducts rabies awareness sessions and investigates animal bites; issues rabies vaccine; enforces the mandatory rabies immunization regulation.
- ◆ **Sexual Health & Blood Borne Infections:** provides clinical services for health education and counselling on risk reduction strategies related to pregnancy and sexually-transmitted infections/blood-borne infections (STI's/BBI's); provides clinical services for the diagnosis, treatment and management of sexually-transmitted infections.



2017 Program Detail

Public Health

Description of Program Activities (continued):

- ◆ **Tuberculosis Prevention & Control:** manages cases of active Tuberculosis (TB); investigates all contacts of cases; conducts medical surveillance for TB on immigrants new to the Region; provides medication for TB and Latent TB Infection; delivers education on prevention of active TB and identifying Latent TB Infection to prevent active diseases.
- ◆ **Vaccine Preventable Diseases:** collects, assesses, and maintains the immunization status of all children in licensed child care centres, and elementary and secondary schools; administers and enforces immunization standards of the Child Care and Early Years Act, 2014 and the Immunization of School Pupils Act (ISPA); identifies and manages cases and contacts of reportable communicable diseases; administers Hep B, HPV and Meningococcal, Influenza and ISPA vaccinations:
  - ◆ Assesses eligibility and administers HPV, Hep B and Meningococcal vaccine to grade 7 students who request it.
  - ◆ Offers catch up clinics for school based and ISPA vaccines
  - ◆ Offers Influenza clinics for high risk populations (e.g. children 0 - 5 years)
- ◆ **Infectious Disease Enhancement:** manages cases of sexually-transmitted infectious diseases, including contact investigation, infection control practices, and outbreak management.

Description of Program Resources:

- ◆ 2017 Full Time Staff = 74.6
- 2016 Full Time Staff = 74.6

Performance Measurements:

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

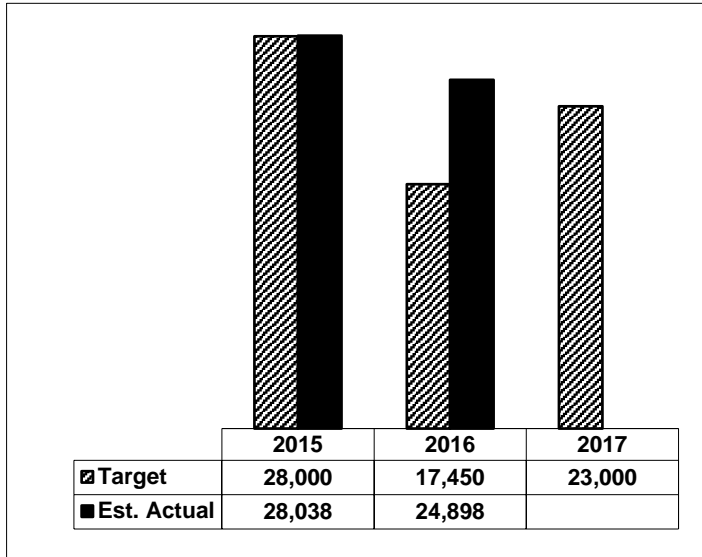
- ◆ Vaccines Administered
- ◆ Influenza Vaccine Distributed
- ◆ Questionnaires Issued under Immunization of School Pupils Act
- ◆ Animal Bites Investigated for Rabies
- ◆ Infectious Diseases Outbreaks Investigated
- ◆ Infectious Diseases Cases and Contacts Investigated



2017 Program Detail

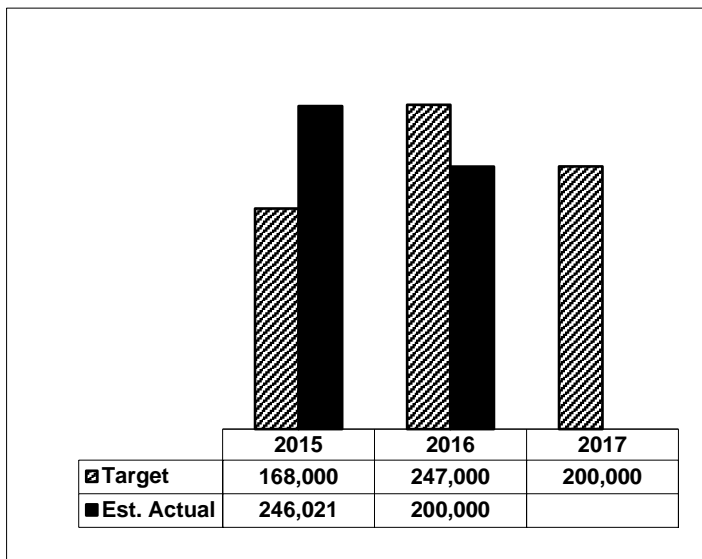
Public Health

Performance Data:



Vaccines Administered

*The Health Department administers vaccines for influenza, meningococcal, hepatitis B, and human papilloma virus (HPV) through clinics at schools and the community. The decrease in the 2016 target is due to discontinuation of large community based influenza vaccination clinics. Decrease is offset by increase in influenza vaccines distributed to pharmacists and healthcare providers.*



Influenza Vaccine Distributed

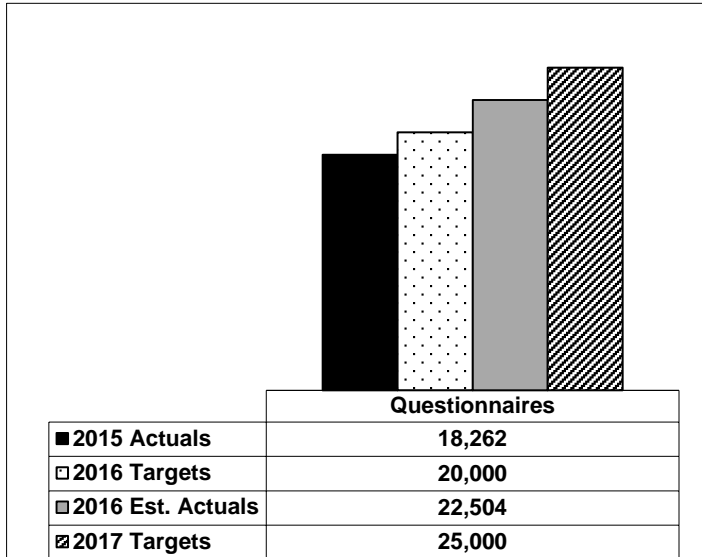
*The Health Department distributes influenza vaccine to health care providers, including pharmacists, and ensures adherence to vaccine storage handling guidelines for all sites administering vaccine.*



**2017 Program Detail**

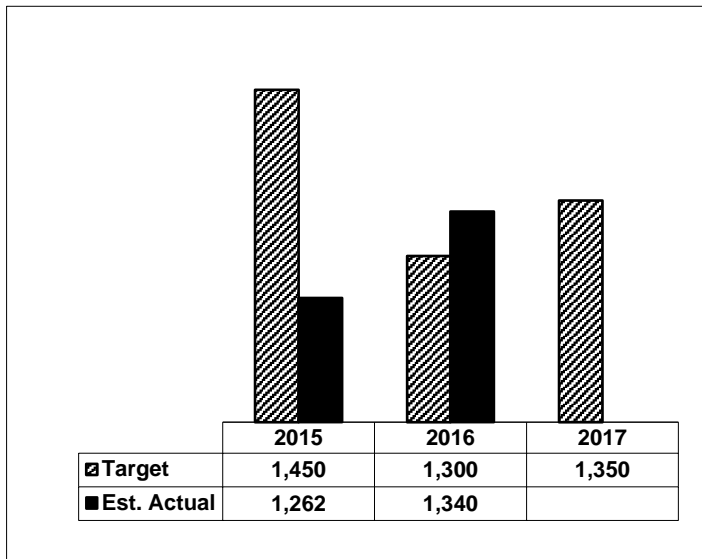
**Public Health**

**Performance Data (continued):**



**Questionnaires**

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



**Animal Bites Investigated for Rabies**

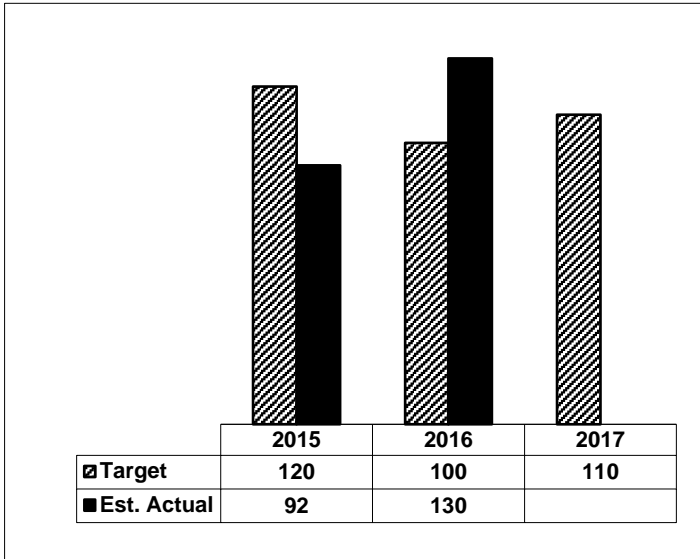
*Public Health inspectors investigate reported animal bites to humans, and isolate animals to prevent rabies cases in humans.*



2017 Program Detail

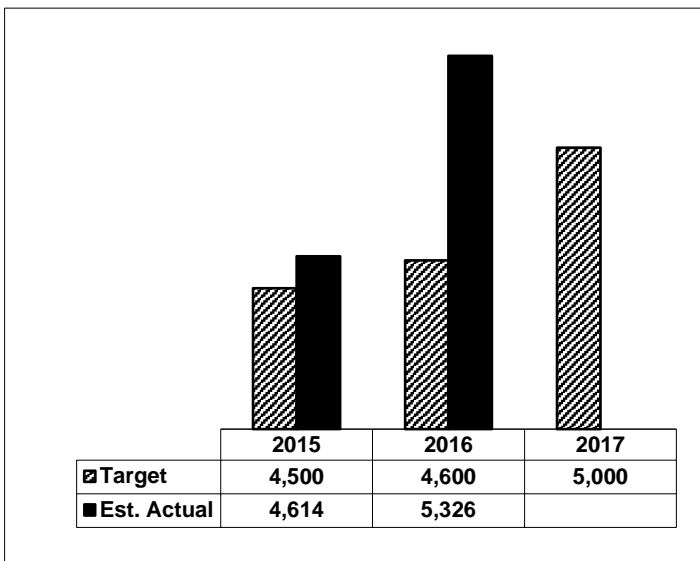
Public Health

Performance Data (continued):



Infectious Diseases Outbreaks Investigated

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



Infectious Diseases Cases and Contacts Investigated

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

**PROGRAM 3  
INFECTIOUS DISEASES**



**2017 Program Detail**

**Public Health**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	8,786	8,972	9,308	256	9,564
Personnel Related	171	206	206	-	206
Communications	101	174	144	29	173
Supplies	231	253	250	22	272
Medical Care	136	107	114	-	114
Materials & Services	39	50	50	-	50
Equipment Maintenance & Repairs	7	6	6	-	6
Professional Services	516	369	368	90	458
Leased Facilities Expenses	2	7	7	-	7
Financial Expenses	1	1	1	-	1
<b>Operating Expenses Subtotal</b>	<b>9,990</b>	<b>10,145</b>	<b>10,454</b>	<b>397</b>	<b>10,851</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Health - Environmental Health	(13)	(13)	(16)	-	(16)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(13)</b>	<b>(13)</b>	<b>(16)</b>	<b>-</b>	<b>(16)</b>
<b>Gross Operating Expenses</b>	<b>9,977</b>	<b>10,132</b>	<b>10,438</b>	<b>397</b>	<b>10,835</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	4	4
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>4</b>
<b>Total Expenses</b>	<b>9,977</b>	<b>10,132</b>	<b>10,438</b>	<b>401</b>	<b>10,839</b>
<b>Revenues</b>					
Provincial Subsidy	(921)	(853)	(830)	(50)	(880)
Fees & Service Charges	(144)	(165)	(165)	(35)	(200)
Sale of Publications	(70)	(65)	(65)	-	(65)
Investment & Interest Income	-	(2)	(2)	-	(2)
<b>Total Revenues</b>	<b>(1,135)</b>	<b>(1,085)</b>	<b>(1,062)</b>	<b>(85)</b>	<b>(1,147)</b>
<b>Net Program Expenses</b>	<b>8,842</b>	<b>9,047</b>	<b>9,376</b>	<b>316</b>	<b>9,692</b>

**PROGRAM 3  
INFECTIOUS DISEASES**



**2017 Program Detail**

**Public Health**

**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Gross Operating Expenses</b>					
Influenza	8	16	16	-	16
Panorama Readiness	230	50	51	-	51
HPV Vaccination	129	153	155	312	467
Vaccine Preventable Diseases	3,992	3,874	3,997	-	3,997
Meningococcal Immunization	49	99	100	-	100
TB Prevention and Control	542	580	605	-	605
Infectious Diseases Enhancement	537	759	785	-	785
Infection Prevention & Control	92	91	91	-	91
Control Infectious Disease PHNN	313	340	352	-	352
Control Infectious Diseases ENV	1,277	1,355	1,368	72	1,440
Rabies Prevention and Control	527	538	556	3	559
Sexual Health & Blood Borne Infections	2,214	2,210	2,288	10	2,298
Needle Exchange Initiative	67	67	74	-	74
<b>Gross Operating Expenses</b>	<b>9,977</b>	<b>10,132</b>	<b>10,438</b>	<b>397</b>	<b>10,835</b>
<b>Tangible Capital Assets</b>					
HPV Vaccination	-	-	-	2	2
Control Infectious Diseases ENV	-	-	-	2	2
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>4</b>
<b>Revenues</b>					
Influenza	(5)	(5)	(5)	-	(5)
Panorama Readiness	(230)	(29)	-	(50)	(50)
HPV Vaccination	(79)	(65)	(65)	(35)	(100)
Vaccine Preventable Diseases	(2)	-	-	-	-
Meningococcal Immunization	(49)	(80)	(80)	-	(80)
Infectious Diseases Enhancement	(534)	(669)	(668)	-	(668)
Infection Prevention & Control	(90)	(90)	(90)	-	(90)
Sexual Health & Blood Borne Infections	(79)	(80)	(80)	-	(80)
Needle Exchange Initiative	(67)	(67)	(74)	-	(74)
<b>Total Revenues</b>	<b>(1,135)</b>	<b>(1,085)</b>	<b>(1,062)</b>	<b>(85)</b>	<b>(1,147)</b>
<b>Net Program Expenses</b>	<b>8,842</b>	<b>9,047</b>	<b>9,376</b>	<b>316</b>	<b>9,692</b>

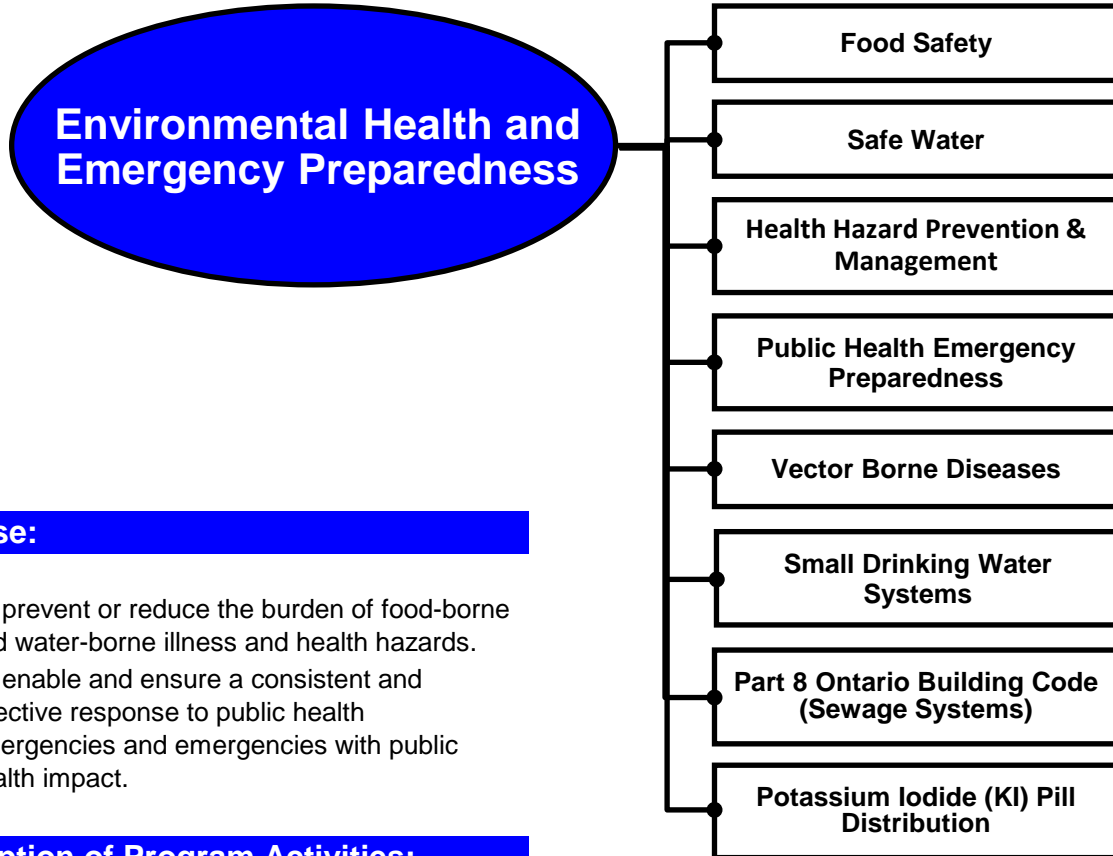


# PROGRAM 4 ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS



## 2017 Program Detail

## Public Health



### Purpose:

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

### Description of Program Activities:

- ◆ **Food Safety:** inspects food premises according to Ontario Public Health Standards (OPHS) protocols; holds training programs for food service workers; investigates suspected food borne illnesses; promotes safe food handling practices for the community and the food industry; implements DineSafe Durham. Promotion and enforcement of the new Healthy Menu Choices Act will start January 1, 2017.
- ◆ **Safe Water:** includes inspection and assessment of public and private drinking water supplies, pools and spas; responds to requests for interpreting water analysis results; samples water at public beaches; responds to adverse water reports on regulated drinking water systems; promotes proper well maintenance for owners of private wells.
- ◆ **Health Hazard Prevention and Management:** responds to inquiries/complaints regarding potential health hazards; inspects public recreational facilities (e.g. arenas, school portables, playspaces); participates on Regional Climate Change Initiatives/Workgroups and implements a Heat Alert Response System; implementing Personal Service Setting inspection and disclosure program.
- ◆ **Public Health Emergency Preparedness:** ensures appropriate management of emergencies through planning and coordinating emergency plans; provides after-hours on-call service to respond to public health emergencies.
- ◆ **Vector Borne Diseases:** assesses storm water management ponds and other surface water for West Nile Virus; oversees preventive larvaciding of catch basins; collects mosquito samples for laboratory testing; and reviews and implements the Durham Region West Nile Virus Prevention and Control Plan.

## PROGRAM 4 ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS



### 2017 Program Detail

### Public Health

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

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

#### Description of Program Resources:

- ◆ 2017 Full Time Staff = 43.2      Position Transfer: Policy and Research Specialist to Professional and Administrative Services
- 2016 Full Time Staff = 44.2

#### Performance Measurements:

Environmental Health and Emergency Preparedness undertakes numerous activities towards achieving its purpose.

The following represents some of the performance indicators:

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

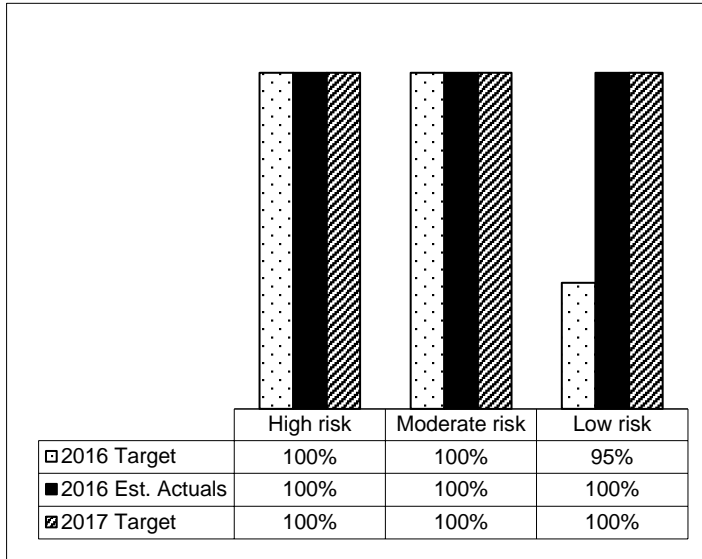
# PROGRAM 4 ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS



## 2017 Program Detail

## Public Health

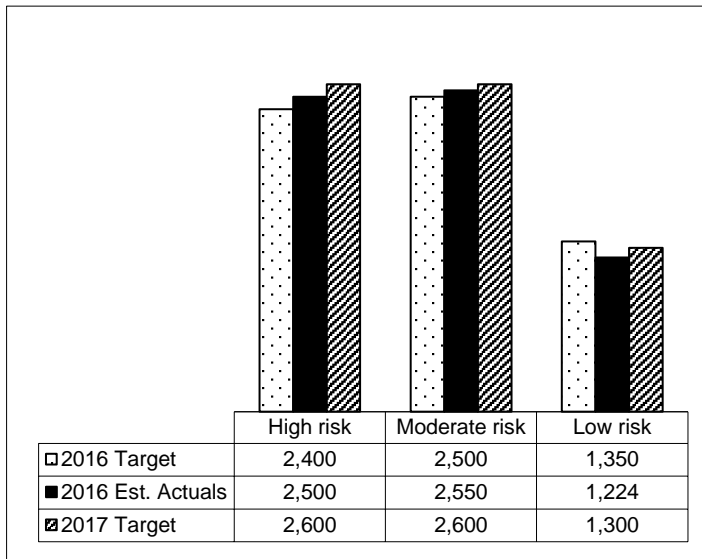
### Performance Data:



### Food Premises Inspection Frequency

[High-3 times per year; Moderate-2 times per year; Low-1 time per year]

***Risk assessments are used to prioritize inspections.***



### Food Premises Inspection Volume

[High-3 times per year; Moderate-2 times per year; Low-1 time per year]

***The number of inspections is determined by risk category, and number of premises.***

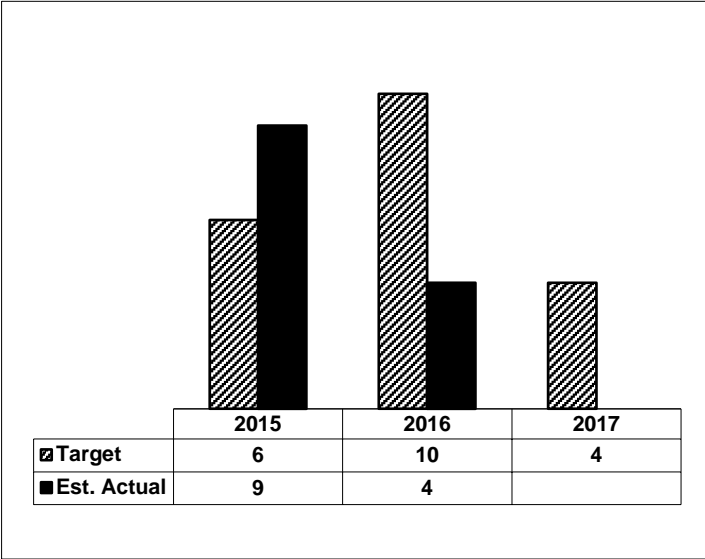
**PROGRAM 4  
ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS**



**2017 Program Detail**

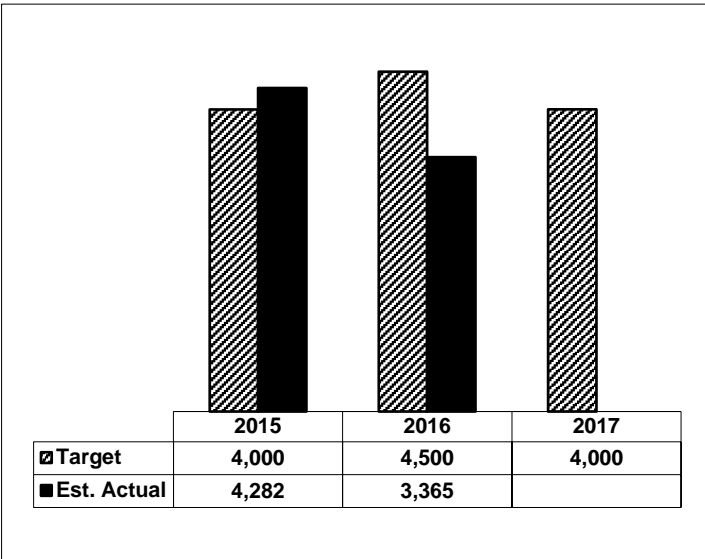
**Public Health**

**Performance Data (continued):**



**West Nile Virus Orders Issued**

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



**Stagnant Water Assessments**

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

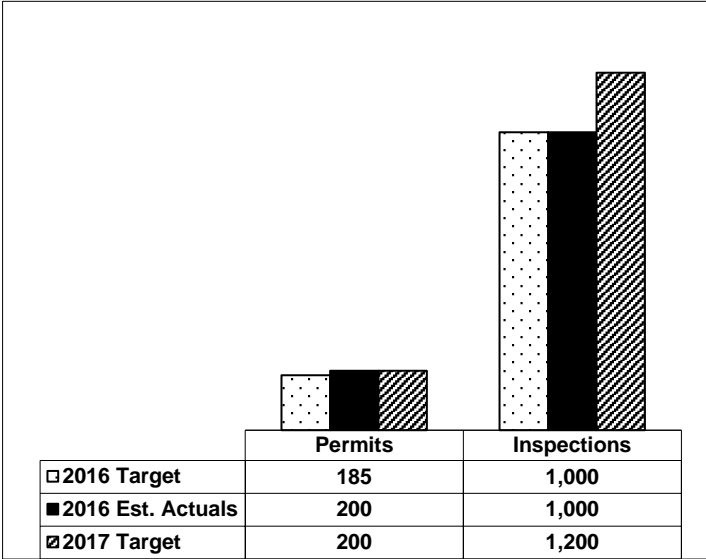
**PROGRAM 4  
ENVIRONMENTAL HEALTH AND EMERGENCY PREPAREDNESS**



**2017 Program Detail**

**Public Health**

**Performance Data (continued):**



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

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

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



**2017 Program Detail**

**Public Health**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	5,311	5,863	6,063	(343)	5,720
Personnel Related	212	270	270	(5)	265
Communications	102	126	126	(1)	125
Supplies	95	108	108	-	108
Materials & Services	180	227	227	(3)	224
Equipment Maintenance & Repairs	-	3	3	-	3
Professional Services	21	19	17	-	17
Leased Facilities Expenses	1	1	1	-	1
Financial Expenses	1	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>5,923</b>	<b>6,617</b>	<b>6,815</b>	<b>(352)</b>	<b>6,463</b>
<b>Transfers from Related Entities</b>					
NextGen Charge	4	4	5	-	5
<b>Transfers from Related Entities Subtotal</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>-</b>	<b>5</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge - Infectious Diseases	13	13	16	-	16
Recovery - Works-Water Supply	(55)	(55)	(55)	55	-
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(42)</b>	<b>(42)</b>	<b>(39)</b>	<b>55</b>	<b>16</b>
<b>Gross Operating Expenses</b>	<b>5,885</b>	<b>6,579</b>	<b>6,781</b>	<b>(297)</b>	<b>6,484</b>
<b>Tangible Capital Assets</b>					
New	11	11	-	-	-
<b>Total Tangible Capital Assets</b>	<b>11</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>5,896</b>	<b>6,590</b>	<b>6,781</b>	<b>(297)</b>	<b>6,484</b>

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



**2017 Program Detail**

**Public Health**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(619)	(642)	(634)	-	(634)
Fees & Service Charges	(514)	(800)	(790)	204	(586)
Sundry Revenue	(2)	-	-	-	-
<b>Total Revenues</b>	<b>(1,135)</b>	<b>(1,442)</b>	<b>(1,424)</b>	<b>204</b>	<b>(1,220)</b>
<b>Net Program Expenses</b>	<b>4,761</b>	<b>5,148</b>	<b>5,357</b>	<b>(93)</b>	<b>5,264</b>

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



**2017 Program Detail**

**Public Health**

**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated</b>	<b>Approved</b>	<b>Base</b>	<b>Program</b>	<b>Proposed</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Budget</b>
<b>Gross Operating Expenses</b>					
Food Safety	2,158	2,052	2,099	(8)	2,091
Enhanced Food Safety Initiative	85	86	88	-	88
PHI Practicum Grant	2	18	10	-	10
Safe Water	1,119	1,343	1,392	(3)	1,389
Enhanced Safe Water Initiative	49	50	51	-	51
VBD-Vector Borne Diseases	594	620	630	-	630
Small Drinking Water Systems	60	59	59	-	59
Health Hazard Prev & Mgt	971	1,167	1,243	(82)	1,161
Emerg Prep ENV	256	288	299	-	299
Emerg PHNN	51	55	57	-	57
KI Pill Distribution	174	424	424	(204)	220
Sewage Systems - Part 8	339	347	358	-	358
Sewage System Maint Inspection	27	70	71	-	71
<b>Gross Operating Expenses</b>	<b>5,885</b>	<b>6,579</b>	<b>6,781</b>	<b>(297)</b>	<b>6,484</b>
<b>Tangible Capital Assets</b>					
Sewage System Maint Inspection	11	11	-	-	-
<b>Total Tangible Capital Assets</b>	<b>11</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues</b>					
Food Safety	(45)	(45)	(45)	-	(45)
Enhanced Food Safety Initiative	(83)	(83)	(83)	-	(83)
PHI Practicum Grant	(2)	(18)	(10)	-	(10)
Enhanced Safe Water Initiative	(48)	(48)	(48)	-	(48)
VBD-Vector Borne Diseases	(444)	(451)	(451)	-	(451)
Small Drinking Water Systems	(42)	(42)	(42)	-	(42)
KI Pill Distribution	(174)	(424)	(424)	204	(220)
Sewage Systems - Part 8	(259)	(250)	(250)	-	(250)
Sewage System Maint Inspection	(38)	(81)	(71)	-	(71)
<b>Total Revenues</b>	<b>(1,135)</b>	<b>(1,442)</b>	<b>(1,424)</b>	<b>204</b>	<b>(1,220)</b>
<b>Net Program Expenses</b>	<b>4,761</b>	<b>5,148</b>	<b>5,357</b>	<b>(93)</b>	<b>5,264</b>

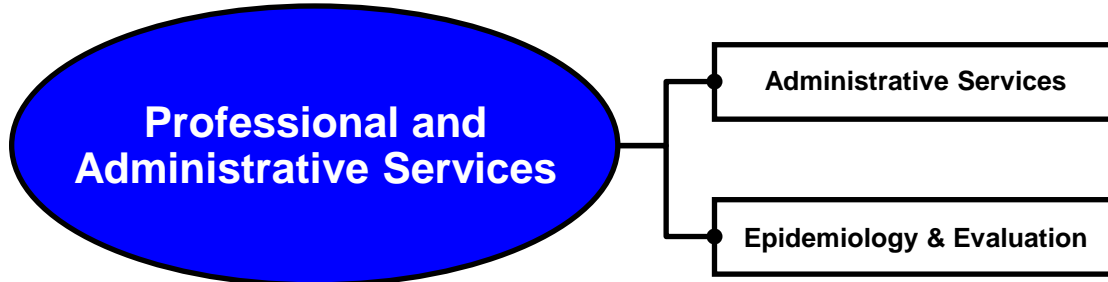


# PROGRAM 5 PROFESSIONAL AND ADMINISTRATIVE SERVICES



2017 Program Detail

Public Health



## Purpose:

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

## Description of Program Activities:

### Administrative Services:

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

### Epidemiology & Evaluation:

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

## Description Of Program Resources:

- ◆ 2017 Full Time Staff = 65.8      Position Transfer: Policy and Research Specialist from Environmental Health and Emergency Preparedness
- 2016 Full Time Staff = 64.8

**PROGRAM 5  
PROFESSIONAL AND ADMINISTRATIVE SERVICES**



**2017 Program Detail**

**Public Health**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	6,006	6,327	6,591	82	6,673
Personnel Related	82	99	99	(2)	97
Communications	133	164	164	(5)	159
Supplies	105	91	91	-	91
Computer Maintenance & Operations	220	249	249	11	260
Materials & Services	96	112	112	27	139
Equipment Maintenance & Repairs	19	35	35	(2)	33
Professional Services	125	143	142	-	142
Leased Facilities Expenses	2	5	5	-	5
Financial Expenses	46	51	52	-	52
Minor Assets & Equipment	10	10	-	-	-
<b>Operating Expenses Subtotal</b>	<b>6,844</b>	<b>7,286</b>	<b>7,540</b>	<b>111</b>	<b>7,651</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate IT Charge	272	272	272	-	272
Corporate HR Charge	233	233	241	-	241
Recovery - Social Assistance	(80)	(80)	(82)	-	(82)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>425</b>	<b>425</b>	<b>431</b>	<b>-</b>	<b>431</b>
<b>Gross Operating Expenses</b>	<b>7,269</b>	<b>7,711</b>	<b>7,971</b>	<b>111</b>	<b>8,082</b>
<b>Tangible Capital Assets</b>					
New	3	3	-	15	15
Replacement	677	327	270	-	270
<b>Total Tangible Capital Assets</b>	<b>680</b>	<b>330</b>	<b>270</b>	<b>15</b>	<b>285</b>
<b>Total Expenses</b>	<b>7,949</b>	<b>8,041</b>	<b>8,241</b>	<b>126</b>	<b>8,367</b>

**PROGRAM 5  
PROFESSIONAL AND ADMINISTRATIVE SERVICES**



**2017 Program Detail**

**Public Health**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(47)	(43)	(43)	-	(43)
Sundry Revenue	(17)	(15)	(15)	-	(15)
Investment & Interest Income	-	(5)	(5)	-	(5)
<b>Total Revenues</b>	<b>(64)</b>	<b>(63)</b>	<b>(63)</b>	<b>-</b>	<b>(63)</b>
<b>Net Program Expenses</b>	<b>7,885</b>	<b>7,978</b>	<b>8,178</b>	<b>126</b>	<b>8,304</b>

**PROGRAM 5  
PROFESSIONAL AND ADMINISTRATIVE SERVICES**



**2017 Program Detail**

**Public Health**

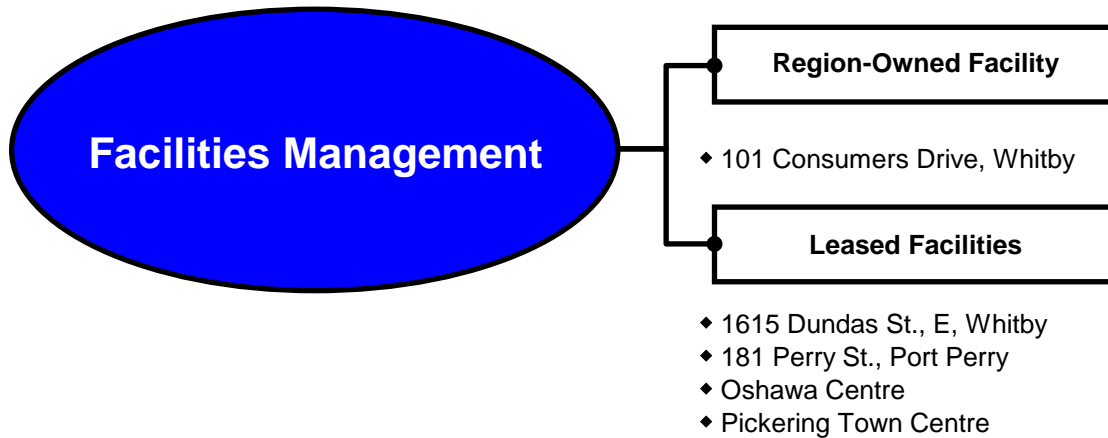
**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Gross Operating Expenses</b>					
General	5,985	6,467	6,679	111	6,790
Epidemiology & Evaluation	732	696	736	-	736
HR Services	233	233	241	-	241
IT Services	272	272	272	-	272
MOH Remuneration	47	43	43	-	43
<b>Gross Operating Expenses</b>	<b>7,269</b>	<b>7,711</b>	<b>7,971</b>	<b>111</b>	<b>8,082</b>
<b>Tangible Capital Assets</b>					
General	680	330	270	15	285
<b>Total Tangible Capital Assets</b>	<b>680</b>	<b>330</b>	<b>270</b>	<b>15</b>	<b>285</b>
<b>Revenues</b>					
General	(17)	(20)	(20)	-	(20)
MOH Remuneration	(47)	(43)	(43)	-	(43)
<b>Total Revenues</b>	<b>(64)</b>	<b>(63)</b>	<b>(63)</b>	<b>-</b>	<b>(63)</b>
<b>Net Program Expenses</b>	<b>7,885</b>	<b>7,978</b>	<b>8,178</b>	<b>126</b>	<b>8,304</b>



**2017 Program Detail**

**Public Health**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

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

**Performance Measurements:**

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

**PROGRAM 6  
FACILITIES MANAGEMENT**



**2017 Program Detail**

**Public Health**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Supplies	2	2	2	-	2
Utilities	42	42	44	-	44
Materials & Services	5	5	5	-	5
Buildings & Grounds Operations	17	40	40	3	43
Equipment Maintenance & Repairs	-	1	1	-	1
Contracted Services	85	89	87	-	87
Leased Facilities Expenses	361	361	361	-	361
Insurance	9	9	9	-	9
Major Repairs & Renovations	26	48	-	42	42
<b>Operating Expenses Subtotal</b>	<b>547</b>	<b>597</b>	<b>549</b>	<b>45</b>	<b>594</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works-Facilities Management Charge	42	66	66	(2)	64
Recovery - Health - Dental Office	(33)	(33)	(33)	-	(33)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>9</b>	<b>33</b>	<b>33</b>	<b>(2)</b>	<b>31</b>
<b>Net Program Expenses</b>	<b>556</b>	<b>630</b>	<b>582</b>	<b>43</b>	<b>625</b>

## PROGRAM 7 CONTRIBUTION FROM PROVINCE



**2017 Program Detail**

**Public Health**

### **Purpose:**

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

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

- ♦ Funding is provided from the Province of Ontario, through the Ministries of Health and Long-Term Care and Children and Youth Services, for Mandatory Programs, in accordance with the Ontario Public Health Standards and protocols.

**PROGRAM 7  
CONTRIBUTION FROM PROVINCE**



**2017 Program Detail**

**Public Health**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Provincial Subsidy	(25,320)	(26,303)	(25,320)	-	(25,320)
<b>Total Revenues</b>	<b>(25,320)</b>	<b>(26,303)</b>	<b>(25,320)</b>	<b>-</b>	<b>(25,320)</b>



## TANGIBLE CAPITAL ASSETS - NEW



### 2017 Program Detail

### Public Health

Description	Qty	Unit Cost	Total
		\$	\$
<b>MACHINERY &amp; EQUIPMENT</b>			
<b><u>Infectious Diseases - Program 3</u></b>			
<b>Control Infectious Diseases ENV</b>			
1 Power Laptop for New PHI Position	1	2,500	2,500
<b>HPV Vaccination</b>			
2 Laptop for Online Learning Specialist	1	1,500	1,500
			<b>4,000</b>
<b><u>Professional and Administrative Services - Program 5</u></b>			
<b>Administration</b>			
3 Laptops for Health Emergency Operating Centre backup	10	1,500	15,000
			<b>15,000</b>
<i>Programs 100% Funded</i>			
<b><u>Chronic Diseases and Injuries - Program 1</u></b>			
<b>Tobacco Enforcement</b>			
4 Power Laptop for Tobacco Enforcement Officer	1	2,500	2,500
			<b>2,500</b>
			<b>21,500</b>

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2017 Program Detail

## Public Health

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Professional and Administrative Services - Program 5</u></b>			
1 Laptop Computers	60	1,500	90,000
2 Power Laptop - tablets	32	2,500	80,000
3 Printers	7	1,000	7,000
4 Environmental Health Tablets	15	2,500	37,500
5 Environmental Health Printers	10	500	5,000
6 Furniture (cabinets, workstations for accessibility, etc.)			40,000
7 Network Equipment, including servers			10,000
			<u>269,500</u>
<i>Programs 100% Funded, but Supplemented with Regional Contributions</i>			
<b><u>Family Health - Program 2</u></b>			
<b>Healthy Babies, Healthy Children</b>			
8 Power Laptop Computers	8	2,500	20,000
<b>Infant Development</b>			
9 Power Laptop Computers	2	2,500	5,000
			<u>25,000</u>
			<u>294,500</u>

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**PARAMEDIC SERVICES**

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# PARAMEDIC RESPONSE STATIONS

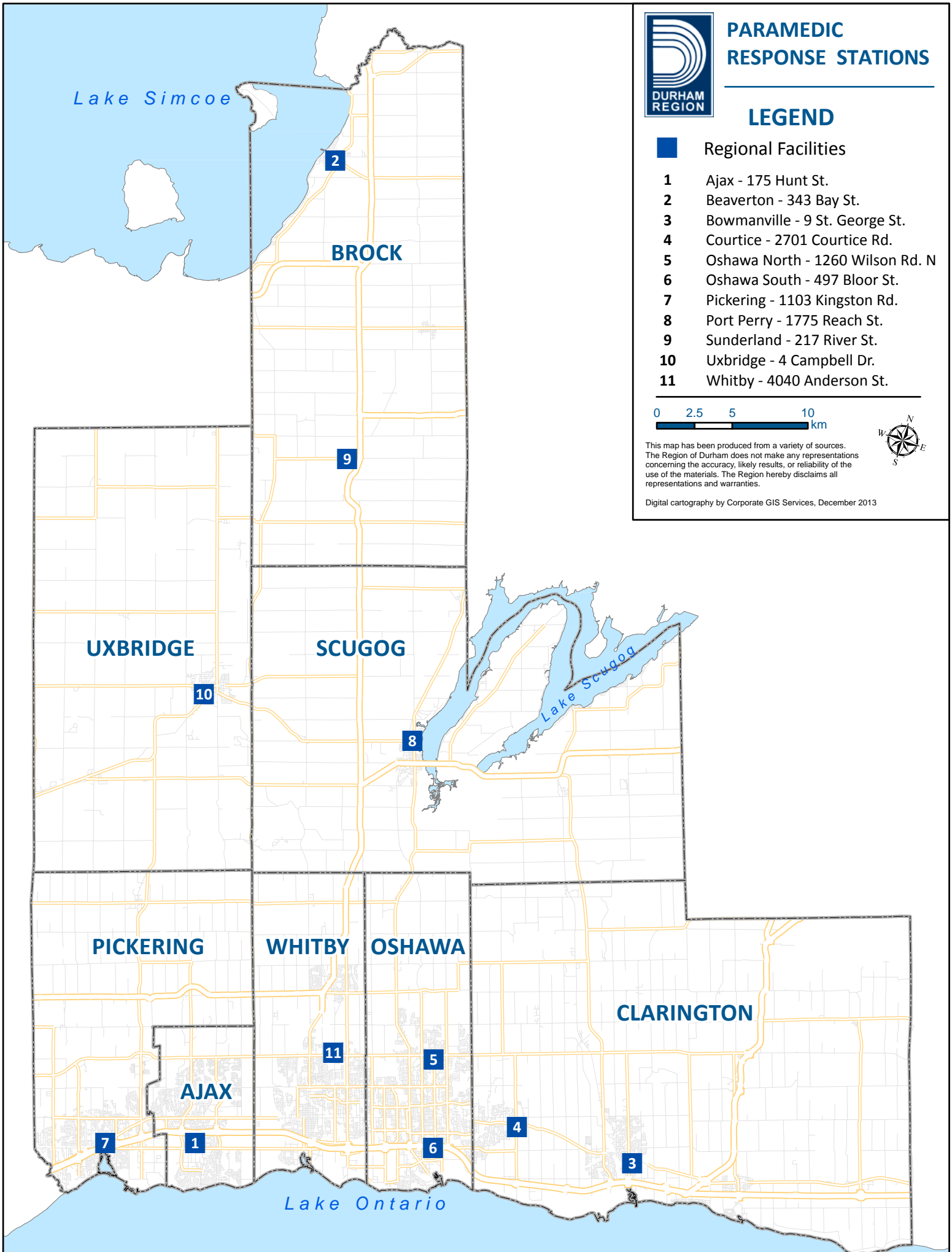
## LEGEND

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



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Digital cartography by Corporate GIS Services, December 2013



## PROGRAM SUMMARY



### 2017 Business Plan

### Health - Paramedic Services

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

### Summary of Increase (Decrease)

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Health - Paramedic Services

#### Summary of Base Budget Changes

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Health - Paramedic Services

(\$,000's)

#### Administration

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

#### Operations

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

#### Quality Development

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

#### Planning and Logistics

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Health - Paramedic Services

(\$,000's)

#### Facilities Management

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



# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Health - Paramedic Services

(\$,000's)

### Tangible Capital Assets

**NEW**

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

Subtotal 217

**REPLACEMENTS - ADDITIONAL**

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

Subtotal 1,735

1,952

**Total Program Changes 2,884**



## 2017 Program Detail

## Health - Paramedics Services

### Purpose:

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

### Description of Program Activities:

- ◆ Departmental managers will be working closely with the Base Hospital Utilization Committee to review services, and determine priorities and "best practices" for operational effectiveness and efficiency.
- ◆ Currently there are up to 3 Duty Superintendents/Managers to provide clinical and administrative leadership to 58 paramedics staffing 27 ambulances and 6 Rapid Response Vehicles at peak times for the whole of Durham Region. The Regulations of the Ambulance Act (Part VIII) respecting response time standards require ongoing monitoring, investigating and reporting with respect to paramedical and service performance.
- ◆ Currently there are 3 Scheduling Clerks (Clerk 3) providing all operational, Divisional and Base Hospital Continuing Education scheduling duties and responsibilities until 2300 hours 7 days per week. After hours, all scheduling duties must be assumed by Duty Superintendents/Managers in addition to their regular duties and responsibilities.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 24  
2016 Full Time Staff = 24

### Performance Measurements:

- ◆ Reporting of divisional activities are accurate and submitted to the Ministry of Health and Long-Term Care as required; cost-sharing by the province is optimized for operational and capital requirements.  
2017 Planned Service Level: 100%  
2016 Projected Service Level: 100%  
2016 Planned Service Level: 100%

**PROGRAM 1  
ADMINISTRATION**



**2017 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	3,014	2,915	3,088	-	3,088
Personnel Related	66	50	51	-	51
Communications	49	72	72	(2)	70
Supplies	21	24	24	2	26
Materials & Services	11	21	21	-	21
Equipment Maintenance & Repairs	7	18	18	-	18
Professional Services	2	14	14	-	14
Insurance	167	167	170	-	170
<b>Operating Expenses Subtotal</b>	<b>3,337</b>	<b>3,281</b>	<b>3,458</b>	<b>-</b>	<b>3,458</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate IT Charge	56	56	56	-	56
Corporate HR Charge	65	65	68	-	68
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>121</b>	<b>121</b>	<b>124</b>	<b>-</b>	<b>124</b>
<b>Total Expenses</b>	<b>3,458</b>	<b>3,402</b>	<b>3,582</b>	<b>-</b>	<b>3,582</b>
<b>Revenues</b>					
Fees & Service Charges	(22)	(12)	(12)	(5)	(17)
<b>Total Revenues</b>	<b>(22)</b>	<b>(12)</b>	<b>(12)</b>	<b>(5)</b>	<b>(17)</b>
<b>Net Program Expenses</b>	<b>3,436</b>	<b>3,390</b>	<b>3,570</b>	<b>(5)</b>	<b>3,565</b>



## 2017 Program Detail

## Health - Paramedic Services

### Purpose:

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

### Description of Program Activities:

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

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 232      New Positions: 6 Advanced Care Paramedics; 6 Primary Care Paramedics
- ◆ 2016 Full Time Staff = 220

### Performance Measurements:

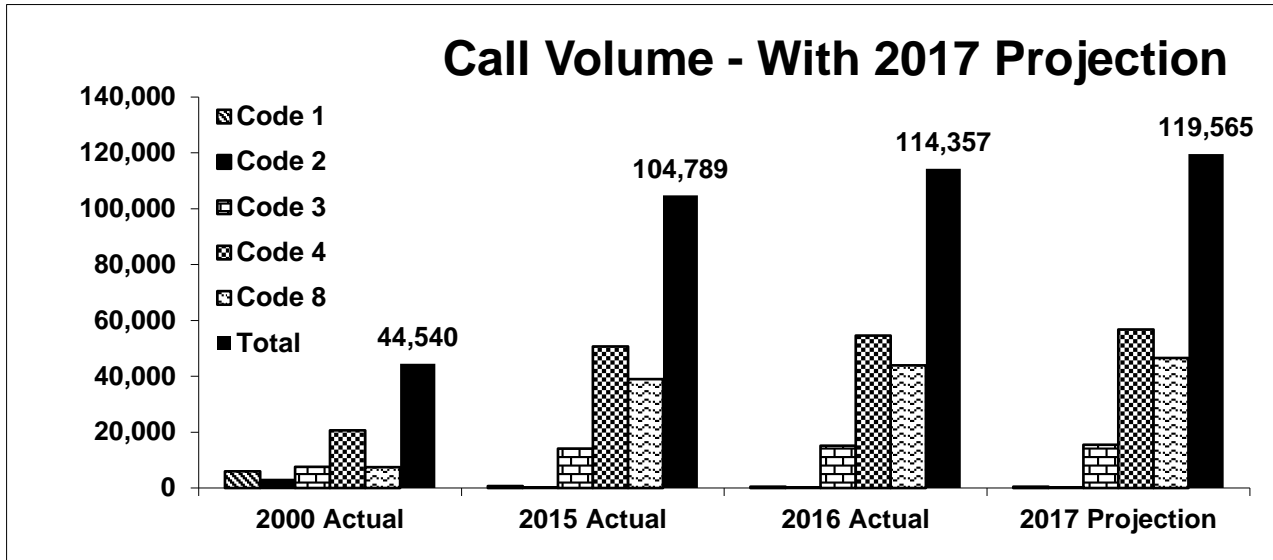
- ◆ Call Volumes
- ◆ Total Cardiac Arrest Summary
- ◆ Response Time Performance Targets
- ◆ Units of Service and Operating Cost Per Unit of Service
- ◆ Ambulance Reaction Time



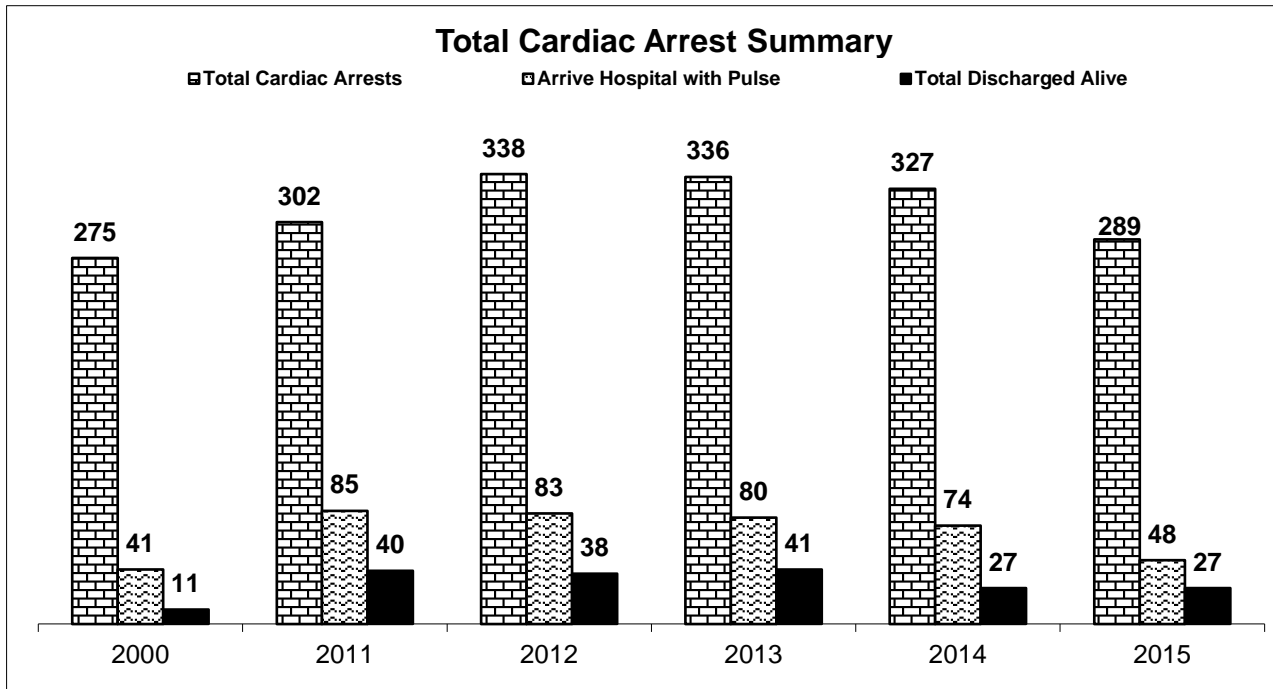
**2017 Program Detail**

**Health - Paramedic  
Services**

**Performance Data:**



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



Note: 2016 information is not available



**2017 Program Detail**

**Health - Paramedic  
Services**

**Response Time Targets:**

The following indicates the performance targets and actual performance for 2016. The 2017 targets remain the same as the 2016 targets.

**Response Time Performance Targets**

<b>CTAS I</b>	Resuscitation - 6 Minutes or Less	60% of the time.	2016 Actual = 64.00%
<b>CTAS I</b>	Resuscitation - 8 Minutes or Less	75% of the time.	2016 Actual = 77.20%
<b>CTAS II</b>	Emergent - 10 Minutes or Less	75% of the time.	2016 Actual = 88.43%
<b>CTAS III</b>	Urgent - 15 Minutes or Less	75% of the time.	2016 Actual = 95.10%
<b>CTAS IV</b>	Less Urgent - 20 Minutes or Less	75% of the time.	2016 Actual = 98.63%
<b>CTAS V</b>	Non Urgent - 25 Minutes or Less	75% of the time.	2016 Actual = 99.19%

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

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

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

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



**2017 Program Detail**

**Health - Paramedic  
Services**

**Units of Service:**

	<b>2016 Budget</b>	<b>2017 Budget</b>
Total paramedics hours of service	408,769	420,457
Total vehicle hours of service	217,524	223,368

**Operating Cost Per Unit of Service:**

	<b>2016 Est Actual</b>	<b>2017 Projected</b>
Cost per paramedic staffing hour	\$ 99.04	\$ 102.11
Cost per vehicle hour of service	186.12	192.21
Cost per budget call volume per year	354.02	359.08
Projected cost per household	175.53	181.29

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

**Ambulance Reaction Time:**

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

2017 Planned Service Level: 99.7%

2016 Projected Service Level: 99.7%

2016 Planned Service Level: 99.7%

**PROGRAM 2  
OPERATIONS**



**2017 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	29,992	29,882	31,075	792	31,867
Personnel Related	462	326	326	-	326
Communications	99	133	133	-	133
Supplies	22	86	86	-	86
Chemicals	69	130	130	-	130
Computer Maintenance & Operations	189	204	204	8	212
Materials & Services	165	188	191	-	191
<b>Total Expenses</b>	<b>30,998</b>	<b>30,949</b>	<b>32,145</b>	<b>800</b>	<b>32,945</b>
<b>Revenues</b>					
Fees & Service Charges	(200)	(218)	(218)	-	(218)
<b>Total Revenues</b>	<b>(200)</b>	<b>(218)</b>	<b>(218)</b>	<b>-</b>	<b>(218)</b>
<b>Net Program Expenses</b>	<b>30,798</b>	<b>30,731</b>	<b>31,927</b>	<b>800</b>	<b>32,727</b>





**2017 Program Detail**

**Health - Paramedic  
Services**

**Purpose:**

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

**Description of Program Activities:**

- ♦ Quality and Development Facilitators conduct peer review and compliance feedback of electronic and/or hard copy Ambulance Call Reports each year, to ensure appropriate medical treatment was delivered, and that protocols/standards of care were followed. This retrospective analysis is a significant component of the legislated service review and requirements.
- ♦ The Quality and Development program staff are responsible for ensuring all paramedic staff receive the required mandatory medical education and training each year, and that the staff meet all the required qualifications. Training may be offered directly to staff, or arranged through the Central East Prehospital Care program (at Lakeridge Health - Oshawa).
- ♦ Every Paramedic will receive 48 hours of continuing medical education annually, to comply with legislated continuing education and training standards.
- ♦ The Quality and Development Facilitators have received training on the "Road to Mental Readiness" and will deliver programs throughout the year to ensure compliance with the Ministry of Labour Legislation Bill 163 regarding Post Traumatic Stress Disorder (PTSD) prevention programs in the workplace.

**Description of Program Resources:**

- ♦ 2017 Full Time Staff = 6  
2016 Full Time Staff = 6

**Performance Measurements:**

- ♦ Achieve 100% of the mandatory training requirements for all paramedic employees.
- ♦ Compliance with all licensing standards defined by the Ministry of Health and Long-Term Care.  
2017 Planned Service Level: 100%  
2016 Projected Service Level: 100%  
2016 Planned Service Level: 100%
- ♦ Basic Life Support patient care standards are met, per provincial requirements: 100%
- ♦ Advanced Life Support patient care standards are provided, per provincial requirements: 100%
- ♦ Completeness of Ambulance Call reporting and quality of patient care provided.

**PROGRAM 3  
QUALITY DEVELOPMENT**



**2017 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	813	761	788	(3)	785
Personnel Related	2	5	5	-	5
Supplies	24	31	31	-	31
<b>Net Program Expenses</b>	<b>839</b>	<b>797</b>	<b>824</b>	<b>(3)</b>	<b>821</b>



**2017 Program Detail**

**Health - Paramedic  
Services**

**Purpose:**

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

**Description of Program Activities:**

- ♦ Paramedics work from 11 Paramedic Response Stations throughout the Region, and handle approximately 120,000 calls per year (includes emergency and non-emergency calls as well as emergency coverage reinstatement assignments).
- ♦ The Program Logistics Coordinator delivers medical supplies and equipment to all stations on a daily basis, and effects repairs to equipment (such as stretchers and defibrillators) as necessary.
- ♦ The Manager is responsible for logistical co-ordination of paramedic resources in cases of major incidents, such as industrial accidents or crash sites, and arranging for additional paramedics and vehicles to respond on the scene, if required.

**Description of Program Resources:**

- ♦ 2017 Full Time Staff = 5  
2016 Full Time Staff = 5
- ♦ The Paramedic Services division employs the following in its fleet:

	Actual 2015	Est. Actual 2016	Budget 2016	Budget 2017
Ambulances - operating	27	27	27	27
- spares**	16	16	16	15
Emergency Response Vehicles - operating	6	6	6	6
- spares**	2	2	2	2
Management Support Vehicles - operating	4	4	4	4
- spares**	1	1	1	1
Paramedic Personnel Transport Units*	11	11	11	11
Operational Support Vehicles	11	11	11	11
Command Vehicles - operating	3	3	3	3
- spare	1	1	1	1
Bariatric Special Purpose Vehicle				1
	82	82	82	82

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



**2017 Program Detail**

**Health - Paramedic  
Services**

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

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

**Performance Measurements:**

- ♦ Ambulances and vehicles are available for regular service, and enhanced service when required.  
2017 Planned Service Level: 99%  
2016 Projected Service Level: 98%  
2016 Planned Service Level: 99%
- ♦ Ambulances receive routine and preventive maintenance, in accordance with provincial standards.  
2017 Planned Service Level: 99%  
2016 Projected Service Level: 98%  
2016 Planned Service Level: 99%
- ♦ Medical equipment is in good working order, and available for paramedics.
- ♦ An inventory of medical supplies is maintained in the central storage facility, and each Paramedic Response Station maintains an adequate level of supplies at all times. Upon completion of our new Sunderland Paramedic Response station additional supplies will be maintained in that facility as contingency and to improve ability for effective response to incidents in North Durham.

**PROGRAM 4  
PLANNING AND LOGISTICS**



**2017 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	475	462	471	-	471
Personnel Related	3	6	6	-	6
Supplies	31	18	18	-	18
Medical Care	796	1,016	1,016	-	1,016
Equipment Maintenance & Repairs	48	50	50	10	60
Vehicle Operations	1,567	1,680	1,690	-	1,690
Minor Assets & Equipment	1	-	-	-	-
Contribution to Reserve & Reserve Funds	309	309	309	-	309
<b>Operating Expenses Subtotal</b>	<b>3,230</b>	<b>3,541</b>	<b>3,560</b>	<b>10</b>	<b>3,570</b>
<b>Transfers from Related Entities</b>					
NextGen Fees	2	-	-	3	3
<b>Transfers from Related Entities Subtotal</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>3</b>
<b>Net Program Expenses</b>	<b>3,232</b>	<b>3,541</b>	<b>3,560</b>	<b>13</b>	<b>3,573</b>



**2017 Program Detail**

**Health - Paramedic  
Services**

**Facilities Management**

- ◆ Ajax - 175 Hunt St.
- ◆ Beaverton - 343 Bay St.
- ◆ Bowmanville - 9 St. George St.
- ◆ Courtice - 2701 Courtice Rd.
- ◆ Oshawa North - 1260 Wilson Rd. N
- ◆ Oshawa South - 497 Bloor St.
- ◆ Pickering - 1103 Kingston Rd.
- ◆ Port Perry - 1775 Reach St.
- ◆ Sunderland - 217 River St.
- ◆ Uxbridge - 4 Campbell Dr.
- ◆ Whitby - 4040 Anderson St.

**Purpose:**

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

**Description of Program Activities:**

- ◆ Leased facilities are maintained through the Facilities Management division of the Works Department.
- ◆ Various repairs, upgrades and replacements have been identified as necessary in the current year for the Paramedic Response Stations.

**Description of Program Resources:**

- ◆ Eleven Paramedic Response Stations are operated throughout the Region including an ambulance bay leased in Sunderland.
- ◆ Management and administration staff are located at Paramedic Headquarters, 4040 Anderson St., Whitby. Paramedic supply Storage Facility is adjacent to this building.
- ◆ Design and construction of the new Sunderland station began in 2016.
- ◆ Expected occupancy of the Sunderland station is the fall of 2017. Logistics storage has been provided for in this location for supplies to address business continuity concerns.



## 2017 Program Detail

## Health - Paramedic Services

### Performance Measurements:

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

### Performance Data:

- ◆ Stations are located so as to allow Paramedic staff to meet provincial response standards as closely as possible across the Durham Region.
- ◆ Stations are in good repair, and meet divisional service and staff needs.
  - 2017 Planned Service Level: 100%
  - 2016 Projected Service Level: 100%
  - 2016 Planned Service Level: 100%
- ◆ Stations are secure to protect vehicles, equipment, supplies and staff.
  - 2017 Planned Service Level: 100%
  - 2016 Projected Service Level: 99%
  - 2016 Planned Service Level: 100%

**PROGRAM 5  
FACILITIES MANAGEMENT**



**2017 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Supplies	5	6	6	-	6
Utilities	258	257	272	7	279
Materials & Services	24	32	32	1	33
Buildings & Grounds Operations	196	244	243	29	272
Equipment Maintenance & Repairs	24	39	39	1	40
Debt Charges	1,099	1,099	1,099	-	1,099
Contracted Services	124	147	116	5	121
Leased Facilities Expenses	154	154	155	(3)	152
Insurance	60	60	61	2	63
Major Repairs & Renovations	143	146	-	83	83
<b>Operating Expenses Subtotal</b>	<b>2,087</b>	<b>2,184</b>	<b>2,023</b>	<b>125</b>	<b>2,148</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works-Facilities Management Charge	101	95	95	2	97
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>101</b>	<b>95</b>	<b>95</b>	<b>2</b>	<b>97</b>
<b>Revenues</b>					
Sundry Revenue	(9)	-	-	-	-
<b>Total Revenues</b>	<b>(9)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>2,179</b>	<b>2,279</b>	<b>2,118</b>	<b>127</b>	<b>2,245</b>



# PROGRAM 6 HOSPITAL CONTRACT - OFFLOAD DELAY



## 2017 Program Detail

## Health - Paramedic Services

### Purpose:

- ♦ To reduce ambulance offload delays at hospital emergency rooms by assigning Designated Offload Nurse (DON) personnel to receive ambulance patients.

### Description of Program Activities:

- ♦ Region of Durham Paramedic Services has been allocated 100% one-time Provincial funding (2016-2017) and has negotiated agreements with both Lakeridge Health Oshawa and Lakeridge Health Ajax and Pickering hospitals to hire additional Emergency Department personnel to receive patients arriving by ambulance. It is anticipated funding will continue throughout 2017. Since this program is fully funded by the province any change in funding will have an immediate affect on the delivery of the program.

### Description of Program Resources:

- ♦ Designated hospital personnel, employed by the applicable hospital, providing designated offload nursing coverage to manage up to four (4) patients that have arrived by ambulance at any one time at each of the two (2) locations.

### Performance Measurements:

- ♦ Region of Durham Paramedic Services is required under the funding agreement with the Province to provide performance data as it relates to contracted hospitals:
  - 1) Average 90th Percentile ambulance off-load time at DON hospitals
  - 2) Average daily patient load at DON hospitals
  - 3) Potential lost time hours saved and patient volume managed by the DON program

### Performance Data:

	Estimated Actual 2015	Target 2015	Estimated Actual 2016	Target 2016	Target 2017
♦ 90th Percentile Offload Time	01:06:00	00:55:00	01:10:00	00:55:00	00:55:00
♦ Hours of Offload Delay					
♦ Lakeridge Health Oshawa	6,250	5,000	4,100	5,000	5,000
♦ Lakeridge Health Ajax and Pickering	2,700	2,800	1,700	2,500	2,500
♦ Contract: Estimated Saved Hours	11,167	7,500	10,000	7,500	10,000
♦ Contract: Patients Helped	3,000	2,700	3,000	2,700	3,000

**PROGRAM 6  
HOSPITAL CONTRACT - OFFLOAD DELAY**



**2017 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contracted Services	425	475	475	-	475
<b>Total Expenses</b>	<b>425</b>	<b>475</b>	<b>475</b>	<b>-</b>	<b>475</b>
<b>Revenues</b>					
Provincial Subsidy	(425)	(475)	(475)	-	(475)
<b>Total Revenues</b>	<b>(425)</b>	<b>(475)</b>	<b>(475)</b>	<b>-</b>	<b>(475)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS**



**2017 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Tangible Capital Assets</b>					
New	83	83	-	217	217
Replacement	1,396	1,396	229	1,735	1,964
<b>Total Tangible Capital Assets</b>	<b>1,479</b>	<b>1,479</b>	<b>229</b>	<b>1,952</b>	<b>2,181</b>

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - NEW**



**2017 Program Detail**

**Health - Paramedic  
Services**

Description	Qty	Unit Cost	Total
		\$	\$
<b>MACHINERY &amp; EQUIPMENT</b>			
1 Toughbooks	1	6,500	6,500
			<u><b>6,500</b></u>
<b>VEHICLES</b>			
2 Bariatric Special Purpose Vehicle	1	210,000	210,000
			<u><b>210,000</b></u>
			<u><u><b>216,500</b></u></u>

**PROGRAM 7**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Health - Paramedic  
Services**

Description	Qty	Unit Cost	Total
		\$	\$
<b>VEHICLES</b>			
1    Emergency Response Vehicle	1	75,000	75,000
2    Emergency Response Vehicle	1	75,000	75,000
3    Management Support Vehicle	1	43,000	43,000
			<u><b>193,000</b></u>
<b>MACHINERY &amp; EQUIPMENT</b>			
4    Main Cots with Power Load	43	36,209	1,556,987
5    Station Furniture (chairs, cabinets, tables, etc.)			30,000
6    Station & Office Desktops & Monitors	6	950	5,700
7    Station & Office Desktops	10	700	7,000
8    Station & Office Laptops	4	1,500	6,000
9    VoIP Phone System for RDPS Headquarters			165,000
			<u><b>1,770,687</b></u>
			<u><u><b>1,963,687</b></u></u>



**2017 Program Detail**

**Health - Paramedic  
Services**

**Purpose:**

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

**Description of Program Activities:**

- ♦ The Province of Ontario, through the Ministry of Health and Long-Term Care, provides a contribution towards the operations of the Paramedic Services Division.
- ♦ Since 2006, the Province increased provincial funding for land ambulance services in a phased-in approach to achieve 50-50 cost-sharing for 2009. Confirmation from the Ministry with respect to 2017 funding is still pending.
- ♦ The Paramedic Services Division provides paramedics and ambulances to attend special events, on a purchase of service basis established through contracts. Costs and revenues for this service are in the Operations program (Program 2). Many of the events serviced take place at Canadian Tire Motor Sport Park in Clarington (e.g. automobile races) and the Tribute Communities Centre (Oshawa Generals) in Oshawa.
- ♦ The Province provided targeted 100% funding to ease offload delays in hospital emergency rooms. Region of Durham Paramedic Services have negotiated with local hospitals to hire additional Emergency Department personnel to receive patients arriving by ambulance. Costs and subsidy for this program are included in the Hospital Contract-Offload Delay program (Program 6).

**PROGRAM 8  
CONTRIBUTION FROM PROVINCE**



**2017 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Provincial Subsidy	(20,506)	(20,578)	(21,153)	-	(21,153)
<b>Total Revenues</b>	<b>(20,506)</b>	<b>(20,578)</b>	<b>(21,153)</b>	<b>-</b>	<b>(21,153)</b>



## 2017 - 2026 Capital Forecast

## Health - Paramedic Services

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

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





## 2017 - 2026 Capital Forecast

## Health - Paramedic Services

### Notes:

### NEW:

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

### REPLACEMENT:

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

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**EMERGENCY MANAGEMENT AND PROGRAM SUPPORT SERVICES**

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**2017 Business Plan**

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

**Major Services & Activities**

**Emergency Management**

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

**Program Support Services**

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

**Local Diversity and Immigration**

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

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

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

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

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

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



**2017 Business Plan**

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

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

## PROGRAM SUMMARY

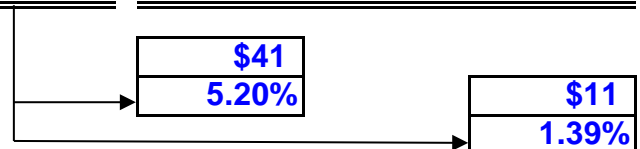


### 2017 Business Plan

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

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

#### Summary of Increase (Decrease)



#### Summary of Base Budget Changes

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$'000's)

#### Emergency Management

- ◆ Reduce Miscellaneous Services to reflect actual expenditures.
(12)

#### Program Support Services

- ◆ Increase in Purchased Services to reflect expenditures associated with the organization and administration of the Affordable and Seniors' Housing Task Force meetings.
10

#### Local Diversity and Immigration

- ◆ Position Transfer: 0.2 Policy Advisor (Professional) to Family Services-Core Community Services to reflect projected workplan for position.
(28)
- ◆ Realign budget to better reflect actual expenditures (Conferences \$3k; Purchased Services -\$3k).
-

(28)

**Total Program Changes** (30)



## 2017 Program Detail

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

#### **Purpose:**

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

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

- ◆ Emergency Management plans, procedures, training, preparedness, and recovery is a mandatory program for Durham Region and the Social Services Department under Provincial legislation.

These services include but are not limited to:

- ◆ Emergency assistance (such as food, shelter, clothing, critical incident stress debriefing, pet sheltering and financial assistance)
- ◆ Liaising with volunteer agencies
- ◆ Organizing evacuation and reception centres
- ◆ Arranging registration and inquiry services
- ◆ Managing offers of assistance
- ◆ Acquiring services from businesses, citizens and other organizations
- ◆ Managing communications
- ◆ Updating and maintaining the Social Services Emergency Plan
- ◆ Planning and implementing the Social Services Emergency Operation Centre (SSEOC)
- ◆ Training of Department staff
- ◆ Annual emergency exercises, which include evacuation centres, nuclear reception centres and/or emergency staff notification and recall

In addition there is the responsibility to organize:

- ◆ Briefing and debriefing of staff and potential evacuees
- ◆ Post-event and post exercise assessments
- ◆ Implementation of assessment recommendations

Other activities include:

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



**2017 Program Detail**

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

**Description of Program Resources:**

- ◆ Emergency Management supplies and equipment for evacuation/reception centres
- ◆ Emergency Management supplies and equipment for Social Services Operation Centre
- ◆ Professional development
  
- ◆ 2017 Full Time Staff = 1
- 2016 Full Time Staff = 1

**Performance Measurements:**

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

**Performance Data:**

**Planned emergency exercises:**

<b>Year</b>	<b>Centre</b>	<b>Type</b>	<b>Date</b>
2017	Nuclear Reception Centre	Field exercise	Spring
2018	Nuclear Reception Centre	Field exercise	Fall
2019	Nuclear Reception Centre	Field exercise	Spring
2020	Evacuation Centre	Field exercise	Spring



**PROGRAM 1  
EMERGENCY MANAGEMENT**



**2017 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	104	107	111	-	111
Personnel Related	4	7	7	-	7
Communications	6	2	2	-	2
Supplies	4	10	10	-	10
Materials & Services	10	44	44	(12)	32
<b>Operating Expenses Subtotal</b>	<b>128</b>	<b>170</b>	<b>174</b>	<b>(12)</b>	<b>162</b>
<b>Transfers from Related Entities</b>					
NextGen Charge	4	4	5	-	5
<b>Transfers from Related Entities Subtotal</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>-</b>	<b>5</b>
<b>Net Program Expenses</b>	<b>132</b>	<b>174</b>	<b>179</b>	<b>(12)</b>	<b>167</b>



## **2017 Program Detail**

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

#### **Purpose:**

- ◆ To assist the Department and the Commissioner's Office to continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs and to coordinate Departmental implementation of its Progressive Excellence Program.

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

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

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

- ◆ 2017 Full Time Staff = 4  
2016 Full Time Staff = 4

**PROGRAM 2  
PROGRAM SUPPORT SERVICES**



**2017 Program Detail**

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

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	452	460	476	-	476
Personnel Related	96	84	84	-	84
Communications	8	12	12	-	12
Supplies	7	7	7	-	7
Materials & Services	29	31	31	10	41
Professional Services	18	12	12	-	12
<b>Gross Operating Expenses</b>	<b>610</b>	<b>606</b>	<b>622</b>	<b>10</b>	<b>632</b>
<b>Tangible Capital Assets</b>					
Replacement	6	6	1	-	1
<b>Total Tangible Capital Assets</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>-</b>	<b>1</b>
<b>Net Program Expenses</b>	<b>616</b>	<b>612</b>	<b>623</b>	<b>10</b>	<b>633</b>



## 2017 Program Detail

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

### **Purpose:**

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

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

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

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

- ◆ 2017 Full Time Staff = 1.8                      Position Transfer: 0.2 Policy Advisor to Family Services  
2016 Full Time Staff = 2.0

**PROGRAM 3  
LOCAL DIVERSITY AND IMMIGRATION**



**2017 Program Detail**

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

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	192	273	281	(28)	253
Personnel Related	6	3	3	3	6
Communications	6	6	6	-	6
Supplies	-	1	1	-	1
Materials & Services	4	8	8	(3)	5
<b>Total Expenses</b>	<b>208</b>	<b>291</b>	<b>299</b>	<b>(28)</b>	<b>271</b>
<b>Revenues</b>					
Federal Subsidy	(197)	(288)	(271)	-	(271)
<b>Total Revenues</b>	<b>(197)</b>	<b>(288)</b>	<b>(271)</b>	<b>-</b>	<b>(271)</b>
<b>Net Program Expenses</b>	<b>11</b>	<b>3</b>	<b>28</b>	<b>(28)</b>	<b>-</b>

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2017 Program Detail

Social Services - Emergency  
Management and Program  
Support Services

Description		Qty	Unit Cost	Total
MACHINERY & EQUIPMENT			\$	\$
<u>Program Support Services - Program 2</u>				
1	Desktop Computers	2	700	1,400
				<u>1,400</u>

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**2017 Business Plan**

**Social Services -  
Social Assistance**

**Major Services & Activities**

**Ontario Works  
Program  
Delivery**

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

**Ontario Works  
Client Benefits**

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

**Family  
Counselling  
Services**

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

**Funerals and  
Burials**

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

**Employment  
Programs**

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





**2017 Business Plan**

**Social Services -  
Social Assistance**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

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

**Key Deliverables**

**Responsibility - Lead**

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

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

**Key Deliverables**

**Responsibility - Lead**

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

**Strategic Goals**

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Social Assistance

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Social Assistance

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

#### Summary of Base Budget Changes

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

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Social Services - Social Assistance

(\$,000's)

### Ontario Works Program Delivery

**Financial Assistance Delivery**

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

**Administrative Support**

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

**Employment Programs**

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

**Facilities Management**

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

Subtotal (Net Expenses)	(551)
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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Ontario Works Program Delivery (continued)

##### Tangible Capital Assets - New

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

##### Tangible Capital Assets - Replacement

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

Subtotal 376

##### Provincial Subsidy

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

(374)

#### Ontario Works Client Benefits

##### Client Benefits

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

Subtotal 1,317

##### Provincial Subsidy

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

Subtotal (4,076)

(2,759)

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Social Services - Social Assistance

(\$,000's)

### Social Investment Fund

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

100

100

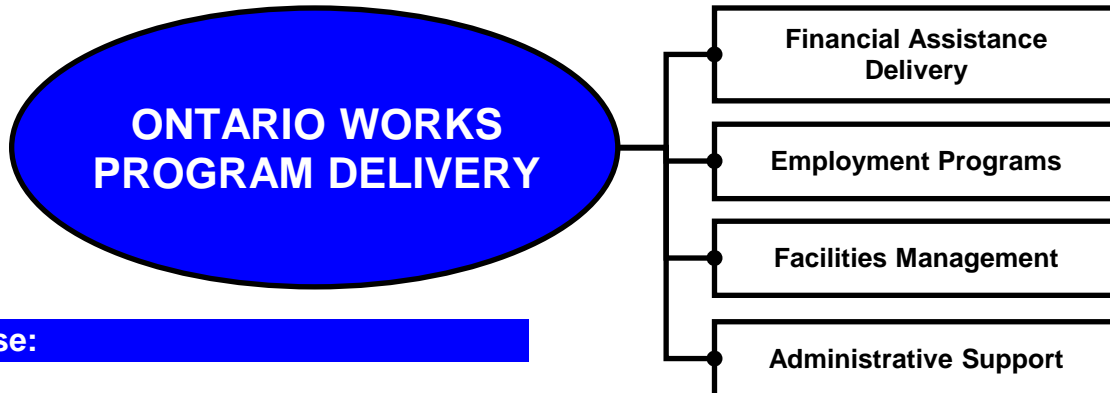
**Total Program Changes** (3,033)

# PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



## 2017 Program Detail

## Social Services - Social Assistance



### Purpose:

- ◆ To provide initial screening for Ontario Works (OW) Assistance eligibility and to respond to general enquiries from the community.
- ◆ To deliver OW Assistance and related programs, in a fiscally efficient, effective and ethically responsible fashion, in accordance with the OW Act.
- ◆ To provide OW participants with value-added work experience; to locate full-time paid employment for job ready participants; and to provide case planning, job search workshops, self-employment training, family counseling services and other innovative and relevant employment supports.
- ◆ To foster long-term sustainable paid employment for OW participants.
- ◆ To provide a safe, comfortable work environment for the Social Services Department and its' clientele.
- ◆ To provide support services to the OW Program.

### Description of Program Activities:

- ◆ This is a mandatory program under Provincial legislation.
- ◆ In 2011, the Province implemented a revised OW funding approach where all OW Program Delivery funding is now within a single Provincial allocation. The following programs have been consolidated into this OW Program Delivery Program: OW Financial Assistance Delivery, OW Administrative Support, OW Employment Programs and OW Facilities Management. These programs are eligible for Provincial-Regional cost-sharing on a 50-50 basis as well as "uploaded" funding (97.2 per cent Province - 2.8 per cent Region for 2017) pertaining to Employment Programming. Provincial funding is based part on caseload levels, and Regional demographics.

#### Financial Assistance Delivery

- ◆ Central Intake is the first point of contact for applying for OW in Durham Region. Applicants call Central Intake to have an appointment scheduled in the Income and Employment Support office which services the municipality in which they reside. Central Intake also responds to general inquiries from the public and refers callers to appropriate community services.
- ◆ Caseworkers administer and provide support services for the delivery of the OW Programs. Key activities are to provide benefit payments to eligible clients and provide employment counselling.
- ◆ Family Support Workers represent clients in support hearing of the Superior Court of Justice and monitor support payments made through the Family Responsibility Office.



**2017 Program Detail**

**Social Services - Social Assistance**

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

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

**Employment Programs**

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

**Facilities Management**

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

**Administrative Support**

- ◆ This includes clerical, budgeting and financial reviews, records and information management, Freedom of Information requests, collections and accounting of repayments and reimbursements, social assistance cheque production, purchase requisitions, payments to third party suppliers of social assistance benefits, liaison with Corporate Services, telephone and front-counter reception. Support is also provided to other Social Assistance programs such as Funerals and Burials, and the Social Investment Fund.
- ◆ Staff assigned to this program also coordinate Departmental budget planning, policy review, service contract review, and financial reports to the Ministry.



**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2017 Program Detail**

**Social Services - Social Assistance**

**Description of Program Resources:**

- ◆ 2017 Full time staff = 293.69      New Position: 1 Administrative Assistant 1
- ◆ 2016 Full time staff = 292.69

**Performance Measurements:**

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

**Performance Data:**

**Number of Calls to Central Intake**

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

2016 Target	2016 Estimated Actual	2017 Target
34,000	24,000	30,000

**Actual Expenditures Compared to Subsidy**

	2016 Target (,000's)	2016 Estimated Actual (,000's)	2017 Target (,000's)
Gross Cost of OW Program Delivery	\$32,984	\$31,478	\$33,669
Headquarters Shared Cost	\$1,195	\$1,195	\$1,219
	\$34,179	\$32,673	\$34,888
Provincial Subsidy	(\$18,704)	(\$18,602)	(\$18,806)
<b>Net Cost of OW Program Delivery</b>	<b>\$15,475</b>	<b>\$14,071</b>	<b>\$16,082</b>

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

# PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



## 2017 Program Detail

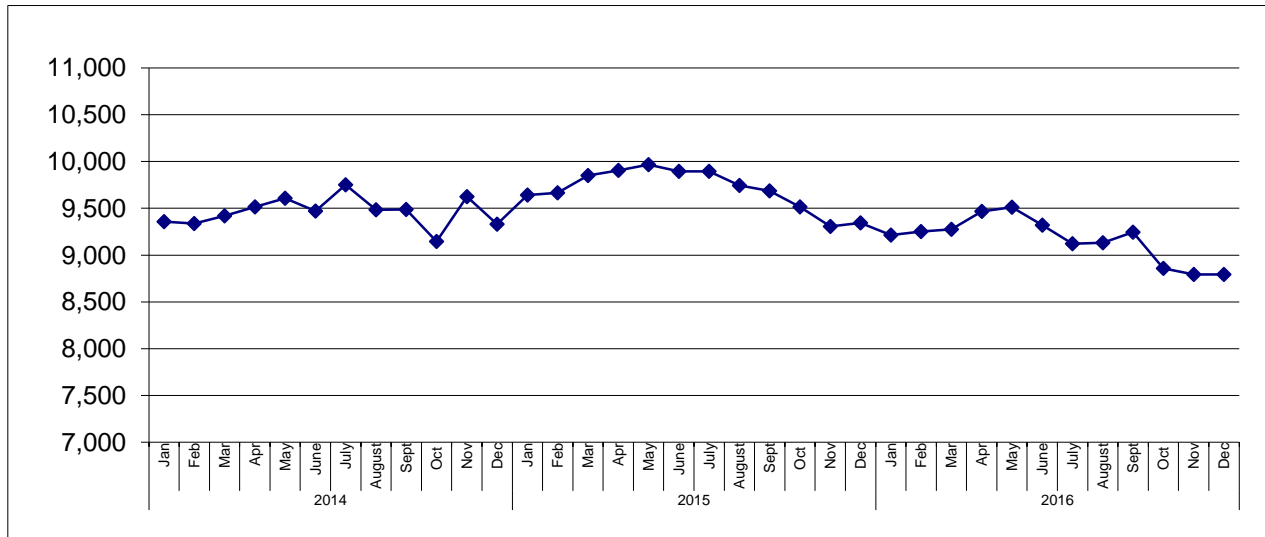
## Social Services - Social Assistance

### Performance Data (continued):

#### OW Program Delivery: Cost per Case

	2016 Target	2016 Estimated Actual	2017 Target
Average Monthly Caseload	9,650	9,165	9,650
Gross Cost per average monthly case	\$3,540	\$3,565	\$3,615
Net Cost per average monthly case	\$1,604	\$1,535	\$1,667

#### OW Caseload Growth



#### Average Annual OW Caseload Change

	Caseload Change	Per Cent Change
2012 to 2013	-455	-4.68%
2013 to 2014	182	1.96%
2014 to 2015	240	2.54%
2015 to 2016	-536	-5.53%
2016 to 2017 projection	0	0.00%

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2017 Program Detail**

**Social Services - Social Assistance**

**Performance Data (continued):**

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

	Caseload Change	Per Cent Change
2012 to 2013	679	6.53%
2013 to 2014	655	5.91%
2014 to 2015	406	3.46%
2015 to 2016	620	5.11%
2016 to 2017 projection	216	1.69%

**Office Footage Utilized**

	2015	2016	2017
Total office footage utilized:			
505 Wentworth St., Oshawa	12,037	12,037	12,037
138 - 140 Commercial Ave., Ajax	17,875	17,875	17,875
2 Campbell Dr., Uxbridge	3,640	3,640	3,640
200 John St. (Lower Level), Oshawa	4,279	4,279	4,279
200 John St. (Upper Level), Oshawa	15,776	15,776	15,776

**Cost Per Square Foot**

	2015 Actuals	2016 Estimated Actuals	2017 Target
Cost per square foot:			
505 Wentworth St., Oshawa	\$ 33	\$ 31	\$ 31
138 - 140 Commercial Ave., Ajax	\$ 21	\$ 21	\$ 23
2 Campbell Dr., Uxbridge	\$ 30	\$ 29	\$ 33
200 John St. (Lower Level), Oshawa	\$ 30	\$ 31	\$ 29
200 John St. (Upper Level), Oshawa	\$ 30	\$ 33	\$ 30

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

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2017 Program Detail**

**Social Services - Social Assistance**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	26,759	28,229	29,256	(125)	29,131
Personnel Related	244	238	238	1	239
Communications	439	495	495	(30)	465
Supplies	210	149	149	37	186
Food	1	3	4	(3)	1
Utilities	96	86	99	-	99
Computer Maintenance & Operations	6	9	9	(2)	7
Materials & Services	193	271	270	(62)	208
Buildings & Grounds Operations	46	82	82	(35)	47
Equipment Maintenance & Repairs	44	96	96	(45)	51
Client Benefit Expenses	1,859	1,798	1,798	(345)	1,453
Professional Services	58	49	49	-	49
Contracted Services	113	93	114	-	114
Leased Facilities Expenses	1,120	1,121	1,137	(1)	1,136
Financial Expenses	62	68	69	-	69
Minor Assets & Equipment	21	20	-	5	5
Major Repairs & Renovations	120	109	-	54	54
<b>Operating Expenses Subtotal</b>	<b>31,391</b>	<b>32,916</b>	<b>33,865</b>	<b>(551)</b>	<b>33,314</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge	80	80	82	-	82
Works-Facilities Management Charge	85	66	66	-	66
Recovery - LTC Administration	(206)	(206)	(214)	-	(214)
Recovery - Adult Day Program	(9)	(9)	(10)	-	(10)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(50)</b>	<b>(69)</b>	<b>(76)</b>	<b>-</b>	<b>(76)</b>
<b>Gross Operating Expenses</b>	<b>31,341</b>	<b>32,847</b>	<b>33,789</b>	<b>(551)</b>	<b>33,238</b>

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2017 Program Detail**

**Social Services - Social Assistance**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Tangible Capital Assets</b>					
New	10	10	-	63	63
Replacement	127	127	55	313	368
<b>Total Tangible Capital Assets</b>	<b>137</b>	<b>137</b>	<b>55</b>	<b>376</b>	<b>431</b>
<b>Total Expenses</b>	<b>31,478</b>	<b>32,984</b>	<b>33,844</b>	<b>(175)</b>	<b>33,669</b>
<b>Revenues</b>					
Provincial Subsidy	(18,004)	(18,106)	(17,997)	(199)	(18,196)
Sundry Revenue	(7)	(12)	(12)	-	(12)
<b>Total Revenues</b>	<b>(18,011)</b>	<b>(18,118)</b>	<b>(18,009)</b>	<b>(199)</b>	<b>(18,208)</b>
<b>Net Program Expenses</b>	<b>13,467</b>	<b>14,866</b>	<b>15,835</b>	<b>(374)</b>	<b>15,461</b>

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2017 Program Detail**

**Social Services - Social Assistance**

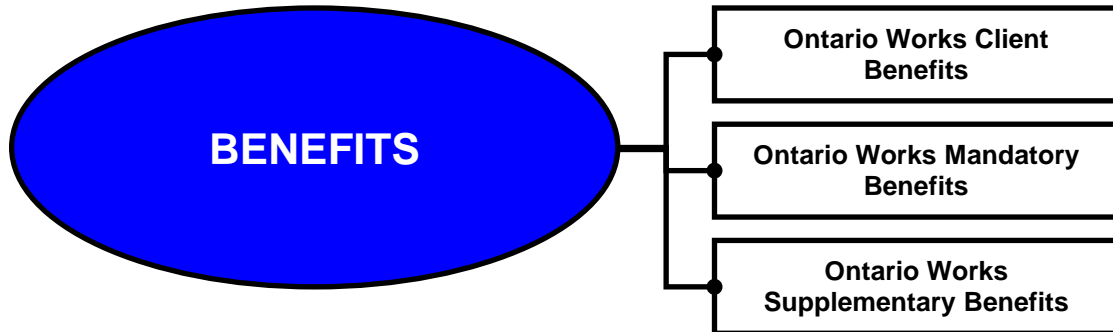
**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Gross Operating Expenses</b>					
General	22,868	24,416	25,264	(162)	25,102
OW Employment Supports	4,957	4,954	5,106	(13)	5,093
OW Employment Programs SDMT	1,897	1,883	1,883	(395)	1,488
FM at Place	1,105	1,126	1,058	19	1,077
FM-Ontario Works-Employment Programs	514	468	478	-	478
<b>Gross Operating Expenses</b>	<b>31,341</b>	<b>32,847</b>	<b>33,789</b>	<b>(551)</b>	<b>33,238</b>
<b>Tangible Capital Assets</b>					
General	122	122	55	325	380
OW Employment Supports	15	15	-	51	51
<b>Total Tangible Capital Assets</b>	<b>137</b>	<b>137</b>	<b>55</b>	<b>376</b>	<b>431</b>
<b>Revenues</b>					
General	(17,996)	(18,097)	(17,989)	(198)	(18,187)
OW Employment Programs SDMT	(15)	(21)	(20)	(1)	(21)
<b>Total Revenues</b>	<b>(18,011)</b>	<b>(18,118)</b>	<b>(18,009)</b>	<b>(199)</b>	<b>(18,208)</b>
<b>Net Program Expenses</b>	<b>13,467</b>	<b>14,866</b>	<b>15,835</b>	<b>(374)</b>	<b>15,461</b>



2017 Program Detail

Social Services - Social Assistance



**Purpose:**

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

**Description of Program Activities:**

- ◆ These are mandatory programs under Provincial legislation, with the exception of OW Supplementary Benefits which is a discretionary program.
- ◆ The cost of benefits less program recoveries is shared with the Province. In 2017, the cost sharing formula is 97.2 per cent Province - 2.8 per cent Region.
- ◆ Provide financial assistance to eligible persons in Durham Region in accordance with the OW Act and Regional policies.
- ◆ Ensure that special medical needs of eligible OW clients are met on both a one-time and ongoing basis.
- ◆ To provide assistance for diabetic supplies, surgical supplies and transportation to medical treatment.
- ◆ Basic vision care is provided to dependent children of OW participants.
- ◆ Provide required items, such as eyeglasses, wheelchairs, artificial limbs, orthotic devices, emergency dental care and other needs, to meet extraordinary needs of persons in receipt of OW.
- ◆ Programs administered in accordance with Provincial regulations.

**Description of Program Resources:**

- ◆ The personnel who administer this program are charged to the OW Program Delivery (Program 1).

**PROGRAM 2  
ONTARIO WORKS CLIENT BENEFITS**



**2017 Program Detail**

**Social Services - Social Assistance**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Client Benefit Expenses	75,141	74,817	76,731	1,559	78,290
<b>Operating Expenses Subtotal</b>	<b>75,141</b>	<b>74,817</b>	<b>76,731</b>	<b>1,559</b>	<b>78,290</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Housing Services	-	-	-	(242)	(242)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(242)</b>	<b>(242)</b>
<b>Total Expenses</b>	<b>75,141</b>	<b>74,817</b>	<b>76,731</b>	<b>1,317</b>	<b>78,048</b>
<b>Revenues</b>					
Provincial Subsidy	(70,061)	(70,061)	(71,862)	(4,076)	(75,938)
<b>Total Revenues</b>	<b>(70,061)</b>	<b>(70,061)</b>	<b>(71,862)</b>	<b>(4,076)</b>	<b>(75,938)</b>
<b>Net Program Expenses</b>	<b>5,080</b>	<b>4,756</b>	<b>4,869</b>	<b>(2,759)</b>	<b>2,110</b>



## PROGRAM 3 TRANSITION CHILD BENEFITS



### 2017 Program Detail

### Social Services - Social Assistance

#### Purpose:

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

#### Description of Program Activities:

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

#### Description of Program Resources:

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).
- ◆ This program is fully funded by the Province.

**PROGRAM 3  
TRANSITION CHILD BENEFITS**



**2017 Program Detail**

**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Client Benefit Expenses	654	866	866	-	866
<b>Total Expenses</b>	<b>654</b>	<b>866</b>	<b>866</b>	<b>-</b>	<b>866</b>
<b>Revenues</b>					
Provincial Subsidy	(654)	(866)	(866)	-	(866)
<b>Total Revenues</b>	<b>(654)</b>	<b>(866)</b>	<b>(866)</b>	<b>-</b>	<b>(866)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## PROGRAM 4 FAMILY COUNSELLING SERVICES



### 2017 Program Detail

### Social Services - Social Assistance

#### Purpose:

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

#### Description of Program Activities:

- ◆ This is a 100 per cent Regionally funded program.
- ◆ OW participants may require the intervention of a counsellor to assist with areas such as stress and marital difficulties, that may constitute barriers to employment. Family Services Durham staff counsel these clients at no cost to the client as the clients are not in a position to pay for these services.
- ◆ The cost of this program represents the time spent by Family Services Durham staff working with the OW participants.
- ◆ Family Services is accredited through Canadian Family Services Accreditation Program (CFSAP), the Council on Accreditation and is ISO 9001:2008 certified.

#### Description of Program Resources:

- ◆ Staff involved in this program are currently charged to Family Services Durham core program. The OW program is purchasing approximately 30 per cent of these counselling hours from Family Services Durham.

#### Performance Measurements:

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

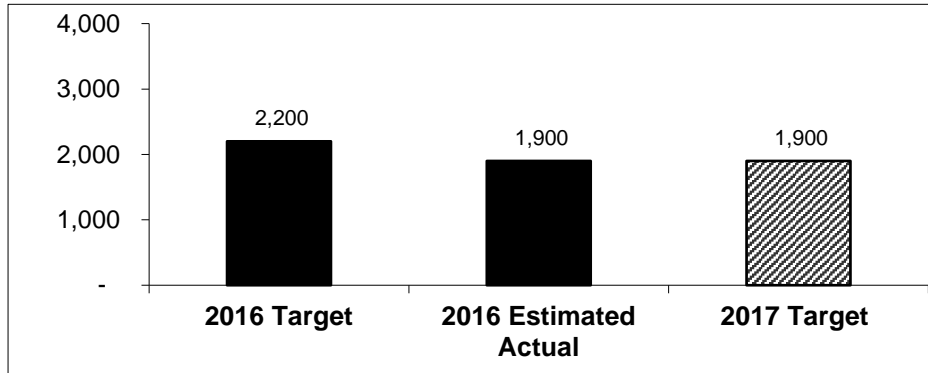


**2017 Program Detail**

**Social Services - Social Assistance**

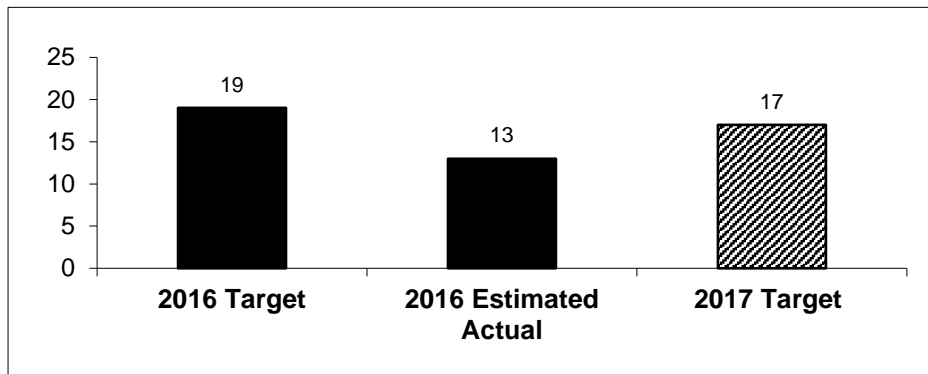
**Performance Data:**

**Number of Counselling Sessions**

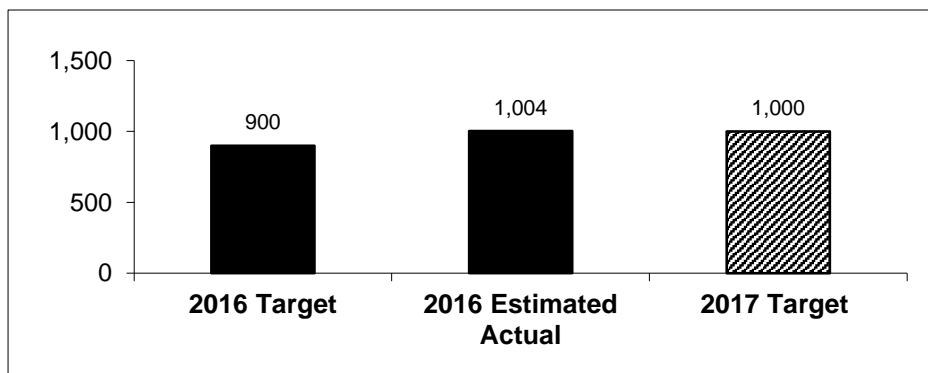


Note: This is based on the number of counselling staff who spend 17 hours per week in direct counselling.

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



**Number of Clients Served**



**PROGRAM 4  
FAMILY COUNSELLING SERVICES**



**2017 Program Detail**

**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Family Services Charge	192	192	192	-	192
<b>Net Program Expenses</b>	<b>192</b>	<b>192</b>	<b>192</b>	<b>-</b>	<b>192</b>

# PROGRAM 5 PEDICULOSIS TREATMENT AND EDUCATION



## 2017 Program Detail

## Social Services - Social Assistance

### Purpose:

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

### Description of Program Activities:

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

### Description of Program Resources:

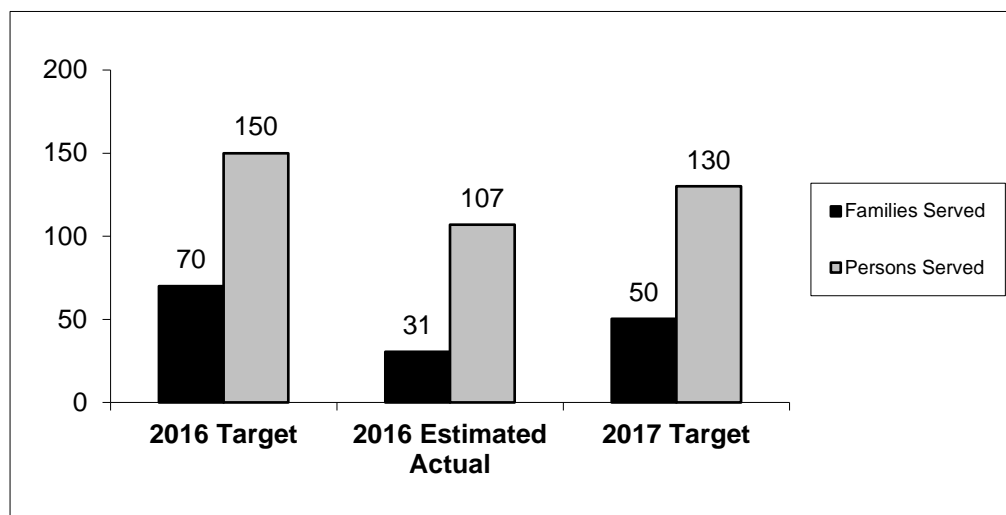
- ◆ Services provided via a contract with a community agency.

### Performance Measurements:

- ◆ Number of families and individuals served.

### Performance Data:

#### Number of Families and Individuals Served



**PROGRAM 5  
PEDICULOSIS TREATMENT AND EDUCATION**



**2017 Program Detail**

**Social Services - Social Assistance**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Materials & Services	10	21	21	-	21
<b>Net Program Expenses</b>	<b>10</b>	<b>21</b>	<b>21</b>	<b>-</b>	<b>21</b>



**2017 Program Detail**

**Social Services - Social Assistance**

**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).

**Performance Measurements:**

- ◆ Average annual burial cost
- ◆ Number of burials



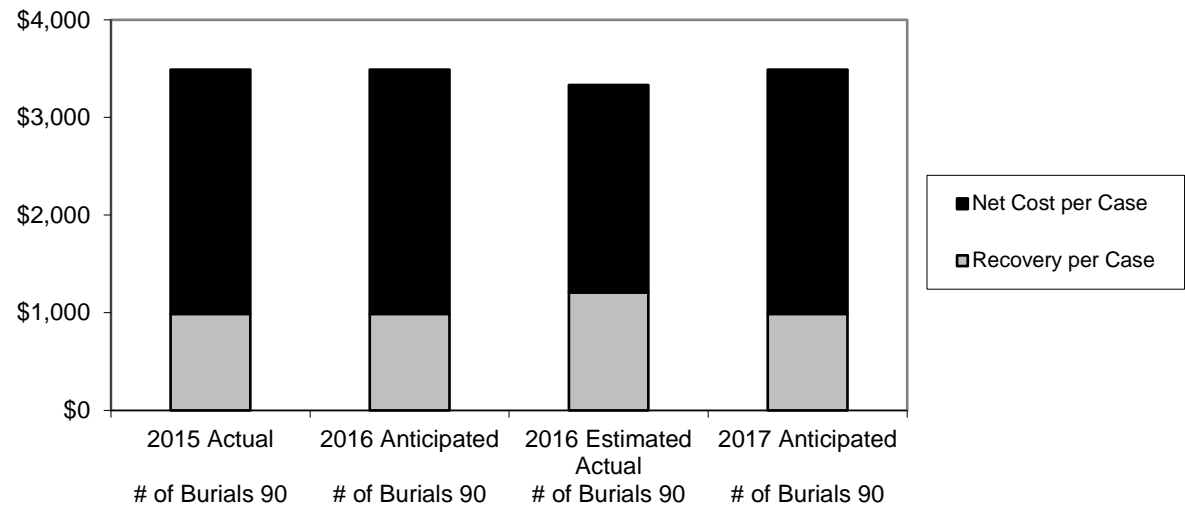


**2017 Program Detail**

**Social Services - Social Assistance**

**Performance Data:**

**Average Annual Burial Cost**



**PROGRAM 6  
FUNERALS AND BURIALS**



**2017 Program Detail**

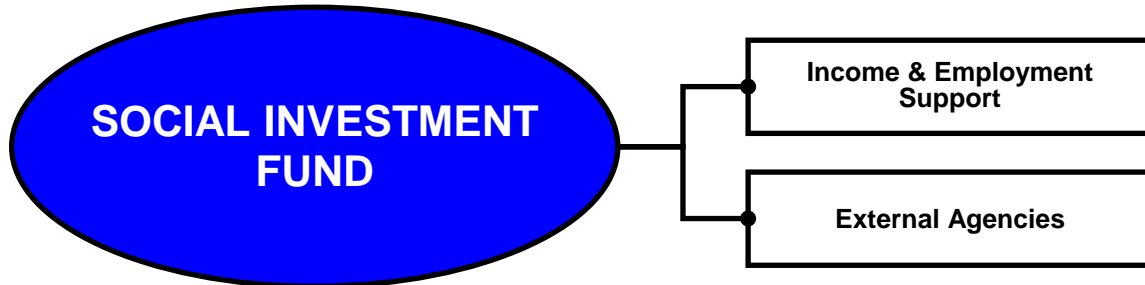
**Social Services - Social Assistance**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Client Benefit Expenses	300	314	314	-	314
<b>Total Expenses</b>	<b>300</b>	<b>314</b>	<b>314</b>	<b>-</b>	<b>314</b>
<b>Revenues</b>					
Sundry Revenue	(109)	(89)	(89)	-	(89)
<b>Total Revenues</b>	<b>(109)</b>	<b>(89)</b>	<b>(89)</b>	<b>-</b>	<b>(89)</b>
<b>Net Program Expenses</b>	<b>191</b>	<b>225</b>	<b>225</b>	<b>-</b>	<b>225</b>



2017 Program Detail

Social Services - Social Assistance



**Purpose:**

- ◆ To help prevent and reduce the depth of child poverty.
- ◆ To support attachment to the work force.
- ◆ To invest in the social infrastructure of the communities of Durham Region.

**Description of Program Activities:**

- ◆ This program is funded from "estimated savings" from Ontario Works program rate restructuring as a result of the Ontario Child Benefit.
- ◆ The Province expects the municipality's portion of these savings to be reinvested in programs and activities which benefit children and low income families.
- ◆ **Income and Employment Support** - to fund health related items including dental care, work related transportation costs, access to municipal recreation programs, and other services to meet community development needs around poverty reduction and Healthy Neighbourhood initiatives.
- ◆ **External Agencies** - Durham Child Nutrition Program, Rose of Durham, Pre & Post Natal Nutrition Program, Feed the Need in Durham, Brain Injury Association of Durham, Girls Inc. and Durham Mental Health Services have received funds in prior years.

**Description of Program Resources:**

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



**2017 Program Detail**

**Social Services - Social Assistance**

**Performance Measurements:**

- ◆ The number of persons assisted.

**Performance Data:**

**Number of Persons Assisted**

<b>Agency/Department</b>	<b>2015 Actual</b>	<b>2016 Target</b>	<b>2016 Estimated Actual</b>	<b>2017 Target</b>
Income & Employment Support	8,759	12,000	14,345	19,900
Durham Child Nutrition Program	70,585	70,000	60,000	60,000
Girls Inc.	7,612	7,000	2,608	3,500
Rose of Durham	6,924	6,500	3,382	4,800
Feed the Need in Durham	14,550	12,000	51,531	69,800
Brain Injury Association of Durham	49	60	46	60
Distress Centre Durham	2,700	3,000	4,280	5,800
<b>Total:</b>	<b>111,179</b>	<b>110,560</b>	<b>136,192</b>	<b>163,860</b>

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

<b><u>External Agencies</u></b>	<b>2016 Agency Allocations</b>	<b>2017 Agency Allocations</b>
<b>Rose of Durham - Durham Child Nutrition Program</b>	<b>\$103,250</b>	<b>\$103,250</b>
<b>Girls Inc.</b>	<b>\$40,000</b>	<b>\$35,000</b>
<b>Distress Centre Durham</b>	<b>\$40,000</b>	<b>\$40,000</b>
<b>Rose of Durham</b>	<b>\$30,000</b>	<b>\$30,000</b>
<b>Brain Injury Association of Durham</b>	<b>\$50,750</b>	<b>\$50,750</b>
<b>Feed the Need in Durham</b>	<b>\$40,000</b>	<b>\$38,000</b>
<b>YWCA - TEAM Clarington Project</b>	<b>\$12,000</b>	<b>\$0</b>
<b>DRIVEN</b>	<b>\$40,070</b>	<b>\$0</b>
	<b>\$356,070</b>	<b>\$297,000</b>

\* Subject to an annual report to Regional Council.

**PROGRAM 7  
SOCIAL INVESTMENT FUND**



**2017 Program Detail**

**Social Services - Social Assistance**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Materials & Services	268	467	467	100	567
Client Benefit Expenses	399	260	260	-	260
Contracted Services	356	297	297	-	297
<b>Net Program Expenses</b>	<b>1,023</b>	<b>1,024</b>	<b>1,024</b>	<b>100</b>	<b>1,124</b>

## TANGIBLE CAPITAL ASSETS - NEW



### 2017 Program Detail

### Social Services - Social Assistance

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Ontario Works Program Delivery - Program 1</u></b>			
1 Tablets	8	1,500	12,000
2 Security Pass Card Lock - Resource Centre	1	25,000	25,000
3 Furniture (credenzas, window blinds, workshop tables, white boards, staff lounge tables/chairs)	1	21,000	21,000
4 Workstation for Resource Room	1	5,000	5,000
			<b>63,000</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2017 Program Detail

### Social Services - Social Assistance

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Ontario Works Program Delivery - Program 1</u></b>			
1 Desktop Computer (Includes Monitor)	168	950	159,600
2 Laptop Computers	9	1,500	13,500
3 Furniture replacements for Front Counter	1	30,000	30,000
4 Furniture replacements (Ajax Location, replacement of old workstations, furniture, etc.)	1	165,000	165,000
			<b>368,100</b>

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**CHILDREN’S SERVICES**

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2017 Business Plan

Social Services - Children's Services

Major Services & Activities

Directly Operated

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

Purchase of Services

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

Behaviour Management

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

General Operating

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

Administration

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

Community Planning

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

Wage Enhancement

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



**2017 Business Plan**

**Social Services -  
Children's Services**

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

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Children's Services

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Children's Services

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Children's Services

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

#### Summary of Increase (Decrease)

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

#### Summary of Base Budget Changes

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Purchased Fee Subsidy Spaces

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

#### Directly Operated Spaces

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

#### Administration

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

#### Special Purpose - Projects

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Wage Enhancement

- |  |         |
|--|---------|
| ♦ New Position: 1 Program Manager, effective July 1, 2017, to support increasing number of staff required to implement Provincial Wage Enhancement Program. (Annualized cost is \$123k). | 62      |
| ♦ New Position: 1 Clerk 2, effective July 1, 2017, to support documentation and administration of service agency contracts. (Annualized cost is \$75k)                                   | 38      |
| ♦ Position Transfer: 0.5 Program Manager from Administration to reflect portion of staff time dedicated to the program.  | 74      |
| ♦ Position Transfer: 1 Financial Analyst 2 from Administration to service program requirements.  | 97      |
| ♦ Reallocation of Part-time Salary and Benefits from Administration to reflect program demands.  | 84      |
| ♦ Eliminate Payroll Recovery charge from Administration as a result of position transfers and new positions as noted above.  | (355)   |
| ♦ Increase to Contracted Services, consistent with the government's ongoing commitment to support wage enhancement in the licensed Child Care sector.                                    | 1,257   |
| ♦ Increase to Provincial Subsidy based on announcement within the Service Agreement Allocations for 2017, to offset Contracted Services cost noted above.                                | (1,257) |
|  | -       |

#### Ontario Early Years Child and Family Centres

- |  |       |
|--|-------|
| ♦ Position Transfer: 0.25 Directly Operated Manager from Administration to service program requirements.                                 | 37    |
| ♦ Position Transfer: 0.25 Secretary from Administration to service program requirements.   | 21    |
| ♦ Operating costs for new program: Education & Training (\$10k); Communications (\$9k); Supplies (\$30k); and Professional Fees (\$25k). | 74    |
| ♦ One-time Provincial Subsidy for implementation of new Ontario Early Years Child and Family Centres.                                    | (132) |
|  | -     |

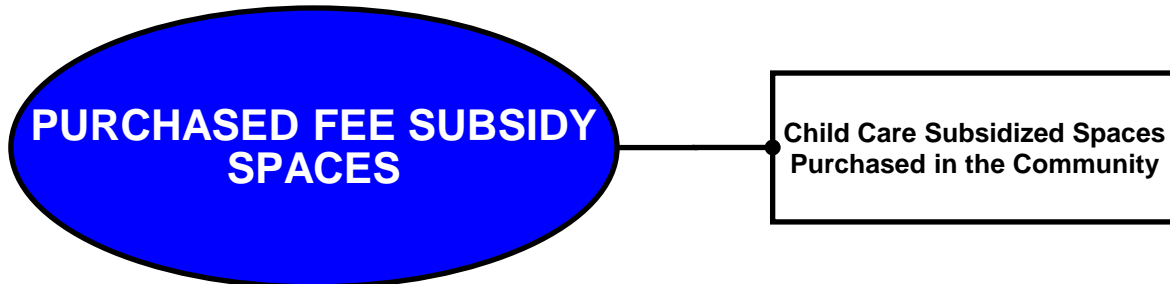
**Total Program Changes** (6)

# PROGRAM 1 PURCHASED FEE SUBSIDY SPACES



## 2017 Program Detail

## Social Services - Children's Services



Note: As of October 2016 there were 263 total licensed child care sites, as well as 4 home child care agencies and 3 Recreation providers in Durham. Fee Subsidy services are available at 245 sites (including home child care and recreation providers).

### Purpose:

- ◆ To provide eligible parents with subsidy for quality child care to support employment, education or a recognized need.
- ◆ To enter into Purchase of Service Agreements with licensed child care operators to facilitate placement of children, allowing for parental choice.
- ◆ To reduce the financial impact on income support programs through effective financial management and encouraging employment and supporting educational upgrading.

### Description of Program Activities:

#### Fee Subsidy Spaces Program

- ◆ Manage and operate the Fee Subsidy system for Durham Region.
- ◆ Ensure compliance with regulations under the Child Care and Early Years Act, 2014.
- ◆ Interview and assess eligibility of more than 4,000 fee subsidy applications annually.
- ◆ Process monthly payments to operators for services provided.
- ◆ Monitor monthly spending patterns against pre-determined targets.
- ◆ Administer subsidized child care spaces and placement priorities.
- ◆ Manage subsidy wait list which was 3,050 children as of December 2016.
- ◆ Manage the appeal process for subsidy eligibility.
- ◆ Assess overpayments on client files where subsidy was issued that clients were not entitled to.
- ◆ Provide reports to the Ministry of Education detailing service targets and year to date spending. Any variances are identified and explained.
- ◆ Ensure programs meet Provincial targets.
- ◆ Measure consumer/parent satisfaction.
- ◆ Offer placement options for parents of centre-based care, home child care and/or recreation programs.





**2017 Program Detail**

**Social Services -  
Children's Services**

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

**Program Management and Quality Assurance:**

- ◆ Approve and manage Purchase of Service Agreements with child care providers to meet the diverse needs of Durham's population.
- ◆ Monitor program quality using Durham Region's Operating Criteria by conducting quality assurance site inspections. Minimum of two site visits annually to approximately 245 active sites.
- ◆ Assess program quality for sites applying for a Purchase of Service Agreement.
- ◆ Manage process of requests for fee increases from operators.
- ◆ Monitor Serious Occurrence reporting requirements.
- ◆ Provide support/direction to all licensed child care sites, agencies and programs on such topics as Board Development, recruitment and staff retention.
- ◆ Manage a complaint process for the community (parents and operators).

**Community:**

- ◆ Produce and maintain a current listing (Child Care Services Guide) of all licensed child care sites in Durham to provide information to families and the child care community.
- ◆ Provide child care information to Durham Region residents via telephone, website and the publication of the Child Care Services Guide.
- ◆ Actively participate in numerous community committees involving child care issues.
- ◆ Participate in community events such as displays, workshops, and conferences.

**Description of Program Resources:**

- ◆ Staff positions are included in Administration (Program 8).

**Performance Measurements:**

- ◆ Average Full Day Cost per Child (Licensed Care)
- ◆ Average Annual Cost per Space (Licensed Care)
- ◆ Number of Children Waiting for a Subsidized Placement

**PROGRAM 1  
PURCHASED FEE SUBSIDY SPACES**

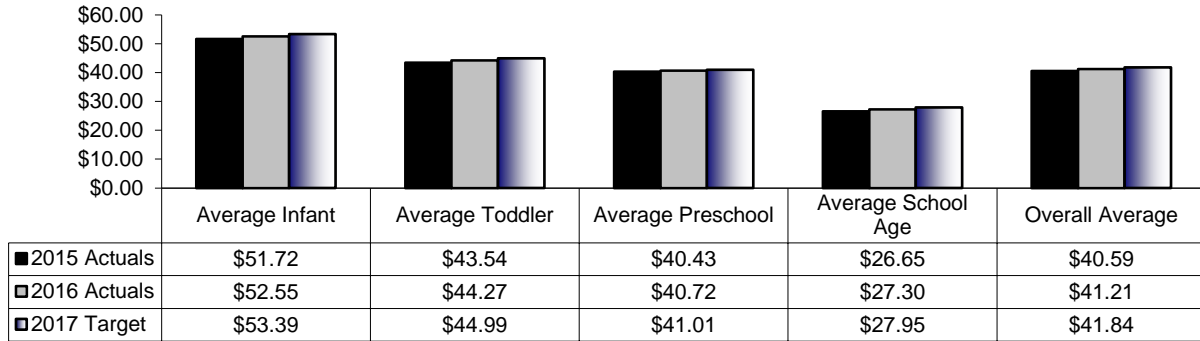


**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**

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



Source: Based on average expenditures per age group in 2016.

**PROGRAM 1  
PURCHASED FEE SUBSIDY SPACES**

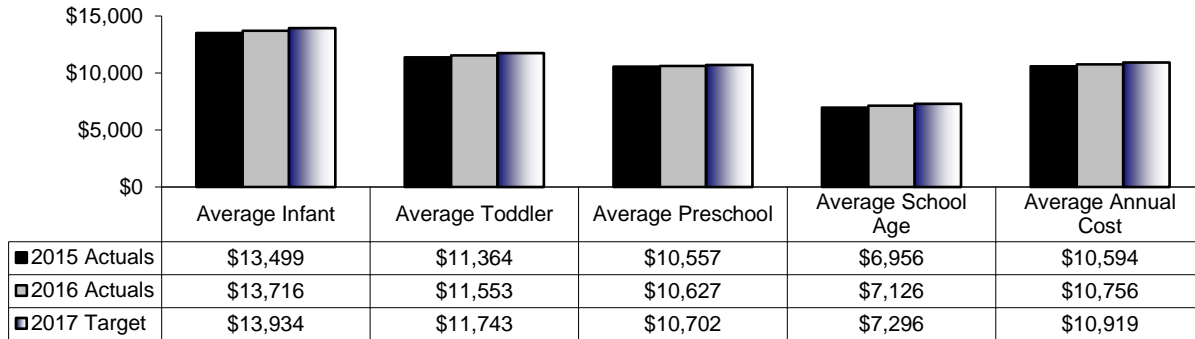


**2017 Program Detail**

**Social Services -  
Children's Services**

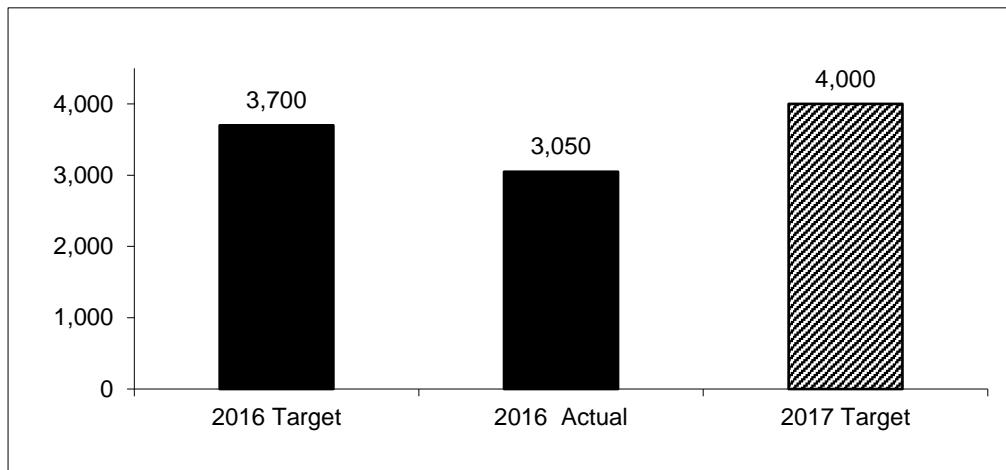
**Performance Data (continued):**

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



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

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



Note: 2016 actual number of children on waitlist as of December 2016.

**PROGRAM 1  
PURCHASED FEE SUBSIDY SPACES**



**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**General Information**

Number of Licensed Child Care Centres  
 Number of Licensed Home Child Care Agencies  
 Number of Fee Subsidy Child Care sites with Service Agreements  
 Number of Fee Subsidy Recreation sites with Service Agreements  
 Licensed Capacity of all Child Care Centres in Durham  
 Licensed Capacity of Fee Subsidy sites  
 Number of Fee Subsidy Infant Sites  
 Number of Fee Subsidy Toddler Sites  
 Number of Fee Subsidy Preschool Sites  
 Number of Fee Subsidy Kindergarten Sites  
 Number of Fee Subsidy School Aged Sites  
 Average Number of Operating Days per year  
 Number of Quality Assurance Inspections Conducted  
 Number of Full Day Kindergarten (FDK) School Sites  
 Number of FDK - Before/After Sites

<b>2017 Target</b>	<b>2016 Estimated Actual</b>	<b>2016 Target</b>
270	263	255
4	4	4
245	237	245
4	4	3
22,800	22,426	22,000
21,000	20,841	20,000
68	67	62
131	130	114
158	157	147
182	178	175
210	206	209
260	260	261
490	460	490
179	178	179
144	143	140

**PROGRAM 1  
PURCHASED FEE SUBSIDY SPACES**



**2017 Program Detail**

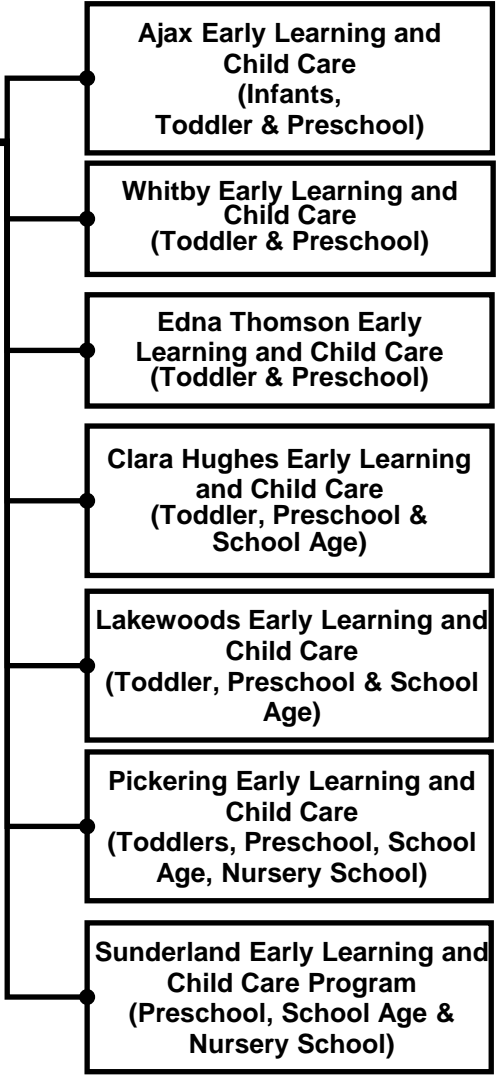
**Social Services -  
Children's Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contracted Services	19,347	19,155	19,155	500	19,655
<b>Total Expenses</b>	<b>19,347</b>	<b>19,155</b>	<b>19,155</b>	<b>500</b>	<b>19,655</b>
<b>Revenues</b>					
Provincial Subsidy	(17,104)	(17,104)	(17,104)	(500)	(17,604)
<b>Total Revenues</b>	<b>(17,104)</b>	<b>(17,104)</b>	<b>(17,104)</b>	<b>(500)</b>	<b>(17,604)</b>
<b>Net Program Expenses</b>	<b>2,243</b>	<b>2,051</b>	<b>2,051</b>	<b>-</b>	<b>2,051</b>



**2017 Program Detail**

**Social Services -  
Children's Services**



**Purpose:**

- ◆ To provide quality child care and early learning programs which supports parents; including low income earners and full fee parents who are working and/or upgrading their education.
- ◆ To be a leader within the child care community with regard to the provision of child care, including participating on community committees, to improve the image and public awareness of the Region's services.
- ◆ To model quality child care programming to be used as the benchmark for purchase of service.

**Description of Program Activities:**

- ◆ This is a Core Service Program that is subject to Provincial Legislation.
- ◆ The Region has had directly operated Child Care Programs since its creation in 1974. Prior to this, they were operated by local Municipalities.
- ◆ Operates 7 Early Learning and Child Care Centres located in Pickering, Ajax, Whitby, Oshawa (2), Clarington; and Sunderland serving over 300 infants, toddlers, preschool and school aged children, many of whom are hard to serve, due to their individual needs.
- ◆ Operates two Nursery Schools within centres.
- ◆ Accommodates the particular requirements of children with special needs including Ministry required Individual Support Plans. In 2016, 26 children with Special Needs and 42 children with Particular Needs were served.
- ◆ Management staff conduct analysis of program budgets and quality assurance inspections.
- ◆ Staff participate in ongoing training to maintain and/or upgrade skills.
- ◆ Programs monitored by management staff using Durham Region Operating Criteria.
- ◆ Evaluation of the Child Care system is incorporated in Durham's Child Care Service Management Plan.
- ◆ Program is ultimately measured by the consumer. Parent satisfaction - annual questionnaires are circulated and a suggestion box is available at all times, in all locations.
- ◆ License issued by the Ministry signifies requirements of the Child Care and Early Years Act 2014 (CCEYA) are met.
- ◆ Other inspections include fire, health, and an independent playground inspection.
- ◆ All Early Childhood Educators are required to be registered with the College of Early Childhood Educators to protect the public interest and abide by the College's "Code of Ethics and Standards of Practice" established February 28, 2011.



**2017 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Resources:**

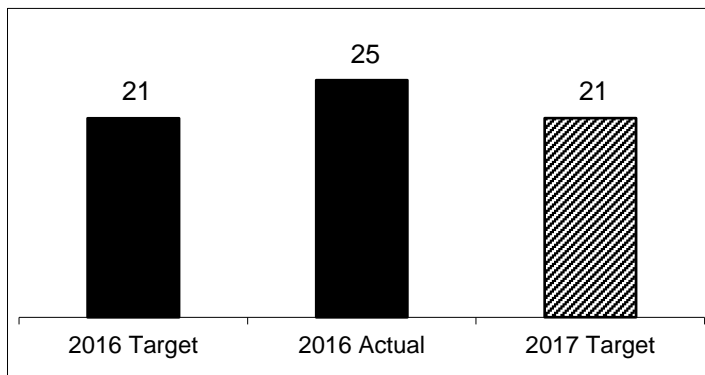
- ♦ 2017 Full Time Staff = 49
- 2016 Full Time Staff = 49

**Performance Measurements:**

- ♦ Average Number of Hours of Professional Development per Staff
- ♦ Stability of Staffing Child Care Centres
- ♦ Quality Assurance Measure - Durham Region Operating Criteria (DROC)
- ♦ Annual Parent Satisfaction Survey
- ♦ Nipissing District Development Screen (NDDS) Checklist Completed
- ♦ General Information

**Performance Data:**

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



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



**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Stability of Staffing - Child Care Centres**

Notes: The Mustard and McCain Early Years Study 2000 identifies the importance of stable, long term, well educated staff to ensure a quality early childhood setting. The Region has a very low turnover of staff with many employees having long service. We anticipate a number of retirements over the next 5 years. The numbers shown here include part time temporary staff and on-call staff. Many on-call staff have also been with the Region for several years.

**Years of Service:**

	<b>2015 Actual</b>	<b>2016 Actual</b>
<b>0-5 yrs</b>	11	36
<b>6-10 yrs</b>	8	7
<b>11-15 yrs</b>	14	10
<b>16-20 yrs</b>	13	9
<b>21-25 yrs</b>	12	8
<b>26 +</b>	5	8





**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Quality Assurance Measure - Durham Region Operating Criteria (DROC)**

**Durham Region Operating Criteria**

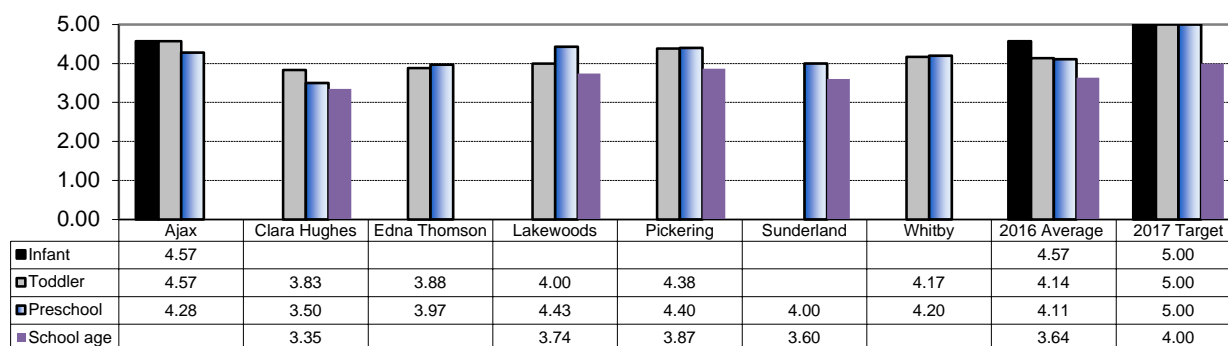
The Durham Region Operating Criteria is designed to provide information regarding areas of strength and growth in the child care and early learning setting. Research in the area of early learning indicates that there are six key elements that are essential for a high-quality child care program, including:

1. Sound management practices
2. Training, experience and stability of educators
3. Group size: ratio of children to educators
4. Family involvement in the program
5. Health and safety standards of the physical facility
6. Program content and development

These multi-dimensional requirements are key components in the Early Learning and Care Assessment for Quality Improvement measure included in the Durham Region Operating Criteria (DROC). Durham Region Quality Assurance Program Managers inspect all 7 of Durham Region ELCC programs. DROC inspection reports are presented at each inspection visit and provide an opportunity for discussion and improvement in quality. The DROC also serves as a self-evaluation and planning tool for child care operators, supervisors and front-line staff.

Note: The highest score is a 5.00 in the Infant, Toddler and Preschool programs and a 4.00 in School Age programs. An average score of a 3.00 is considered meeting expectations whereas an average score above a 3.00 is considered exceeding expectations. Clara Hughes ELCC, Sunderland ELCC and Lakewoods school age program are operated in facilities not owned or maintained by the Region of Durham and therefore, there is less control over the physical environment.

**DROC - 2016 Scores and Targets for 2017**



Note: Rating scales are based on age groups. Not all the centres have each age group.

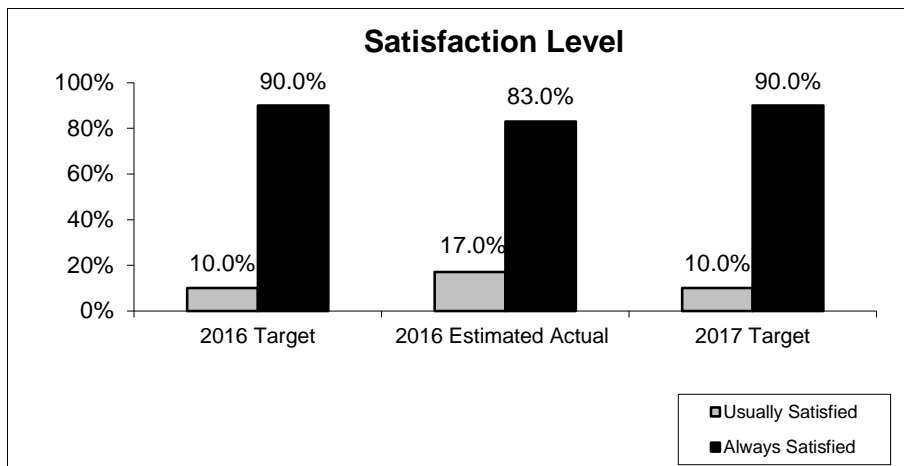
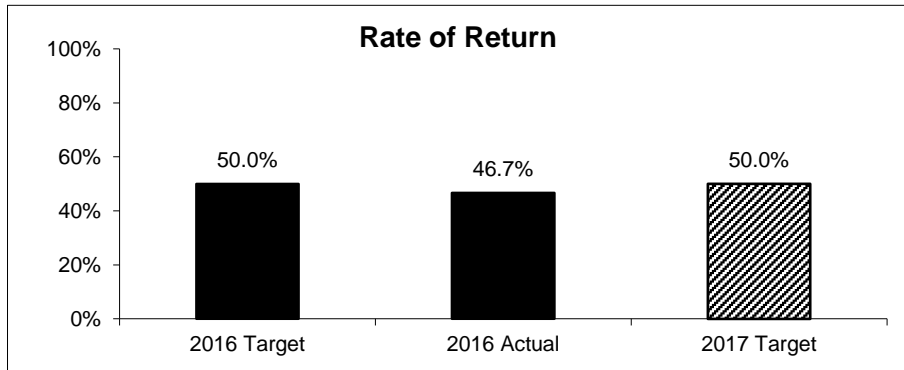


**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Annual Parent Satisfaction Survey**





**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Nipissing District Developmental Screen (NDDS) Checklist Completed**

Child Care Centre	# Nipissing District Developmental Screen Checklist Completed 2016 Actual
Ajax ELCC	76
Edna Thomson ELCC	82
Clara Hughes ELCC	85
Lakewoods ELCC	65
Pickering ELCC	84
Whitby ELCC	82
Sunderland ELCC	24

The Nipissing District Developmental Screen is a developmental checklist that follows a child from one month of age to six years. The checklist is completed for each child upon entry into the ELCCs and updated as children make developmental gains. New checklists are initiated as children transition through developmental age categories. NDDS is a tool staff use to not only track development but also to be able to plan and implement learning activities in the programs to support the individual needs of all children. Parents are engaged and encouraged to provide input into their child's screening tool which gives the educators an opportunity to get the best picture of a child's developmental progress.

Note: This applies to children not in school.

**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Directly Operated Centres - General Information**

Number of Licensed Child Care Programs  
 Number of Licensed Nursery School Programs  
 Licensed Capacity of Child Care Centres (# Full Time children)  
 Operating Capacity of Child Care Centres  
 Licensed Capacity of Nursery School Programs  
 Number of Infant Spaces  
 Number of Toddler Spaces  
 Number of Preschool Spaces (Centres only)  
 Number of School Aged Spaces  
 Number of Children with Diagnosed Special Needs  
 Number of Children with Particular Needs  
 Average Number of Children with Special or Particular Needs / Centre  
 Number of Centre-Based Operating Days  
 Full Day Child Care Fees - Infant  
 Annual Revenue Infant  
 Full Day Child Care Fees - Toddler  
 Annual Revenue Toddlers Full Day Space  
 Full Day Child Care Fees - Preschool  
 Annual Revenue Preschooler Full Day Space  
 Full Day Child Care Fees - School Aged  
 Annual Revenue  
 School Board Before/After School Spaces Revenue per Day  
 Annual Revenue  
 Student Placements

2016 Actual	2017 Target
7	7
2	2
447	447
337	337
30	30
6	6
70	70
182	182
118	118
26	26
42	42
6	6
260	260
\$51.00	\$51.50
\$13,260	\$13,390
\$45.50	\$46.00
\$11,830	\$11,960
\$42.50	\$43.00
\$11,050	\$11,180
\$40.50	\$41.00
\$10,530	\$10,660
\$25.50	\$26.00
\$6,630	\$6,760
47	47

**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2017 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	6,637	6,666	6,895	27	6,922
Personnel Related	5	6	6	-	6
Communications	12	21	21	-	21
Supplies	97	101	101	-	101
Food	19	17	18	-	18
Utilities	68	69	74	-	74
Medical Care	4	4	4	-	4
Materials & Services	120	114	113	-	113
Buildings & Grounds Operations	120	126	126	-	126
Professional Services	7	27	2	-	2
Contracted Services	105	117	107	-	107
Leased Facilities Expenses	25	24	26	-	26
Bad Debt Expenses	9	-	-	-	-
Insurance	20	20	20	-	20
Major Repairs & Renovations	90	98	-	-	-
<b>Operating Expenses Subtotal</b>	<b>7,338</b>	<b>7,410</b>	<b>7,513</b>	<b>27</b>	<b>7,540</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Hillsdale Terraces Charge	325	325	334	-	334
Works-Facilities Management Charge	69	82	82	-	82
Recovery - Children Services	(332)	(332)	(332)	-	(332)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>62</b>	<b>75</b>	<b>84</b>	<b>-</b>	<b>84</b>
<b>Gross Operating Expenses</b>	<b>7,400</b>	<b>7,485</b>	<b>7,597</b>	<b>27</b>	<b>7,624</b>
<b>Tangible Capital Assets</b>					
Replacement	31	31	31	-	31
<b>Total Tangible Capital Assets</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>-</b>	<b>31</b>
<b>Total Expenses</b>	<b>7,431</b>	<b>7,516</b>	<b>7,628</b>	<b>27</b>	<b>7,655</b>

**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2017 Program Detail**

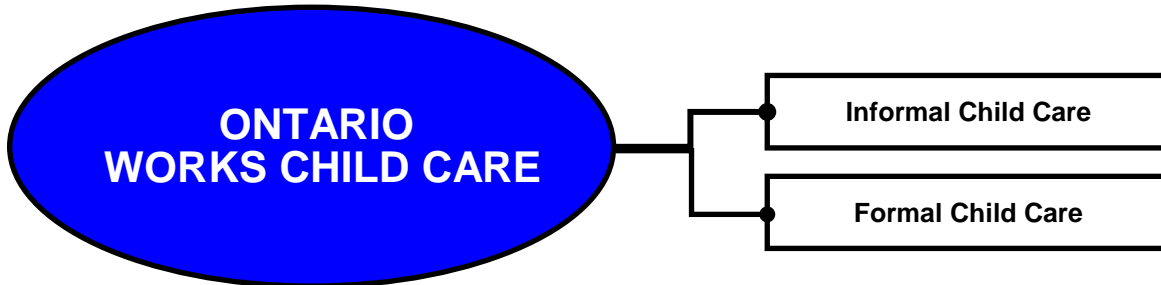
**Social Services -  
Children's Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Provincial Subsidy	(4,307)	(4,307)	(4,307)	-	(4,307)
Fees & Service Charges	(1,100)	(1,020)	(1,020)	(31)	(1,051)
Provincial Contribution One- Time	(25)	(25)	-	-	-
<b>Total Revenues</b>	<b>(5,432)</b>	<b>(5,352)</b>	<b>(5,327)</b>	<b>(31)</b>	<b>(5,358)</b>
<b>Net Program Expenses</b>	<b>1,999</b>	<b>2,164</b>	<b>2,301</b>	<b>(4)</b>	<b>2,297</b>



2017 Program Detail

Social Services -  
Children's Services



**Purpose:**

- ◆ To provide subsidy for quality child care to eligible Ontario Works recipients to support their participation requirements.

**Description of Program Activities:**

- ◆ Provide subsidized placements for children when the family is in receipt of Ontario Works.
- ◆ Ensure families have a completed participation agreement which may include employment supports, job search, self-employment program and employment placements and/or community placement.
- ◆ Work collaboratively with the Income and Employment Support Division to achieve the best possible service for mutual clients.
- ◆ Manage subsidy for licensed and informal child care placements.
- ◆ Process monthly payments to operators and families.
- ◆ Provide information to parents to ensure quality child care is chosen when seeking an informal provider.
- ◆ Monitor monthly spending.
- ◆ Measure customer satisfaction.
- ◆ Provide reports to the Ministry, detailing service targets and year to date spending. Identify and explain variances.

**Description of Program Resources:**

- ◆ Staff positions are included in Administration (Program 8).

**Performance Measurements:**

- ◆ Number of Children Served under Ontario Works Child Care Program

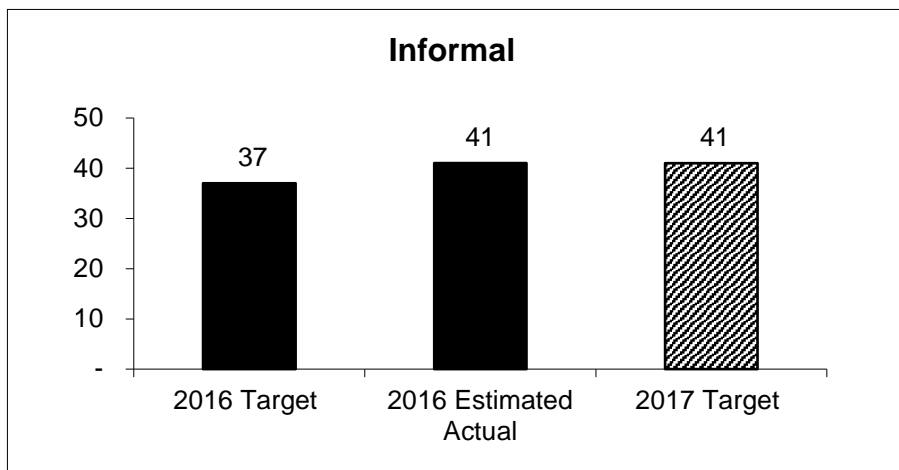
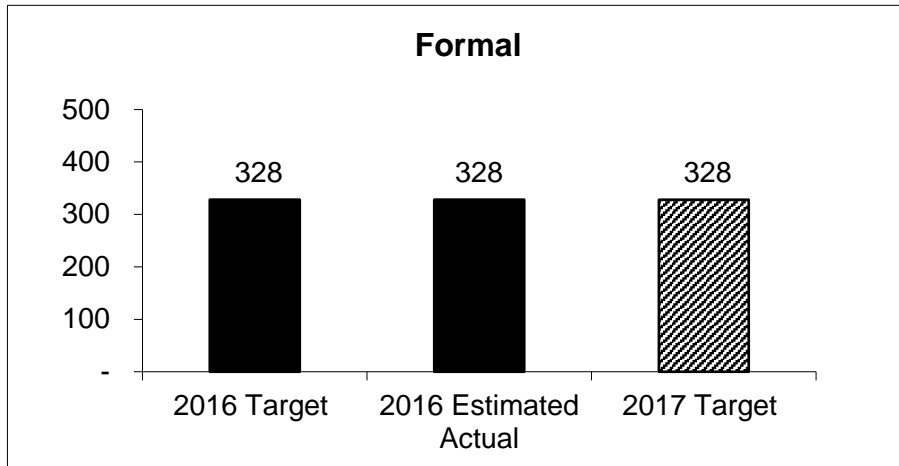


2017 Program Detail

Social Services -  
Children's Services

Performance Data:

Number of Children Served under Ontario Works Child Care Program



Note: There is an increased requirement to fund licensed (formal) care over unlicensed (informal) care, however in 2016 there was a small increase in the number of parents requiring unlicensed services.



**PROGRAM 3  
ONTARIO WORKS CHILD CARE**



**2017 Program Detail**

**Social Services -  
Children's Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contracted Services	1,122	1,200	1,200	-	1,200
<b>Total Expenses</b>	<b>1,122</b>	<b>1,200</b>	<b>1,200</b>	<b>-</b>	<b>1,200</b>
<b>Revenues</b>					
Provincial Subsidy	(927)	(927)	(927)	-	(927)
<b>Total Revenues</b>	<b>(927)</b>	<b>(927)</b>	<b>(927)</b>	<b>-</b>	<b>(927)</b>
<b>Net Program Expenses</b>	<b>195</b>	<b>273</b>	<b>273</b>	<b>-</b>	<b>273</b>



## **2017 Program Detail**

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

### **Purpose:**

- ◆ To provide short term informal child care funding, for eligible families who are unable to access licensed child care whereby promoting attachment to the work force and helping to alleviate the depth of child poverty.

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

- ◆ Support families in crisis and those unable to access Ontario Works or other fee subsidy funding.
- ◆ Provide short term child care subsidy to families in the informal sector as required.
- ◆ Work with the community to maximize use of available funds as per the Child Care Service Management plan, considering the changing needs of the community and legislation.
- ◆ Monitor and evaluate budget expenditures.
- ◆ Provide information to families on quality child care.
- ◆ Seek and use Community feedback.
- ◆ Measure customer satisfaction.

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

- ◆ No staff are assigned to this program.

### **Performance Measurements:**

- ◆ Annual Social Investment Funding Allocations.

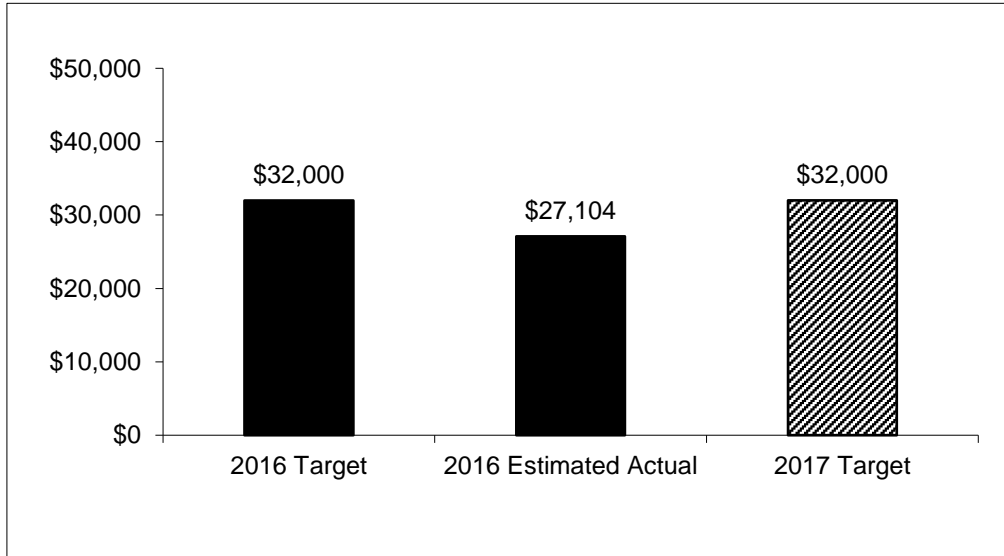


**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**

**Annual Social Investment Funding Allocations**



**PROGRAM 4  
SOCIAL INVESTMENT FUND**



**2017 Program Detail**

**Social Services -  
Children's Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contracted Services	27	32	32	-	32
<b>Net Program Expenses</b>	<b>27</b>	<b>32</b>	<b>32</b>	<b>-</b>	<b>32</b>



**2017 Program Detail**

**Social Services -  
Children's Services**

**Purpose:**

- ◆ To purchase support, including services of resource teachers for children with special needs in licensed child care and licensed home child care programs.
- ◆ To flow program operating funds to the four Special Needs Resourcing (SNR) programs:
  1. Resources for Exceptional Children and Youth (RFECY)
  2. Grandview Children's Centre, Preschool Outreach Program (POP)
  3. Preschool Outreach Program
  4. The Surrey Place Centre
  5. Durham Behavior Management Services (Program 6)
- ◆ To provide services for 2,400 children and fund 80 Full Time Equivalent staff to fulfill services.
- ◆ To purchase specialized toys and equipment in support of an individual child's program plan.

**Description of Program Activities:**

- ◆ This program, downloaded by the Province, is a mandatory program.
- ◆ Special Needs Resource Agencies support child care services in assessing children with special needs, in preparing individual program plans for the children, and in providing support to the child's regular caregiver in developing and carrying out daily activities in accordance with these plans. SNR staff assist the individual child within the larger group and support group dynamics, SNR staff may work with several children in more than one location; they also work with parents to ensure a consistent expectation and approach for the child. Child care centres may also apply for funding to support enhanced staffing to allow for reduced ratios within a program.
- ◆ Maintain Service Agreements to flow program funds on a quarterly basis.
- ◆ Analyze annual operating budgets and approve funds for the year.
- ◆ Set and monitor service targets for each location.
- ◆ Identify any alternative funding sources available.
- ◆ Manage "Serious Occurrence" reporting process.
- ◆ Manage an internal review process to deal with concerns by parents, service providers or staff.
- ◆ Collect, analyze and roll-up statistics to the Ministry of Education as per their timelines.



**2017 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Resources:**

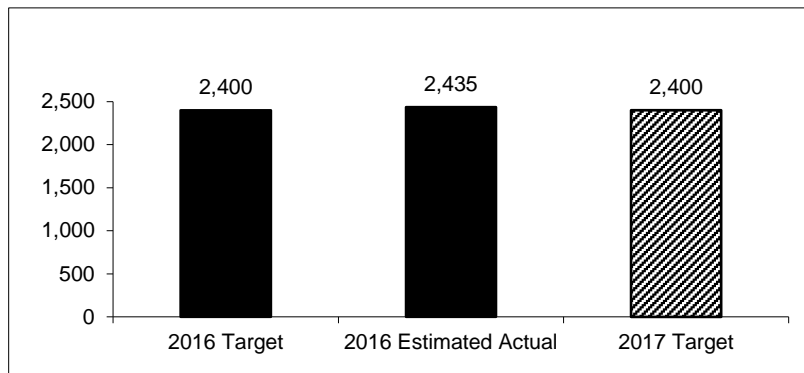
- ◆ Staff positions are included in Administration (Program 8).

**Performance Measurements:**

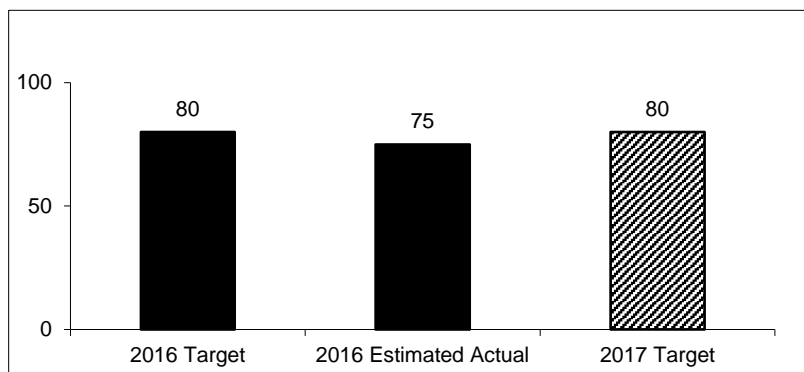
- ◆ Number of children served annually.
- ◆ Number of Full Time Employees funded annually.

**Performance Data:**

**Number of Children Served Annually**



**Number of Full Time Employees Funded Annually**



**PROGRAM 5  
SPECIAL NEEDS RESOURCING**



**2017 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contracted Services	3,786	3,786	3,686	-	3,686
<b>Total Expenses</b>	<b>3,786</b>	<b>3,786</b>	<b>3,686</b>	<b>-</b>	<b>3,686</b>
<b>Revenues</b>					
Provincial Subsidy	(3,307)	(3,307)	(3,307)	-	(3,307)
Provincial Contribution One-Time	(100)	(100)	-	-	-
<b>Total Revenues</b>	<b>(3,407)</b>	<b>(3,407)</b>	<b>(3,307)</b>	<b>-</b>	<b>(3,307)</b>
<b>Net Program Expenses</b>	<b>379</b>	<b>379</b>	<b>379</b>	<b>-</b>	<b>379</b>

**PROGRAM 5  
SPECIAL NEEDS RESOURCING**



**2017 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Gross Operating Expenses</b>					
General	2,195	2,195	2,136	-	2,136
ELCC PreSchool SNR Agencies	161	161	157	-	157
ELCD SNR Agency	1,430	1,430	1,393	-	1,393
<b>Gross Operating Expenses</b>	<b>3,786</b>	<b>3,786</b>	<b>3,686</b>	<b>-</b>	<b>3,686</b>
<b>Revenues</b>					
General	(1,845)	(1,845)	(1,787)	-	(1,787)
ELCC PreSchool SNR Agencies	(132)	(132)	(128)	-	(128)
ELCD SNR Agency	(1,430)	(1,430)	(1,392)	-	(1,392)
<b>Total Revenues</b>	<b>(3,407)</b>	<b>(3,407)</b>	<b>(3,307)</b>	<b>-</b>	<b>(3,307)</b>
<b>Net Program Expenses</b>	<b>379</b>	<b>379</b>	<b>379</b>	<b>-</b>	<b>379</b>

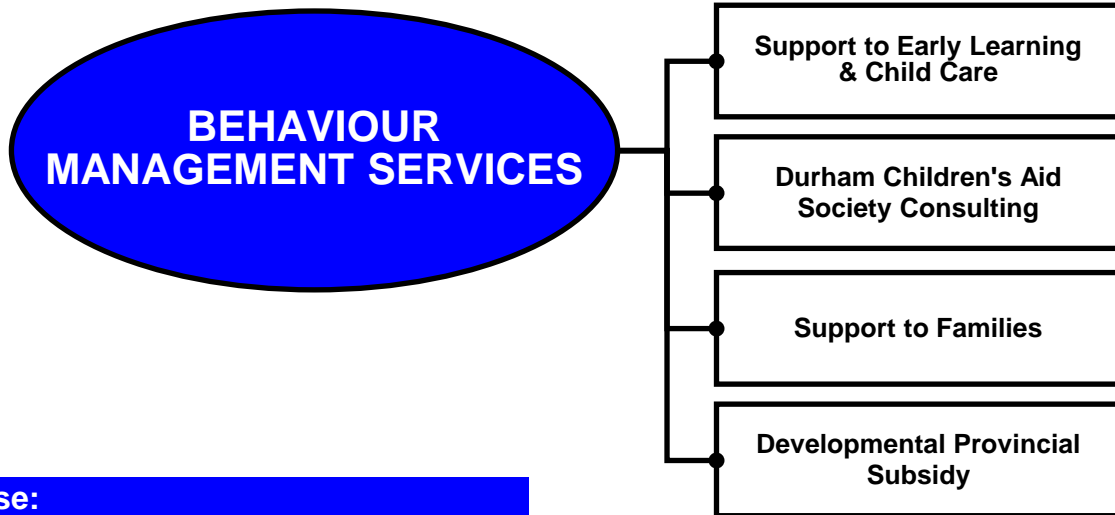


# PROGRAM 6 BEHAVIOUR MANAGEMENT SERVICES



## 2017 Program Details

## Social Services - Children's Services



### Purpose:

- ◆ To provide consultation to caregivers and parents in the child's natural environment, when they are experiencing difficulty managing child behaviour.
- ◆ To provide parents, early learning and child care professionals and community education/training in a standardized, organized and effective manner.
- ◆ To work in co-operation with other agencies to respond to identified needs and to plan for future service delivery through sound operations and management practices.
- ◆ To provide accessible consultation to parents and caregivers of children with special needs in a timely manner.
- ◆ To work in co-operation with Regional and Provincial governments to provide consultation services to parents and caregivers regarding Intensive Behaviour Consultation.

### **Durham Children's Aid Society (CAS) Consulting:**

- ◆ To provide behaviour consultation to Durham CAS foster, adoptive and kinship care parents when they are experiencing difficulty managing child behaviour and children are at risk of placement breakdown.
- ◆ To provide education and training programs to foster and adoptive parents and staff of Durham CAS.
- ◆ To work in cooperation with the Durham CAS to respond to identified needs and to plan for future service delivery.

## PROGRAM 6 BEHAVIOUR MANAGEMENT SERVICES



### 2017 Program Details

### Social Services - Children's Services

#### Description of Program Activities:

- ◆ Established in 1982, this is a directly operated core program that is funded through Special Needs Resourcing mandatory program dollars and Developmental Services dollars. Special Needs Resourcing is funded by the Province through the Ministry of Education, whereas Developmental Services is a 100 per cent Provincially funded program through the Ministry of Children and Youth Services. Durham Children's Aid Society provides 100 per cent funding for the cost of a consultant who works with their clients and staff.
- ◆ Over 1,200 individuals access the program annually. As of December 2016 there were more than 724 clients on the client list accessing various types of services including short-term levels of consultation, longer-term intensive levels of consultation, and education and training workshops.
- ◆ Over 135 child care providers have referred to the program as of December 2016 and more than 400 early learning and care professionals have attend 20 training sessions.
- ◆ This program will provide consultation to approximately 25 children in Durham CAS care annually.
- ◆ This program will provide two training workshops annually to foster and adoptive parents and additional training series to staff members of the Durham Children's Aid Society.
  
- ◆ **Caseload:**  
Consultants carry an active caseload on average of 15-25 children based on intensity of behavioural concerns, as well as providing parent and child care training groups. Activities involved in service provision include:
  - ◆ Visits to the child's child care setting, home and/or school (frequency ranges from weekly to monthly contacts, depending on needs of clients). During visits, behavioural observations are completed, caregivers are interviewed in order to assess the child's behaviour and monitor the effectiveness of behavioural interventions.
  - ◆ Based on assessment information, recommendations are developed, reviewed and discussed with caregivers.
  - ◆ Observation of the child in a child care setting, home and/or school.
  - ◆ Meetings and telephone contacts with other professionals regarding the child.
  - ◆ Preparation of resource material for children's programs.
  - ◆ Resource materials could include picture schedules, social teaching stories that address specific challenges the child is experiencing, reinforcement charts, anger management materials etc.
  - ◆ Clinical report writing based on evidence based practice.
  - ◆ Preparation and presentation of parent and child care staff training groups.
  - ◆ Children waiting for consultation in child care settings are monitored regularly and prioritized based on severity of concerns.
  - ◆ Provide general classroom consultation to child care centres.



**2017 Program Details**

**Social Services -  
Children's Services**

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

- ◆ **The following drop-in sessions have been offered:**
  - ◆ Ontario Early Years Centres of Durham (YMCA, YWCA)
  - ◆ Durham Region Child and Family Centre (Hubs)
  - ◆ Durham Farm and Rural Family Resource
  - ◆ Oshawa Community Health Centre
  - ◆ Ready, Set, Grow Check-ups
  - ◆ Welcome to Kindergarten program/school programs
  
- ◆ **Training for early learning and child care professionals:**
  - ◆ A six session Applied Behavioural Analysis (ABA) based training offered two times per year.
  - ◆ General classroom consultation for child care teachers throughout the year.
  - ◆ Workshop presentation at Durham Region Child Care Conference.
  
- ◆ **Training for Parents:**
  - ◆ Workshops and drop-ins are offered to parents on a regular basis throughout the year. Presentations cover topics as understanding children's behaviour, emotional regulation, encouraging cooperation, and non-compliance.
  - ◆ Workshop series are also offered including a series for parents of children with attention difficulties, and in collaboration with Durham Children's Aid Society (CAS), a series for foster and adoptive families.
  - ◆ Following each training workshop, parents have the opportunity to continue to access services from a Behaviour Consultant to assist with the implementation of concepts and strategies discussed at the training workshop.
  
- ◆ **Presentations for parents may include topics such as:**
  - ◆ Power of Reinforcement (two-part series)
  - ◆ Self Regulation, recognize feelings/regulate emotions (two-part series)
  - ◆ Distractible Child (four-part series)
  - ◆ "You can't make me do it" - helping your child with developmental disabilities manage transitions
  - ◆ Toilet Training for children with special needs
  
- ◆ **Presentations for Child Care and Early Learning may include topics such as:**
  - ◆ Reaching In/Reaching Out (RIRO)
  - ◆ Standing up to bullying
  - ◆ Zero to Sixty " Why is this child so angry"
  - ◆ Think, Act, Do
  - ◆ De-mystifying use of Applied Behavioural Analysis (ABA) in Early Learning settings (6-part series)



2017 Program Details

Social Services -  
Children's Services

Description of Program Activities (continued):

♦ **Professional Development:**

- ♦ Ongoing clinical consultation related to application of the Bio-Psycho-Social approach to developing interventions, and evidence-based practices (based on the principles of Applied Behavioural Analysis).
- ♦ Clinical circle/literature review.
- ♦ Ongoing alignment of education and training with the principles of How Does Learning Happen, Durham Region Operating Criteria and the Child Care and Early Years Act.

♦ **Computer Technology / Database Development:**

- ♦ Continued use of database and data analysis for planning purposes, program review, and outcome measurement.
- ♦ Increase, refine and develop access to information through use of the Internet.
- ♦ Continue to use current media based technology for presentations in parent groups.
- ♦ Maintain library database, and update current literature.

♦ **Administration:**

- ♦ Intake and service delivery processes adapted, updated and refined to meet the community needs.

♦ **Linkages with Other Regional Programs:**

- ♦ Participate with the Health Department's Coalition for Positive Discipline.
- ♦ Participate in the Innovation & Research Program.

♦ **Linkages with the Province:**

- ♦ Participation in the Durham Region Best Start Network and Durham's Strategic Planning Alliance (SPA).

♦ **Linkages with the Community:**

- ♦ Participation on the substance use in pregnancy and parenting coalition, Dual Diagnosis Committee.
- ♦ Collaboration with Durham Children's Aid Society to provide behavioural consultation, education, and training to foster parents and staff members of Durham Children's Aid Society.
- ♦ Participate on the Durham Region Best Start Network and Durham's SPA.
- ♦ Participate on the panel for the Child Abuse Review Committee - Durham Children's Aid Society, work in collaboration with community agencies in the provision of comprehensive support services for children and families across Durham Region including: Resources for Exceptional Children & Youth, Kinark Child and Family Services, Family Community Action Program, Infant and Child Development Services, Grandview Children's Centre, Durham Children's Aid Society, and Kerry's Place.



**2017 Program Details**

**Social Services -  
Children's Services**

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 15
- 2016 Full Time Staff = 15

**Performance Measurements:**

- ◆ Number of clients waiting for services as a percentage of total annual referrals
- ◆ Consultations & Provider Education Workshops

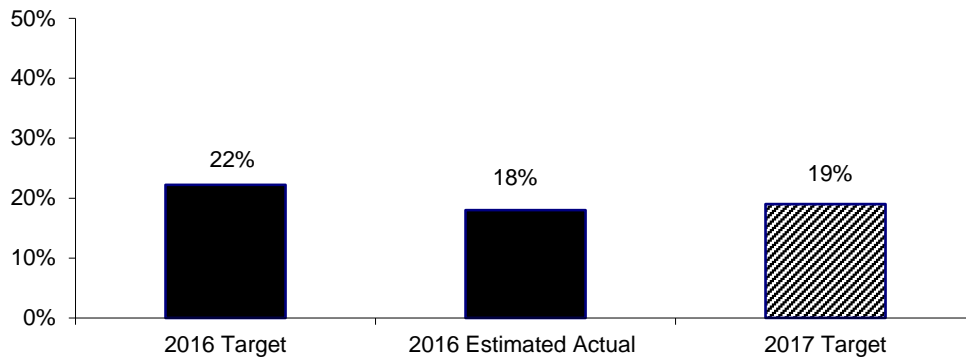


2017 Program Details

Social Services -  
Children's Services

Performance Data:

**Number of Clients Waiting for Service as a Percentage of Total Annual Referrals**



**Note:**

These wait list statistics reflect clients waiting for interim and/or longer-term intensive behaviour consultation and are shown as a percentage of the total annual referrals received by the program. Durham Behaviour Management Services continues to offer a variety of types and levels of services including workshops, and levels of shorter-term and longer-term behaviour consultation. This has increased access to services for clients of the program.

Over the past several years, the number of referrals to the program has increased. Due to the number and nature of referrals received in 2016, the number of clients requiring intensive levels of consultation is anticipated to be higher than previously estimated. The program will strive to maintain a wait list of approximately 20% or less of the annual number of referrals received by the program, and ensure that all clients on the wait list have ongoing access to levels of service while waiting.

**PROGRAM 6  
BEHAVIOUR MANAGEMENT SERVICES**



**2017 Program Details**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Consultation & Provider Education Workshops**

	<b>2016 Target</b>	<b>2016 Estimated Actuals</b>	<b>2017 Target</b>
Consultation	450	480	450
Goals Met at Discharge	90%	90%	90%
% of consultation surveys with a level of satisfaction	100%	98%	100%
# of Workshops	40	55	45
# of Participants	900	1,300	900
% of workshop surveys received indicating satisfaction	100%	98%	100%

**PROGRAM 6  
BEHAVIOUR MANAGEMENT SERVICES**



**2017 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,614	1,617	1,672	-	1,672
Personnel Related	23	23	23	-	23
Communications	16	14	14	-	14
Supplies	4	4	4	-	4
Professional Services	9	9	9	-	9
<b>Operating Expenses Subtotal</b>	<b>1,666</b>	<b>1,667</b>	<b>1,722</b>	<b>-</b>	<b>1,722</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Children Services Charge	10	10	10	-	10
Recovery - Children Services	(10)	(10)	(10)	-	(10)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Gross Operating Expenses</b>	<b>1,666</b>	<b>1,667</b>	<b>1,722</b>	<b>-</b>	<b>1,722</b>
<b>Tangible Capital Assets</b>					
Replacement	1	1	1	-	1
<b>Total Tangible Capital Assets</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>1</b>
<b>Total Expenses</b>	<b>1,667</b>	<b>1,668</b>	<b>1,723</b>	<b>-</b>	<b>1,723</b>
<b>Revenues</b>					
Provincial Subsidy	(1,151)	(1,151)	(1,151)	-	(1,151)
Fees & Service Charges	(115)	(115)	(118)	-	(118)
<b>Total Revenues</b>	<b>(1,266)</b>	<b>(1,266)</b>	<b>(1,269)</b>	<b>-</b>	<b>(1,269)</b>
<b>Net Program Expenses</b>	<b>401</b>	<b>402</b>	<b>454</b>	<b>-</b>	<b>454</b>

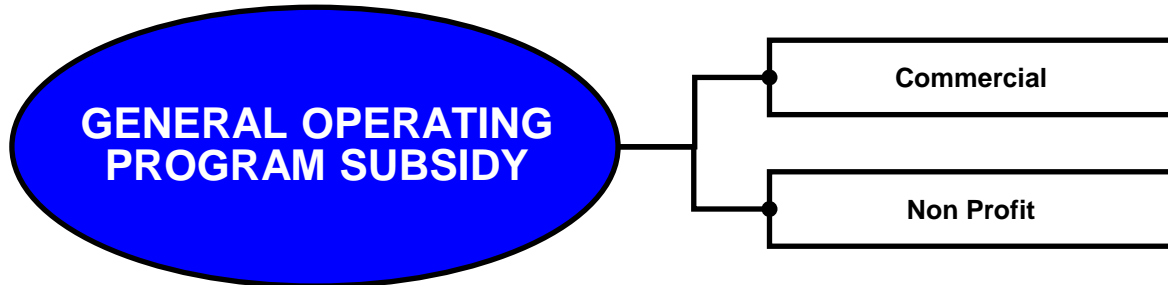


# PROGRAM 7 GENERAL OPERATING PROGRAM SUBSIDY



## 2017 Program Detail

## Social Services - Children's Services



Durham has developed a policy for the equitable distribution of Provincial subsidy and property tax funding to child care operators, following the priorities and principles provided by the Ministry. Durham's policy was developed after consulting the child care community and was approved by Regional Council in the fall of 2014. Both non-profit and commercial licensed child care operators are eligible for this funding, as well as Home Child Care Agencies and their contracted home providers.

### Purpose:

- ◆ The purpose of the General Operating Program is to support the costs of operating licensed child care programs in order to reduce wait times and fees for services, stabilize service levels, and where funds allow, improve access to high quality affordable early learning and child care services for children and their families.

### Description of Program Activities:

- ◆ This program is funded by the Ministry of Education and the property tax base. Requirements are set out in the Ministry of Education Funding Guidelines.
- ◆ Collect data from the operators to determine the annual allocation of funding.
- ◆ Maintain present Service Agreements to flow funds on a quarterly basis.
- ◆ Analyze annual operating budgets and offer follow up as appropriate.
- ◆ Monitor spending / service data on a quarterly and year-end basis.
- ◆ Identify gaps in service or funding and work with the community to alleviate pressures.
- ◆ Manage an internal review process to deal with complaints by parents, service providers or staff.
- ◆ Collect, analyze and roll up statistics to the Ministry of Education under three streams (Commercial / Non Profit and Directly Operated programs).

# PROGRAM 7 GENERAL OPERATING PROGRAM SUBSIDY



## 2017 Program Detail

## Social Services - Children's Services

### Description of Program Resources:

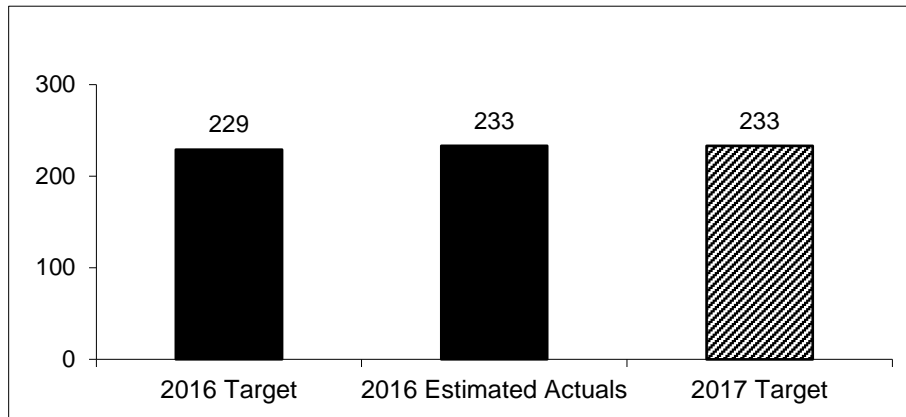
- ◆ Staff positions are included in Administration (Program 8).

### Performance Measurements:

- ◆ Number of licensed child care programs receiving funding
- ◆ Number of contracts for licensed child care programs receiving funding
- ◆ Number of FTE's supported with operating funding
- ◆ Total licensed capacity of all programs supported (cumulative)

### Performance Data:

#### Number of Licensed Child Care Programs Receiving Funding



PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY

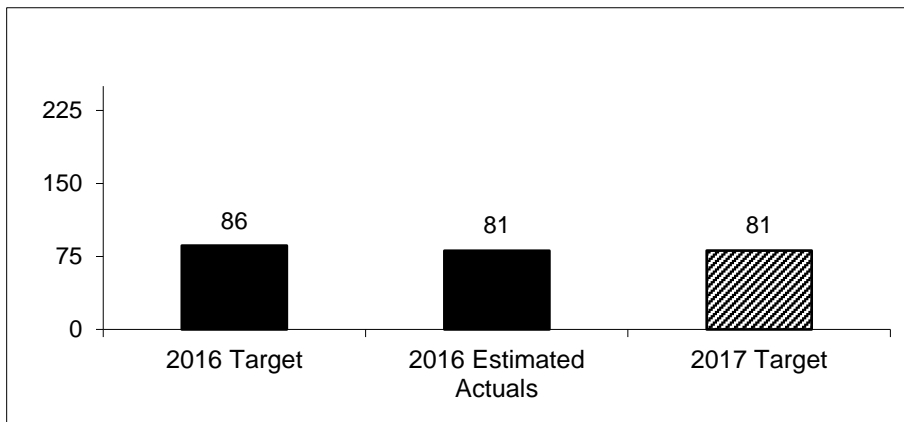


2017 Program Detail

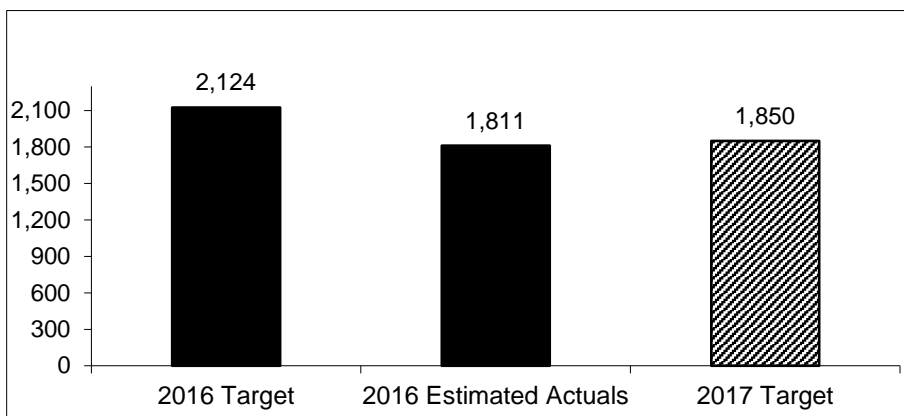
Social Services -  
Children's Services

Performance Data (continued):

**Number of Contracts for Licensed Child Care Programs Receiving Funding**



**Number of Full Time Equivalent Staff Supported with Operating Funding**



**PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY**

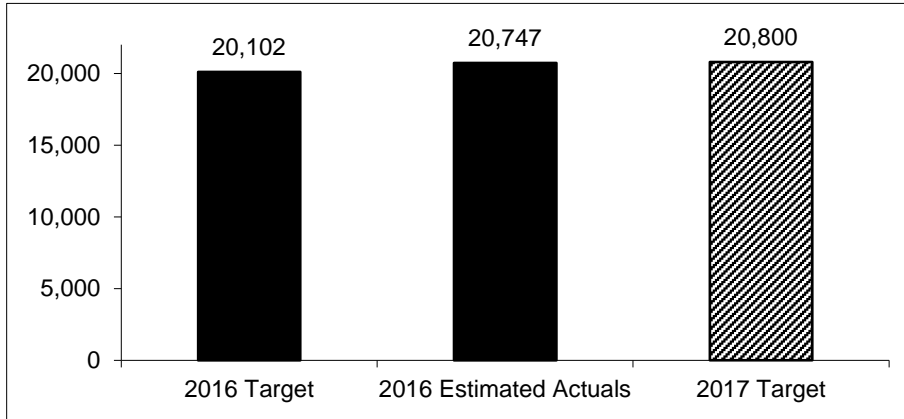


**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Total Licensed Capacity of all Programs Receiving Funding**



**PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY**



**2017 Program Detail**

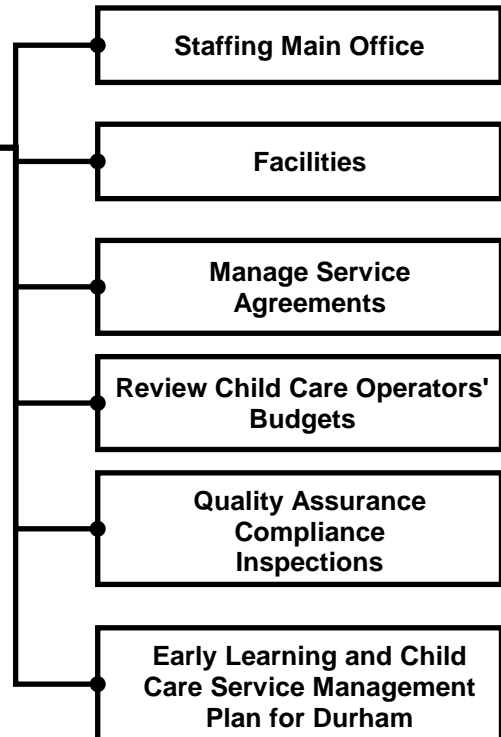
**Social Services -  
Children's Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contracted Services	7,589	7,645	7,645	-	7,645
<b>Operating Expenses Subtotal</b>	<b>7,589</b>	<b>7,645</b>	<b>7,645</b>	<b>-</b>	<b>7,645</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Children Services Charge	332	332	332	-	332
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>332</b>	<b>332</b>	<b>332</b>	<b>-</b>	<b>332</b>
<b>Total Expenses</b>	<b>7,921</b>	<b>7,977</b>	<b>7,977</b>	<b>-</b>	<b>7,977</b>
<b>Revenues</b>					
Provincial Subsidy	(6,901)	(6,901)	(6,901)	-	(6,901)
<b>Total Revenues</b>	<b>(6,901)</b>	<b>(6,901)</b>	<b>(6,901)</b>	<b>-</b>	<b>(6,901)</b>
<b>Net Program Expenses</b>	<b>1,020</b>	<b>1,076</b>	<b>1,076</b>	<b>-</b>	<b>1,076</b>



**2017 Program Detail**

**Social Services -  
Children's Services**



**Purpose:**

- ◆ As the Consolidated Municipal Service Manager (CMSM) for Child Care, the principle role of the Children's Services Division is to manage: Child Care Fee Subsidy; the implementation of the Provincial Early Learning Program; General Operating funds for eligible child care operators; Special Needs Resourcing funding and programs including Durham Behaviour Management Services; directly operate 7 licensed child care programs; distribute Small Water Works funding to eligible child care operators; approve and distribute funding to child care operators for Health and Safety and Retrofit Minor Capital projects; and provide support to the families, child care operators and community partners by creating and implementing Durham's Child Care Service Management Plan.

**Description of Program Activities:**

- ◆ Administer the Child Care Fee Subsidy System for Durham.
- ◆ Administer approximately 245 site contracts and related funding in the Purchase of Service Child Care Fee Subsidy System.
- ◆ Training for operators on budget management and identification of any alternative funding sources available.
- ◆ Monitor and evaluate program budget expenditures.
- ◆ Administer General Operating service agreements and related funding (Child Care programs and Special Needs Resourcing).
- ◆ Administer 5 Special Needs Resourcing service agreements and related funding flow with: Resources For Exceptional Children and Youth; Grandview Children's Centre; Preschool Outreach Program; The Surrey Place Centre; and Durham Behaviour Management Services.



**2017 Program Detail**

**Social Services -  
Children's Services**

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

- ◆ Manage appeal process for clients regarding subsidy eligibility.
- ◆ Ensure analysis and roll-up of statistics for all program areas are submitted to the Ministry.
- ◆ Implement and maintain Durham's Child Care Service Management Plan as part of the Ministry's budget for Durham, including the Early Learning Program.
- ◆ Evaluation of the Child Care system as incorporated in Durham's Child Care Service Management Plan.
- ◆ Monitor waiting list and strive to reduce it by maximizing use of various funding sources for spaces.
- ◆ Provide child care information to all Durham Region residents; and provide referrals to other community services and agencies.
- ◆ Manage programs using the Ontario Child Care Management System (OCCMS) and Directly Operated Child Care Management System (DOCCMS). The computerized data management system is serving more than 3,800 children annually for Child Care placements.
- ◆ Represent the Region with regard to Emergency Measures in child care settings.
- ◆ Supervise both directly and indirectly, the various staff necessary to maintain the Division.
- ◆ Annually review all services managed, incorporating Durham's Child Care Service Management Plan priorities to accommodate the needs of our community and legislation; continue ongoing development of strong fiscal policies; continually increasing operating efficiencies and work cooperatively with internal and external contacts to improve the public's awareness of the service provided.
- ◆ Participate in Provincial child care related professional committees (e.g. OMSSA, MBNCanada).
- ◆ Assess overpayments on client files and assist the Finance Department in the collection of this revenue.
- ◆ Maintain a listing of all Licensed Child Care centres/agencies in the Region for the Geographical Information System (GIS) and planning purposes.
- ◆ Establish coordinated community planning processes involving the six School Boards, Early Years Operators and the Region of Durham Health Department program serving children and families.
- ◆ Manage any available Health & Safety funding and Retrofit Minor Capital funding.
- ◆ Implement the Data Analysis Program which includes the Early Development Instrument (EDI) and when required the Kindergarten Parent Survey (KPS), by working in partnership with the Ministry of Education, Offord Centre for Child Studies, school boards in Durham Region and community service partners.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 36.24      Position Transfers: 0.25 Directly Operated Manager and 0.25 Secretary to Ontario Early Years Child and Family Centres; 0.50 Program Manager and 1.0 Financial Analyst 2 to Wage Enhancement
- ◆ 2016 Full Time Staff = 38.24



**2017 Program Detail**

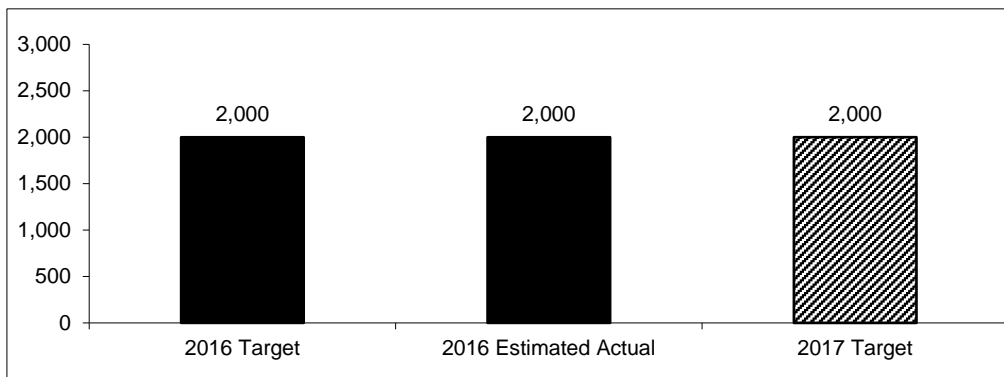
**Social Services -  
Children's Services**

**Performance Measurements:**

- ◆ Number of Information Guides printed and distributed annually
- ◆ Number of Public Displays

**Performance Data:**

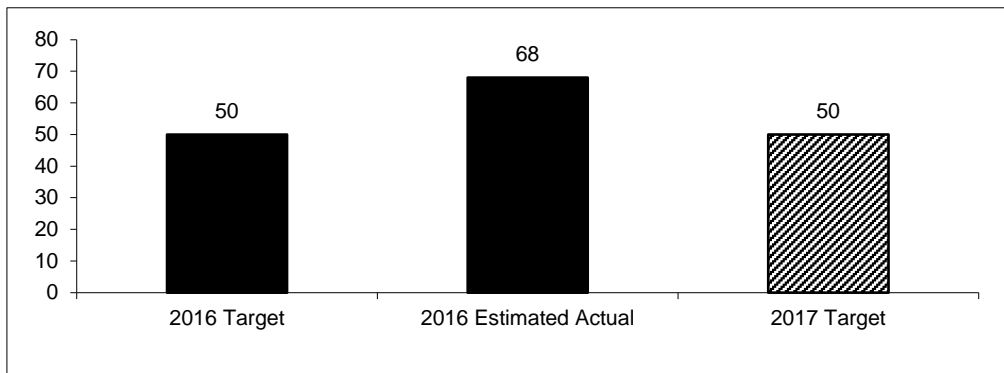
**Number of Information Guides Printed and Distributed Annually**



**Note:**

Many clients access this information on the web, however agencies and some families prefer a hard copy. For 2017 looking to create a brochure format to assist families.

**Number of Public Displays**



**Note:**

Staff participate at many community events to promote the positive image of the Region and provide information about services available.



**PROGRAM 8  
ADMINISTRATION**



**2017 Program Detail**

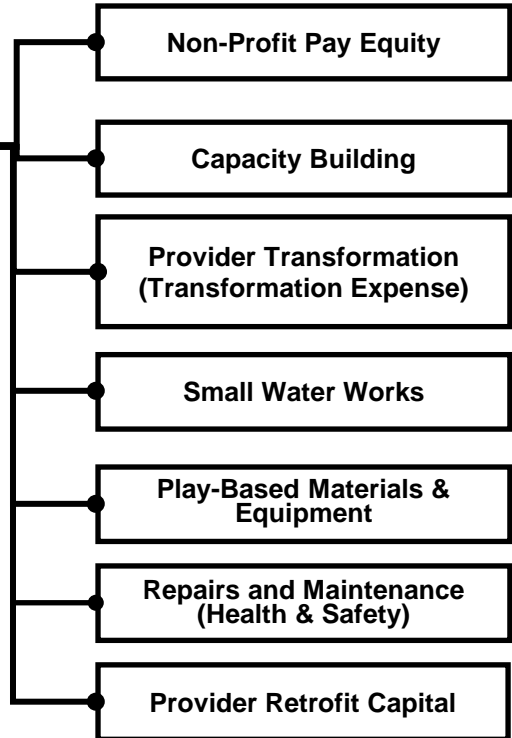
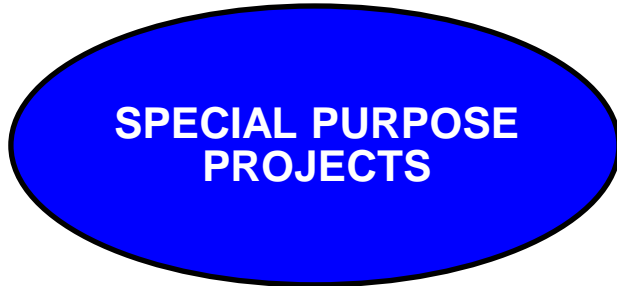
**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	3,717	3,920	4,129	36	4,165
Personnel Related	55	53	53	-	53
Communications	83	86	86	-	86
Supplies	40	33	33	-	33
Food	5	5	5	-	5
Computer Maintenance & Operations	34	103	103	(81)	22
Materials & Services	12	12	12	-	12
Equipment Maintenance & Repairs	15	15	15	-	15
Professional Services	40	40	40	-	40
<b>Gross Operating Expenses</b>	<b>4,001</b>	<b>4,267</b>	<b>4,476</b>	<b>(45)</b>	<b>4,431</b>
<b>Tangible Capital Assets</b>					
New	7	7	-	43	43
Replacement	22	22	45	-	45
<b>Total Tangible Capital Assets</b>	<b>29</b>	<b>29</b>	<b>45</b>	<b>43</b>	<b>88</b>
<b>Total Expenses</b>	<b>4,030</b>	<b>4,296</b>	<b>4,521</b>	<b>(2)</b>	<b>4,519</b>
<b>Revenues</b>					
Provincial Subsidy	(2,286)	(2,286)	(2,286)	(27)	(2,313)
<b>Total Revenues</b>	<b>(2,286)</b>	<b>(2,286)</b>	<b>(2,286)</b>	<b>(27)</b>	<b>(2,313)</b>
<b>Net Program Expenses</b>	<b>1,744</b>	<b>2,010</b>	<b>2,235</b>	<b>(29)</b>	<b>2,206</b>



2017 Program Detail

Social Services -  
Children's Services



Purpose:

- ◆ **Non-Profit Pay Equity:** Since 2004, the Province, using the Region as the conduit, flowed additional Pay Equity funding to those programs already having a Pay Equity Plan. This is 100 per cent Provincial funding.
- ◆ **Capacity Building:** This category is intended to support professional development opportunities that build the capacity of licensed child care operators; supervisors; program staff / caregivers; home visitors; home child care providers and non-profit volunteer board members to support the provision of high quality programs for children aged 0 - 12.
- ◆ **Provider Transformation (Transformation Expense):** This category is intended to cover one-time costs for non-profit licensees, that are involved in business transformation activities and/or require business transformation supports, including: the amalgamation of two or more centres into a school or community setting; the relocation of a centre into a school or into the community or the retro-fitting of an existing child care centre to serve younger age groups.
- ◆ **Small Water Works (SWW):** This funding supports costs related to small water systems for licensed child care centres that have historically received an allocation from the Ministry. Funding is used to cover regular ongoing water testing and maintenance expenses.
- ◆ **Play-Based Material & Equipment:** This category is intended to help licensees create enriching environments with open ended materials that promote children's learning and development through exploration, play and inquiry, consistent with the principles of *How Does Learning Happen? Ontario's Pedagogy for the Early Years*. The funding may be used to purchase non-consumable supplies / equipment that supports the regular operation of the child care program.
- ◆ **Repairs and Maintenance (Health & Safety):** Child care operators are required to comply with the Ministry's licensing requirements under the Child Care and Early Years Act (CCEYA) as well as health and safety practices, the upkeep of equipment, property repairs and maintenance. This funding is to be used to help operators that are not in compliance with licensing requirements or may be at risk of not being in compliance with licensing requirements under the Act.
- ◆ **Provider Retrofit Capital (Capital Retrofits Expense):** This minor retrofit capital funding is to be used to support the reconfiguration of existing child care spaces, to serve younger aged children. This funding is only available to non-profit child care operators. It may not be used to fund new capital facilities for system growth.



## 2017 Program Detail

## Social Services - Children's Services

### Description of Program Activities:

- ◆ **Non-Profit Pay Equity:** Staff manage service agreements with the operator to flow through funding as approved by the Ministry of Education. Staff report on the number of programs that receive Pay Equity funding. (This is separate from the Wage Enhancement Program Funding).
- ◆ **Capacity Building** The Division manages this funding and organizes free education and training events for the early learning and child care community.
- ◆ **Provider Transformation (Transformation Expense):** Staff assess and approve eligible applications from child care providers related to this type of funding, based on the Ministry guidelines.
- ◆ **Small Water Works:** Staff manage service agreements with approved operators to flow through funding as approved by the Ministry of Education. Staff report on the number of programs that receive this funding.
- ◆ **Play-Based Materials & Equipment:** Staff review providers applications for this type of funding and if appropriate approve and flow through the funding following the Ministry guidelines.
- ◆ **Repairs and Maintenance (Health & Safety):** Staff review providers applications for this type of funding and if appropriate, approve and flow through the funding following the Ministry guidelines.
- ◆ **Capital Retrofits Expense (Provider Retrofit Capital):** Staff review provider applications for this type of funding and if appropriate approve and flow through the funding following the Ministry guidelines.

### Description of Program Resources:

- ◆ Position is included in Administration (Program 8).

### Performance Measurements:

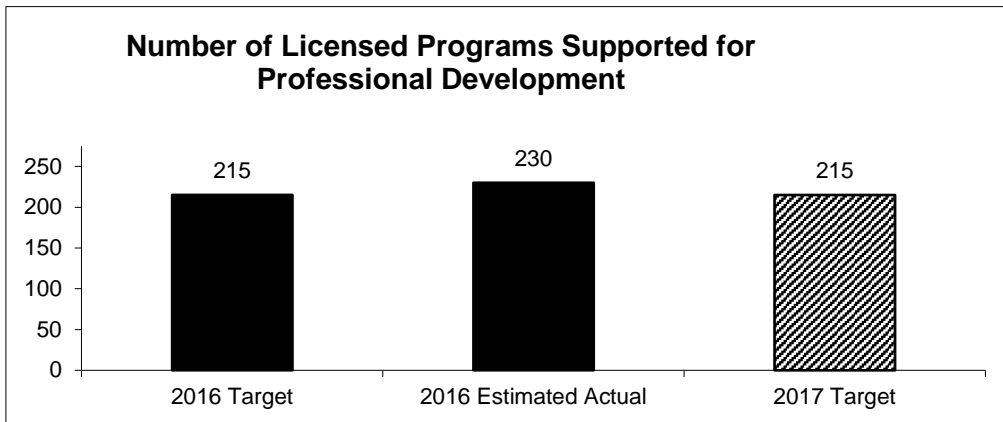
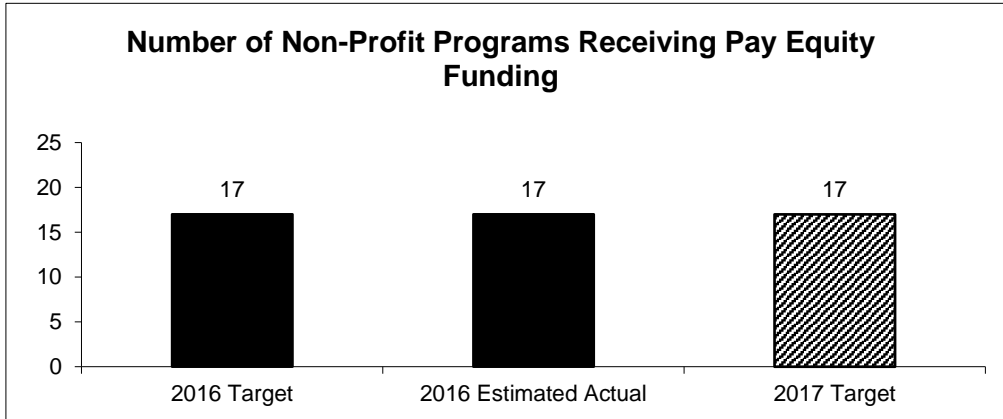
- ◆ Number of non-profit programs receiving Pay Equity funding
- ◆ Number of licensed programs supported for Professional Development
- ◆ Number of licensed child care centres funded for transformation and number of spaces supported
- ◆ Number of programs receiving funding to support small water works activities
- ◆ Number of programs receiving material and equipment funding to enrich learning environments for children
- ◆ Number of licensed programs funded for repairs and maintenance
- ◆ Number of non-profit programs that receive funding for retrofit to relicense to serve younger aged children and number of spaces supported



2017 Program Detail

Social Services -  
Children's Services

Performance Data:

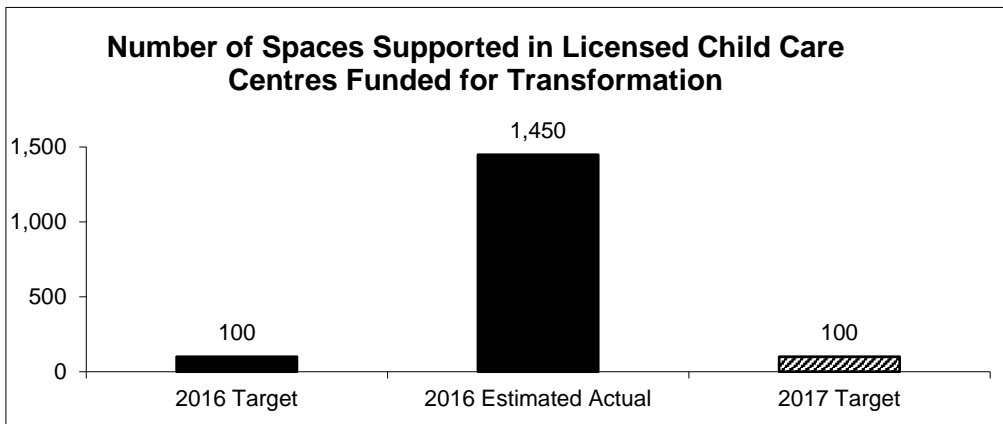
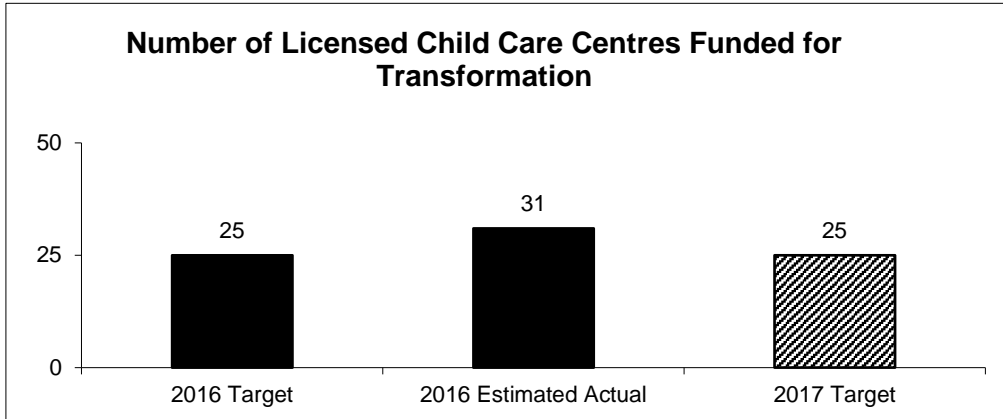




**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**



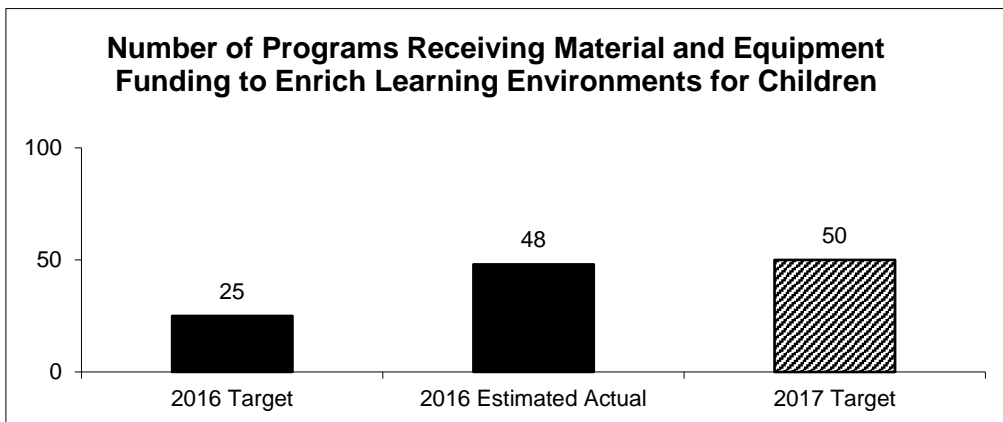
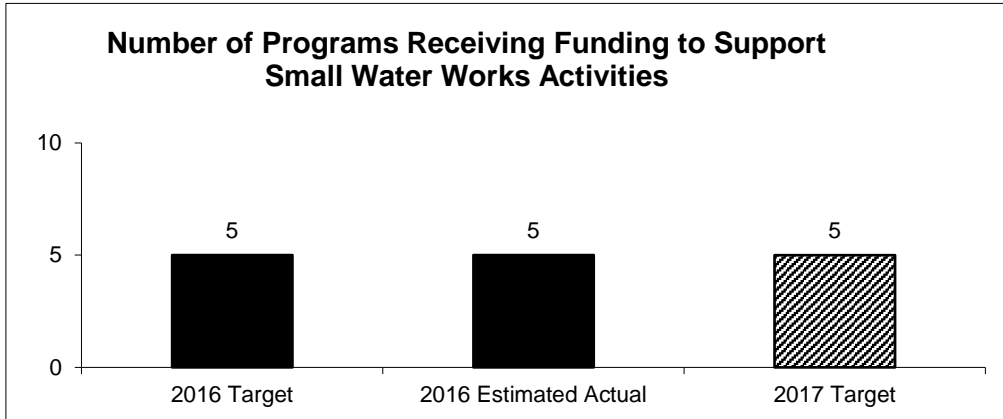
Note: Transformation funding actuals are high in 2016 because the deliverables now include play based toys/equipment and transformation on existing and new spaces. The Ministry will confirm whether the target for 2017 definition will change at a later date, hence the target for 2017 will still be 100 for now.



**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

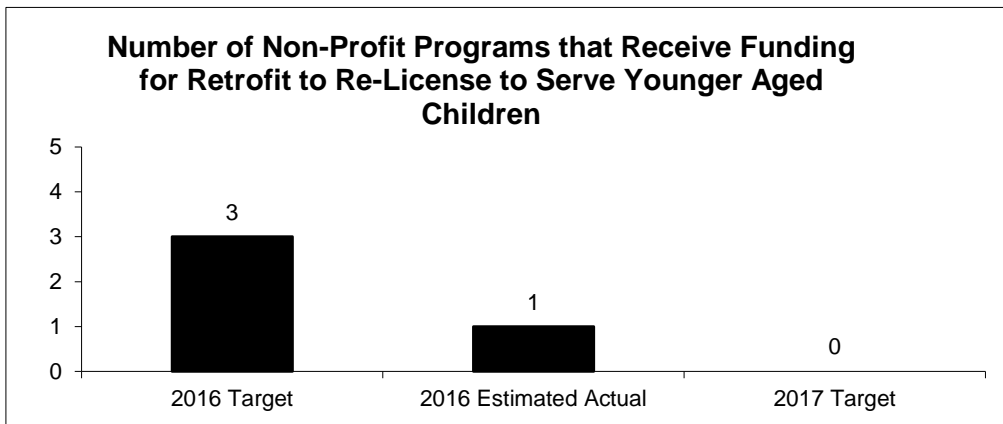
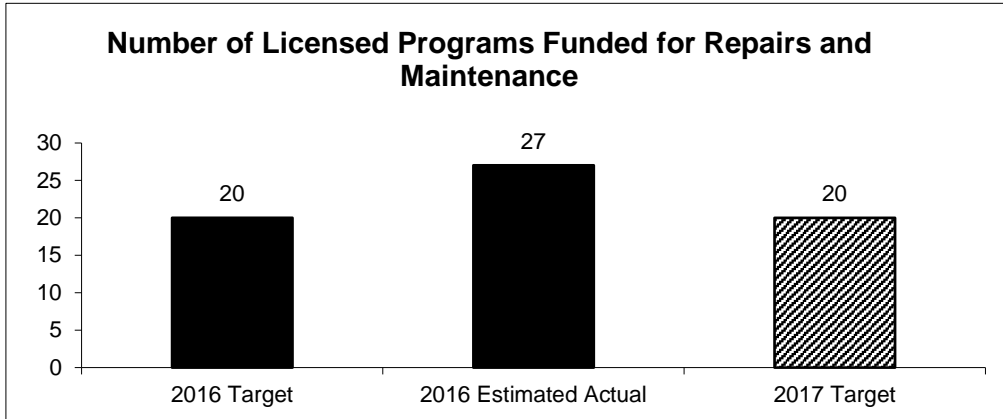




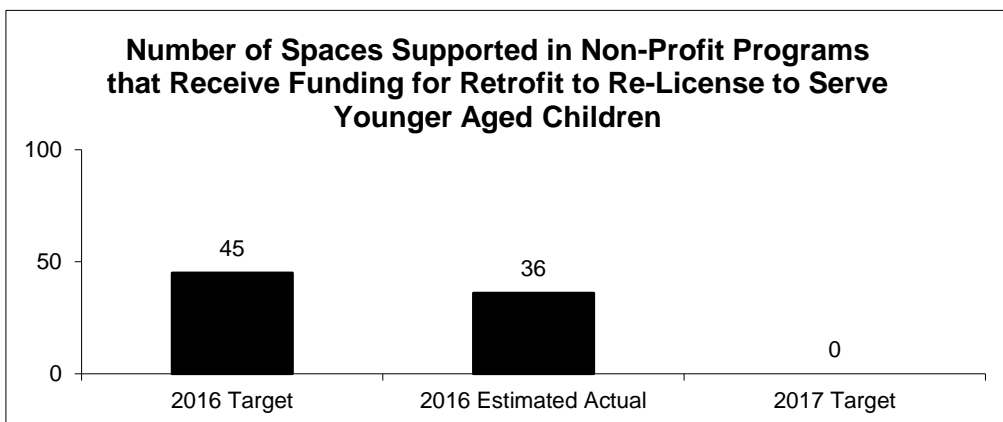
**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**



Note: Retrofit funding is not intended to be available as of 2017



Note: Retrofit funding is not intended to be available as of 2017

**PROGRAM 9  
SPECIAL PURPOSE - PROJECTS**



**2017 Program Detail**

**Social Services -  
Children's Services**

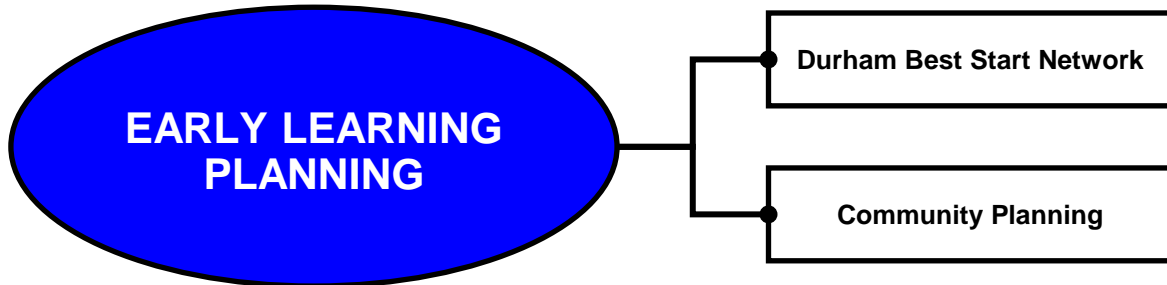
<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Communications	8	-	-	-	-
Food	3	-	-	-	-
Materials & Services	11	-	-	-	-
Professional Services	7	-	-	-	-
Contracted Services	1,014	1,076	1,076	-	1,076
Major Repairs & Renovations	8	-	-	-	-
<b>Gross Operating Expenses</b>	<b>1,051</b>	<b>1,076</b>	<b>1,076</b>	<b>-</b>	<b>1,076</b>
<b>Tangible Capital Assets</b>					
New	27	27	-	-	-
<b>Total Tangible Capital Assets</b>	<b>27</b>	<b>27</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,078</b>	<b>1,103</b>	<b>1,076</b>	<b>-</b>	<b>1,076</b>
<b>Revenues</b>					
Provincial Subsidy	(1,078)	(1,103)	(1,103)	27	(1,076)
<b>Total Revenues</b>	<b>(1,078)</b>	<b>(1,103)</b>	<b>(1,103)</b>	<b>27</b>	<b>(1,076)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>(27)</b>	<b>27</b>	<b>-</b>





**2017 Program Detail**

**Social Services -  
Children's Services**



**Purpose:**

- ◆ The Early Years Community Development funding is intended to support the work of Durham's Best Start Network. The Network meets on a quarterly basis to share information and to work on collaborative activities to support children and their families in Durham Region. Some of the funding is designated to support activities for Aboriginal children.
- ◆ This program will be 100 per cent funded through Ministry of Education.
- ◆ Funding for this activity will be reviewed on an annual basis by the Ministry.

**Description of Program Activities:**

- ◆ Conduct and facilitate Best Start Network meetings with child care community participants to develop required plans. Circulate and distribute minutes and handouts.
- ◆ Develop and implement an Aboriginal Service Plan based on the identified funding levels from the Ministry.
- ◆ Manage Purchase of Service agreements with consultants as required to implement the initiative.
- ◆ Arrange for translation of all Best Start documentation into the French Language.
- ◆ Maintain an up to date Best Start Network web site through the Children's Services web site.

**Description of Program Resources:**

- ◆ Staff positions are included in Administration (Program 8).

**PROGRAM 10  
EARLY LEARNING PLANNING**



**2017 Program Detail**

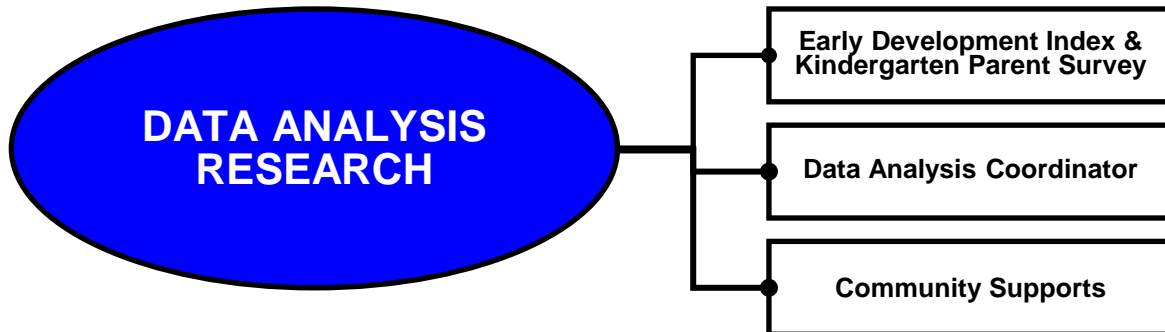
**Social Services -  
Children's Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Communications	18	18	18	-	18
Supplies	15	15	15	-	15
Food	16	16	16	-	16
Materials & Services	20	20	20	-	20
Professional Services	10	10	10	-	10
<b>Total Expenses</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>-</b>	<b>79</b>
<b>Revenues</b>					
Provincial Subsidy	(79)	(79)	(79)	-	(79)
<b>Total Revenues</b>	<b>(79)</b>	<b>(79)</b>	<b>(79)</b>	<b>-</b>	<b>(79)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2017 Program Detail**

**Social Services -  
Children's Services**



**Purpose:**

- ◆ To support Early Years research, evaluation and information needs at the community, Regional and Provincial level.
- ◆ To implement the Early Development Index (EDI) and Kindergarten Parent Survey (KPS) as required by the Ministry.
- ◆ To collect, analyze and report on information relevant to the community and/or Early Years sector.
- ◆ To collect reports and maintain a resource library.
- ◆ To liaise with key stakeholders.
- ◆ To actively support knowledge mobilization and exchange.
- ◆ To build capacity within the community to understand and apply information and Early Year's research.

**Description of Program Activities:**

- ◆ Develop and maintain an Early Years inventory validation process to assist with community planning.
- ◆ Create a Casebook of Knowledge Mobilization and Exchange activities.
- ◆ Data collection and analysis of risk factors and EDI scores (with emphasis on 'off-diagonal' neighbourhoods).
- ◆ Introduce the KPS as another process for collecting data on the Region's young learners.
- ◆ Deliver two community workshops (per annum) to build capacity for evidence-informed decision making.
- ◆ Participate in Durham's Best Start Network (BSN) and relevant sub-committees providing regular updates to the community regarding pertinent information.
- ◆ Support the Ministry of Education with the evaluation of Full-Day Early Learning Kindergarten program, as directed.
- ◆ Assist community agencies such as Ontario Early Years Centre's to collect their service data to achieve the Ministry of Child and Youth Services quarterly reporting requirements.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 1
- 2016 Full Time Staff = 1



**2017 Program Detail**

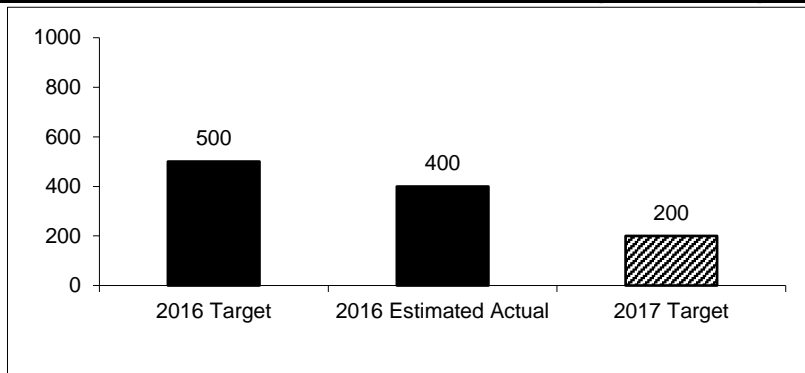
**Social Services -  
Children's Services**

**Performance Measurements:**

- ◆ Number of Professionals Attending Training Sessions
- ◆ Monitor an annual review of Durham's Child Care Service Management Plan.
- ◆ Provide quarterly reports and annual year end reconciliation reports to the Ministry ensuring service and funding targets are achieved.
- ◆ Service objectives will be evaluated using satisfaction surveys and analysed for improvements (i.e. collected from the BSN, Community Agencies and School Boards).
- ◆ Service targets will be established within the work plans for the Early Learning team and progress measured against these to determine both the quantitative (outputs) and the qualitative (outcomes).
- ◆ The Ministry shared deliverable charts will be used to guide the work of the Data Analysis Coordinator (DAC) and evaluated upon achieving identified outcomes or timelines.

**Performance Data:**

**Number of Professionals Attending Training Sessions**



Note: Estimated actuals are lower than anticipated due to a position vacancy during the year. Target for 2017 is lower, as the Early Development Index will not be administered in 2017.

**PROGRAM 11  
DATA ANALYSIS RESEARCH**



**2017 Program Detail**

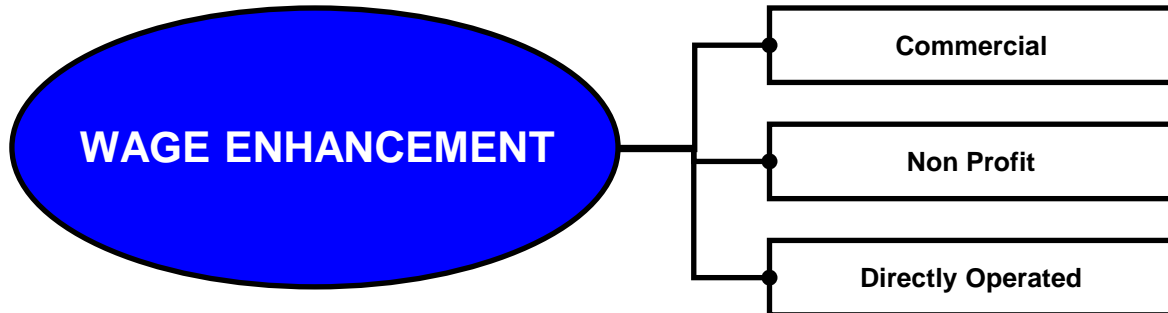
**Social Services -  
Children's Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	100	114	118	-	118
Materials & Services	5	5	5	-	5
<b>Total Expenses</b>	<b>105</b>	<b>119</b>	<b>123</b>	<b>-</b>	<b>123</b>
<b>Revenues</b>					
Provincial Subsidy	(101)	(101)	(101)	-	(101)
<b>Total Revenues</b>	<b>(101)</b>	<b>(101)</b>	<b>(101)</b>	<b>-</b>	<b>(101)</b>
<b>Net Program Expenses</b>	<b>4</b>	<b>18</b>	<b>22</b>	<b>-</b>	<b>22</b>



**2017 Program Detail**

**Social Services -  
Children's Services**



Effective January 1, 2015 the Province introduced the wage enhancement initiative as a means to support quality in the licensed child care sector, including licensed Private Home Day Care Agencies.

**Purpose:**

- ◆ The purpose of the Wage Enhancement funding is to close the wage gap between Registered Early Child Care Educators (RECE's) working in School Boards and those in licensed child care; further to help stabilize child care operators by supporting their ability to retain RECE's and other program staff, including Home Visitors and Home Providers; and to reduce poverty by supporting greater employment and income security for families by having access to licensed child care programs.

**Description of Program Activities:**

- ◆ CSM's are required to create a wage enhancement application template for licensed child care operators.
- ◆ CSM's will review applications and must have a Purchase of Service Agreement with the operator in order to flow the wage enhancement funding.
- ◆ Licensed Child Care Operators and Home Child Care Agencies may complete the application and submit the request for funding based on the Ministry eligibility criteria.
- ◆ Eligible licensed child care RECE's and program staff who support staff to child ratio's would receive \$2/hour wage up to the wage cap increase plus the operator may receive 17.5 per cent for associated benefit costs.
- ◆ Home Day Care visitors would also be eligible for the \$2/hour wage increase up to the wage cap.
- ◆ Home Day Care Providers would be eligible for up to \$20/day.
- ◆ The operators must ensure that these funds are only used to increase staff wages and unspent monies are to be returned to the CSM at year end. Operators must re-apply annually for funding.
- ◆ Children's Services must ensure operators comply with the directive and must develop a reconciliation and audit process.
- ◆ The staff wage is capped at \$26.68/hour for 2017.
- ◆ Staff will collect, analyze and roll up statistics to the Ministry of Education.



**2017 Program Detail**

**Social Services -  
Children's Services**

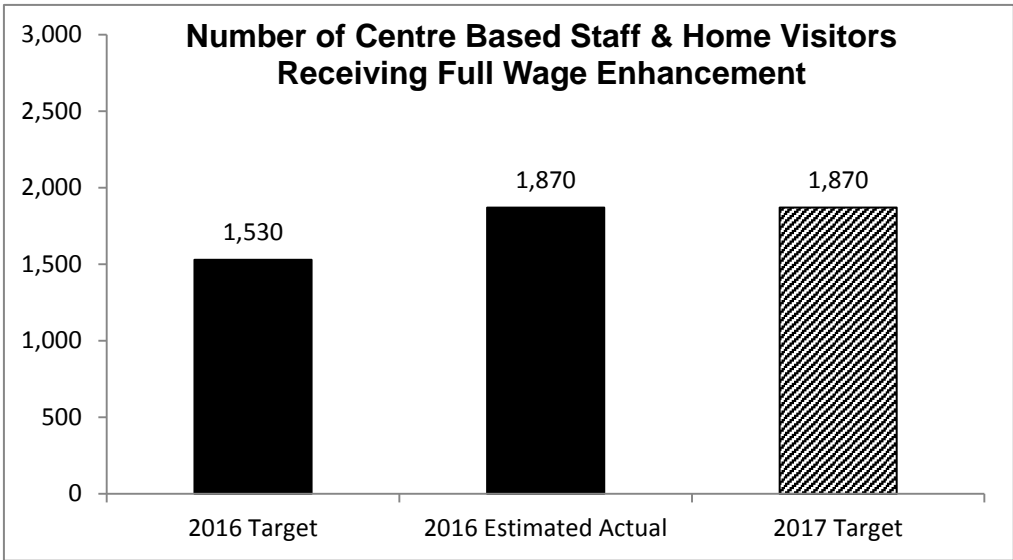
**Description of Program Resources:**

- ♦ Administration subsidy and expenses will be shown under Special Purpose Administration.
  - ♦ 2017 Full Time Staff = 3.50      New positions: 1 Clerk 2 and 1 Program Manager  
Position Transfers: 0.5 Program Manager and 1 Financial Analyst 2  
from Administration
- 2016 Full Time Staff = 0.00

**Performance Measurements:**

- ♦ Number of Centre Based Staff & Home Visitors Receiving full wage enhancement
- ♦ Number of Home Providers receiving full wage enhancement

**Performance Data:**

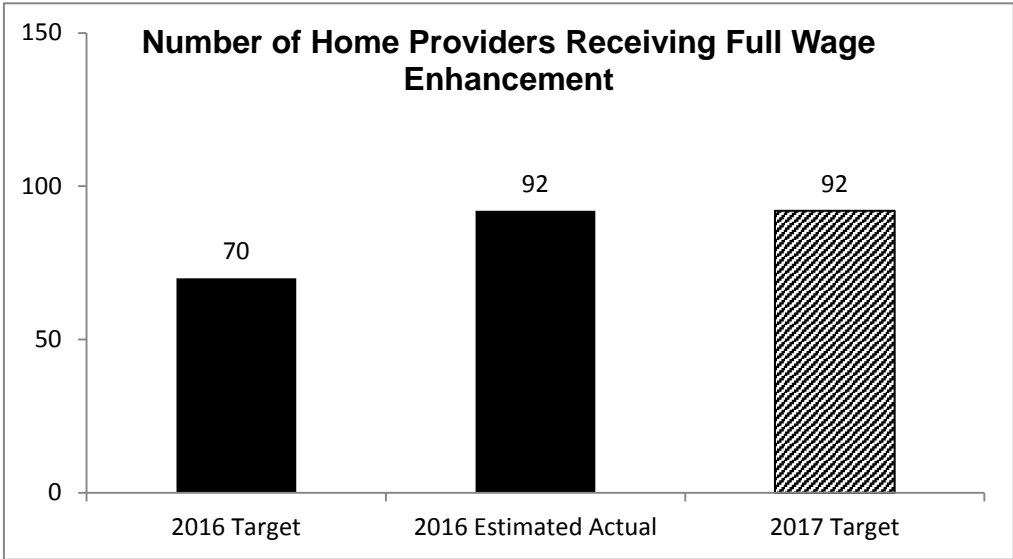




**2017 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**





**PROGRAM 12  
WAGE ENHANCEMENT**



**2017 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	311	355	355	-	355
Personnel Related	-	12	12	-	12
Communications	-	5	5	-	5
Supplies	-	5	5	-	5
Materials & Services	-	35	35	-	35
Contracted Services	8,443	8,240	8,240	1,257	9,497
<b>Total Expenses</b>	<b>8,754</b>	<b>8,652</b>	<b>8,652</b>	<b>1,257</b>	<b>9,909</b>
<b>Revenues</b>					
Provincial Subsidy	(8,754)	(8,652)	(8,652)	(1,257)	(9,909)
<b>Total Revenues</b>	<b>(8,754)</b>	<b>(8,652)</b>	<b>(8,652)</b>	<b>(1,257)</b>	<b>(9,909)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 12  
WAGE ENHANCEMENT**



**2017 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Gross Operating Expenses</b>					
General	412	412	412	-	412
Wage Enhancement-Non Profit	3,931	3,828	3,829	673	4,502
Wage Enhancement-Commercial	4,411	4,412	4,411	584	4,995
<b>Gross Operating Expenses</b>	<b>8,754</b>	<b>8,652</b>	<b>8,652</b>	<b>1,257</b>	<b>9,909</b>
<b>Revenues</b>					
General	(412)	(412)	(412)	-	(412)
Wage Enhancement-Non Profit	(3,931)	(3,828)	(3,829)	(673)	(4,502)
Wage Enhancement-Commercial	(4,411)	(4,412)	(4,411)	(584)	(4,995)
<b>Total Revenues</b>	<b>(8,754)</b>	<b>(8,652)</b>	<b>(8,652)</b>	<b>(1,257)</b>	<b>(9,909)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# PROGRAM 13 ONTARIO EARLY YEARS CHILD AND FAMILY CENTRES



## 2017 Program Detail

## Social Services - Children's Services

### Purpose:

- ◆ Beginning January 1, 2018, Children's Services will be responsible for managing and providing Provincial funding to early years programs. Currently, Durham has two service providers managing Ontario Early Years Centres. For January 1, 2017, the Ministry of Education is providing one-time funding to support the transition planning processes. In 2018, these programs will be renamed: Ontario Early Years Child and Family Centres. These programs are to be 100% Provincially funded.

### Description of Program Activities:

- ◆ Conduct assessments to determine community needs, identify prospective service locations, service providers and program offerings.
- ◆ Develop local service system plans for child and family centres.
- ◆ Develop purchase of service agreements to prepare for program implementation by January 1, 2018.

### Description of Program Resources:

- ◆ Durham's allocation for 2017 is \$131,579.
- ◆ Consultant Services will be retained to assist with the creation of the transition plan.
- ◆ 2017 Full Time Staff = 0.50      Position Transfers: 0.25 Directly Operated Manager and 0.25 Secretary from Administration

### Performance Measurements:

- ◆ The Transition Plan will be created and submitted to the Ministry of Education by May 2017.
- ◆ In 2018, performance measures will be developed related to the Child and Family Centres program.

**PROGRAM 13  
ONTARIO EARLY YEARS CHILD AND FAMILY CENTRES**



**2017 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	-	-	-	58	58
Personnel Related	-	-	-	10	10
Communications	-	-	-	9	9
Supplies	-	-	-	30	30
Professional Services	-	-	-	25	25
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>132</b>	<b>132</b>
<b>Revenues</b>					
Provincial Subsidy	-	-	-	(132)	(132)
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(132)</b>	<b>(132)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## TANGIBLE CAPITAL ASSETS - NEW



### 2017 Program Detail

### Social Services - Children's Services

Description	Qty	Unit Cost	Total	
<b>MACHINERY &amp; EQUIPMENT</b>				
		\$	\$	
<b><u>Administration - Program 8</u></b>				
1	New laptops for electronic documentation	7	1,500	10,500
2	Tablets for electronic submission of information	3	1,500	4,500
3	Office renovations - new workstations and chairs	1	28,000	28,000
			<b>43,000</b>	

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2017 Program Detail

## Social Services - Children's Services

Description	Qty	Unit Cost	Total
		\$	\$
<b>MACHINERY &amp; EQUIPMENT</b>			
<b><u>Directly Operated Spaces - Program 2</u></b>			
<b><u>Pickering</u></b>			
1 Furniture	1	4,913	4,913
<b><u>Ajax</u></b>			
2 Furniture	1	4,913	4,913
<b><u>Whitby</u></b>			
3 Furniture	1	4,913	4,913
<b><u>Clara Hughes</u></b>			
4 Furniture	1	4,913	4,913
<b><u>Lakewoods</u></b>			
5 Furniture	1	4,913	4,913
<b><u>Edna Thomson</u></b>			
6 Furniture	1	4,913	4,913
<b><u>Sunderland</u></b>			
7 Furniture	1	2,000	2,000
			31,478
<b><u>Behaviour Management Services - Program 6</u></b>			
8 Furniture (Desks, filing cabinets, and other)	1	1,300	1,300
			1,300

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2017 Program Detail

### Social Services - Children's Services

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 8</u></b>			
9 Desktop Computers	23	700	16,100
10 Laptop Computers	2	1,500	3,000
11 Tablets	9	1,500	13,500
12 Powerstation	4	1,700	6,800
13 Furniture (Desks, filing cabinets, and other)	5	1,180	5,900
			45,300
			<b>78,078</b>

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2017 Business Plan

Social Services - Family Services

Major Services & Activities

Core Community Services

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

Employee Assistance Program

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

Adult Community Support Services

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

Partner Assault Response

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



**2017 Business Plan**

**Social Services - Family Services**

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

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

## PROGRAM SUMMARY

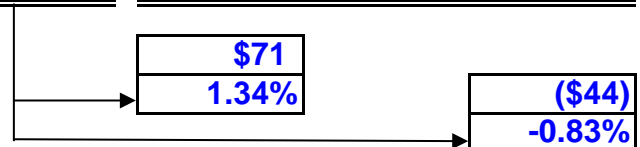


### 2017 Business Plan

### Social Services - Family Services

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

### Summary of Increase (Decrease)



**PROGRAM SUMMARY**



**2017 Business Plan**

**Social Services - Family Services**

**Summary of Base Budget Changes**

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Family Services

(\$,000's)

#### Core Community Services

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

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

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

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



### 2017 Program Changes

### Social Services - Family Services

(\$,000's)

#### Tangible Capital Assets

**New**

- ◆ Workspace Reconfiguration.

30

30

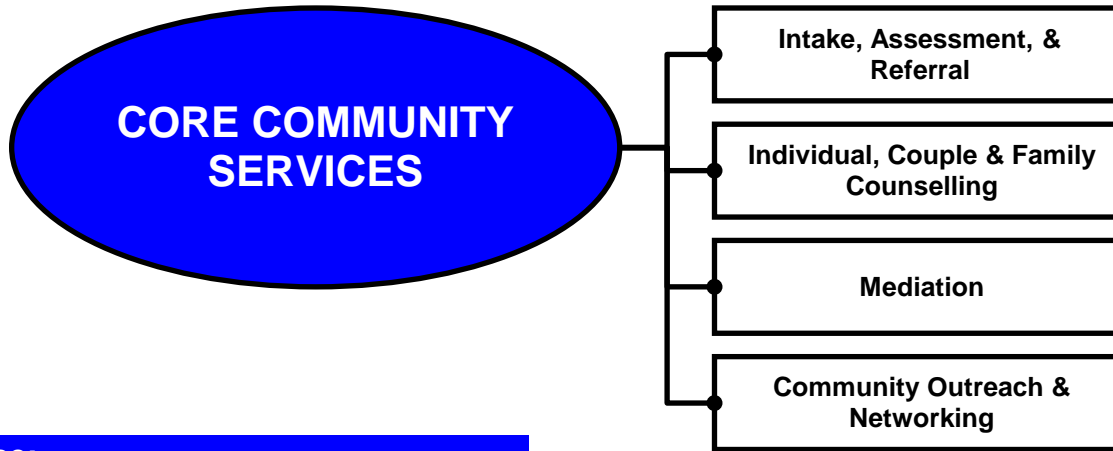
**Total Program Changes** (115)

# PROGRAM 1 CORE COMMUNITY SERVICES



## 2017 Program Detail

## Social Services - Family Services



### Purpose:

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

### Description of Program Activities:

- ◆ Individuals requesting service are screened for appropriateness by intake. During the intake call, staff will screen for risk and safety issues and identify priority of service. Individuals identified as needing priority service due to crisis, abuse, or other issues will receive service as soon as possible.
- ◆ Family counsellors assess and provide direct counselling services to individuals and families in need of support, e.g. grief counselling; parenting assistance with children/adolescents; couple counselling, separation or divorce; caring for elderly parents; coping with stress; adjustment difficulties, etc.
- ◆ Services are provided to individuals, groups and families by qualified counsellors who have a Masters Degree in Social Work or equivalent qualifications. Fees are determined using a sliding scale that is based on family income. However, no one is denied service due to inability to pay.
- ◆ Quality assurance is measured through ISO 9001:2008 Certification. Family Services is accredited by the Canadian Centre for Accreditation (CCA).
- ◆ Individuals who experienced intimate partner abuse and other forms of domestic violence are given priority service.
- ◆ Family Services continues to provide short-term individual and/or group counselling, peer support, and referrals to other community support services for male survivors of childhood sexual abuse through a special Ministry of Attorney General (MAG) contract with Peel Family Services. Support services may be extended to family members of these survivors. Services are tailored to clients' needs.
- ◆ Family Services provides services to Veterans and Aboriginals through contracts with offices of the Federal Government (Veterans Affairs, Indigenous and Northern Affairs Canada); services are also provided to children through the Province of Ontario's Ministry of the Attorney General's Internet Child Exploitation (ICE) program.
- ◆ Family Services staff also provide on-site counselling services at the Region's Income and Employment Support Division (IESD) sites (Whitby, South Oshawa, John Street Resource Centre, Ajax), in addition to having an independent Family Services office at the Uxbridge IESD location. IESD clients represent 30 per cent of the on-site services provided by Family Services.



**2017 Program Detail**

**Social Services - Family Services**

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

- ◆ Family Services works with other Regional departments (e.g. Health, Police), service providers (e.g. shelters, schools, Children's Aid Society (CAS) and existing networks in the community (e.g. Children's Systems Network, Violence Prevention Coordinating Council (VPCC), Durham Region Intimate-Relationship Violence Empowerment Network (DRIVEN), Durham Strategic Planning Alliance for Children and Youth) to assist clients in accessing other services and to advocate for changes to existing and/or new services for individuals in Durham Region.
- ◆ Service levels are based on the number of direct/indirect counselling/service hours provided to the community. The agency uses a short-term intervention model.
- ◆ In 2015, Family Services implemented an outcomes measurement tool to help identify individual functioning, interpersonal relationships, social role performance, and the therapist-client alliance as it relates to the client's treatment goals.
- ◆ Family Services will continue to monitor Client Satisfaction through a questionnaire that is distributed to all clients receiving service at the conclusion of their counselling sessions. Client responses are tabulated annually.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 43.65      New Position: 1 Clerk 2  
Position Transfers: 0.7 Area Manager from Employee Assistance Program; 0.2 Policy Advisor from Emergency Management and Program Support Services - Local Diversity and Immigration
- 2016 Full Time Staff = 41.75

**Performance Measurements:**

- ◆ Number of direct counselling sessions
- ◆ Average weekly direct counselling service hours per counsellor
- ◆ Level of client satisfaction



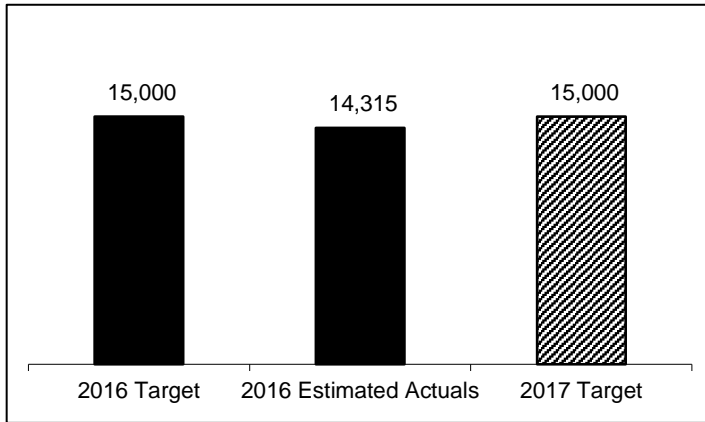


**2017 Program Detail**

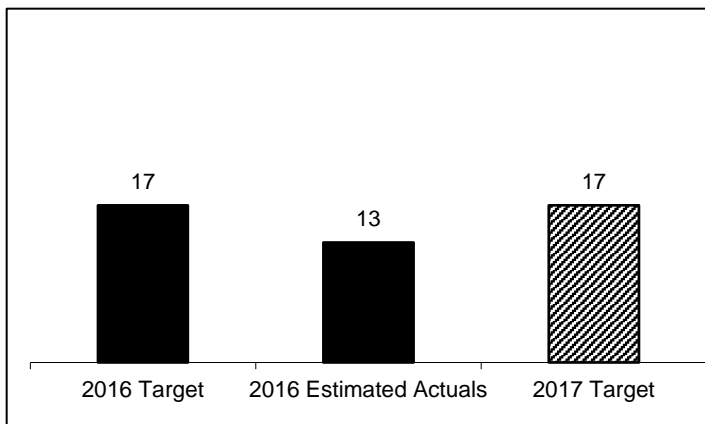
**Social Services - Family Services**

**Performance Data:**

**Number of Direct Counselling Sessions**



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



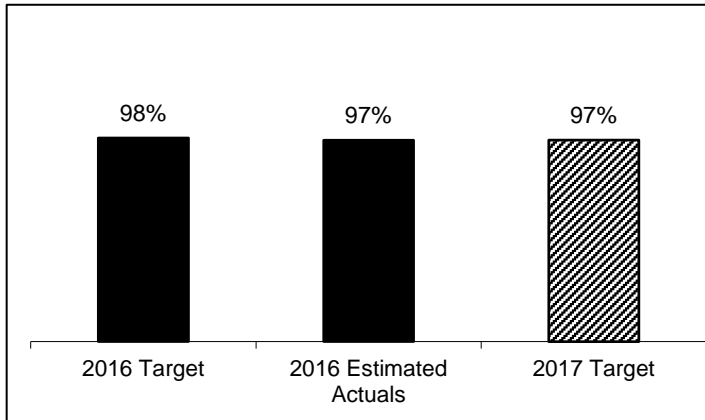


**2017 Program Detail**

**Social Services - Family Services**

**Performance Data (continued):**

**Level of Client Satisfaction**



**PROGRAM 1  
CORE COMMUNITY SERVICES**



**2017 Program Detail**

**Social Services - Family  
Services**

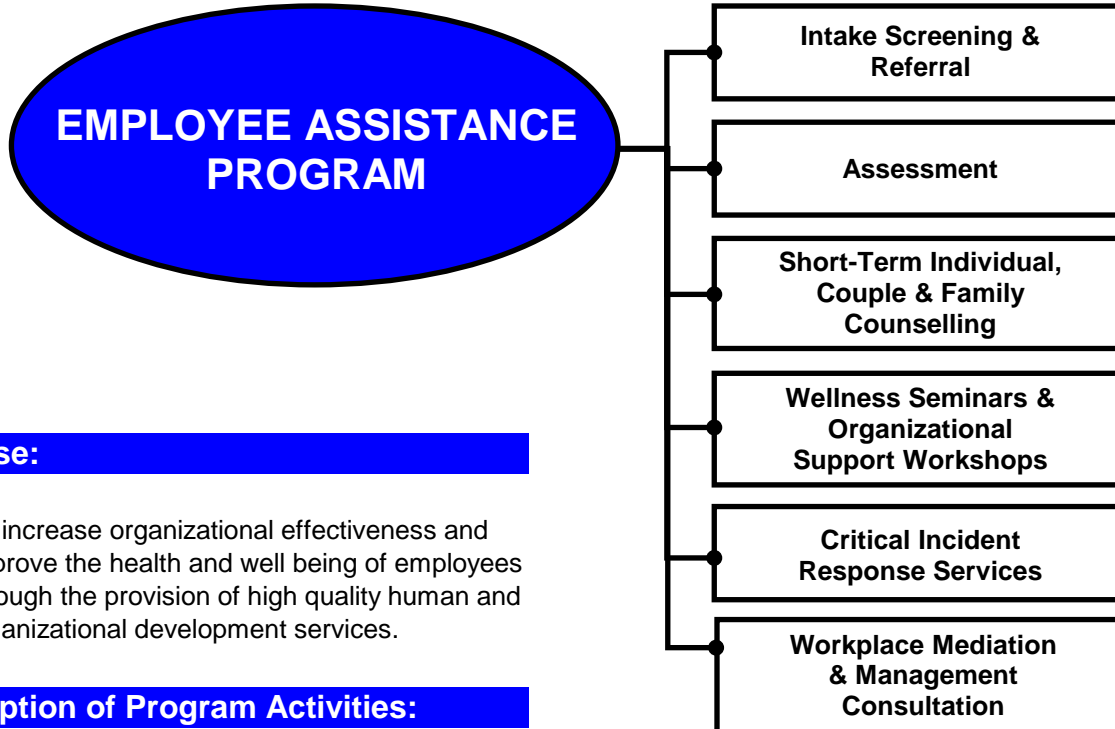
<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	4,226	4,481	4,654	(13)	4,641
Personnel Related	89	143	93	-	93
Communications	36	79	79	(34)	45
Supplies	42	31	31	-	31
Computer Maintenance & Operations	10	24	24	(12)	12
Materials & Services	16	23	23	(2)	21
Equipment Maintenance & Repairs	5	11	11	(5)	6
Professional Services	75	75	75	-	75
Financial Expenses	1	-	-	1	1
Minor Assets & Equipment	1	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>4,501</b>	<b>4,867</b>	<b>4,990</b>	<b>(65)</b>	<b>4,925</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Social Assistance	(192)	(192)	(192)	-	(192)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(192)</b>	<b>(192)</b>	<b>(192)</b>	<b>-</b>	<b>(192)</b>
<b>Gross Operating Expenses</b>	<b>4,309</b>	<b>4,675</b>	<b>4,798</b>	<b>(65)</b>	<b>4,733</b>
<b>Tangible Capital Assets</b>					
New	24	24	-	30	30
Replacement	41	41	14	-	14
<b>Total Tangible Capital Assets</b>	<b>65</b>	<b>65</b>	<b>14</b>	<b>30</b>	<b>44</b>
<b>Total Expenses</b>	<b>4,374</b>	<b>4,740</b>	<b>4,812</b>	<b>(35)</b>	<b>4,777</b>
<b>Revenues</b>					
Fees & Service Charges	(146)	(193)	(193)	-	(193)
Sundry Revenue	-	(1)	(1)	1	-
<b>Total Revenues</b>	<b>(146)</b>	<b>(194)</b>	<b>(194)</b>	<b>1</b>	<b>(193)</b>
<b>Net Program Expenses</b>	<b>4,228</b>	<b>4,546</b>	<b>4,618</b>	<b>(34)</b>	<b>4,584</b>

# PROGRAM 2 EMPLOYEE ASSISTANCE PROGRAM



## 2017 Program Detail

## Social Services - Family Services



### Purpose:

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

### Description of Program Activities:

- ◆ Employees receive an immediate response to their request for service with an appointment for counselling offered within four business days. There are no waiting lists for service. The counselling model is short-term.
- ◆ Contract management provided to master contracts includes: distribution of educational and promotional materials; wellness and organizational development seminars; quarterly reports on aggregate data and employee utilization; and, trends/themes of presenting problems.
- ◆ Family Services Employee Assistance Program (FSEAP) National membership requires that Family Services Durham (FSD): respond to all EAP business opportunities in the agency's geographic region; undertake marketing on behalf of FSEAP at trade fairs and other events; monitor service provision to FSEAP National contracts; and, bid cooperatively on behalf of the FSEAP National network.
- ◆ FSEAP Employers receiving support: Auto Credit Union Workers, Ballycliffe Lodge Nursing Home, Bethesda House, Central Lake Ontario Conservation Authority, Denise House, Durham Region Non-Profit Housing, Municipality of Clarington, Oshawa PUC Networks, Durham Region Transit, Township of Scugog, Town of Whitby, Township of Uxbridge and Whitby Public Library.
- ◆ Workplace mediation and management consultation/supports are provided to Human Resource staff, Health & Safety Committee members, Benefits Managers/Referral Agents, and Union representatives.
- ◆ Client satisfaction is determined through questionnaires with follow-up on complaints in accordance with FSEAP National requirements.
- ◆ Quality assurance is measured through ISO 9001:2008 Certification. Family Services is accredited by the Canadian Centre for Accreditation (CCA).
- ◆ Critical Incident Response Services are provided to employees affected by traumatic and tragic incidents at work such as workplace accidents, death and/or loss of a colleague.
- ◆ Service is available 24 hours a day in both official languages, consistent with FSEAP National requirements.



**2017 Program Detail**

**Social Services - Family Services**

**Description of Program Resources:**

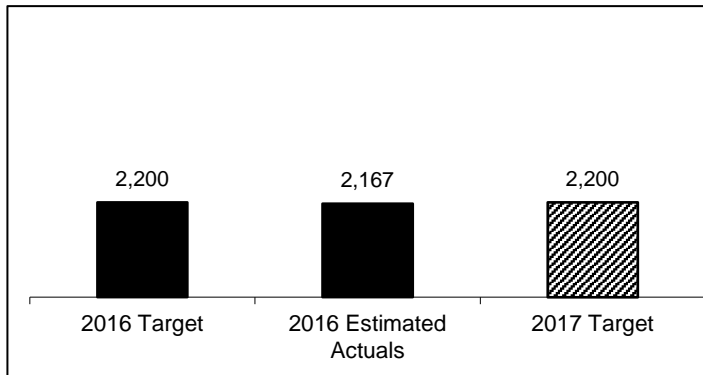
- ◆ 2017 Full Time Staff = 2.5      Position Transfers: 0.7 Area Manager to Core Community Services; 0.3 Area Manager to Partner Assault Response
- 2016 Full Time Staff = 3.5

**Performance Measurements:**

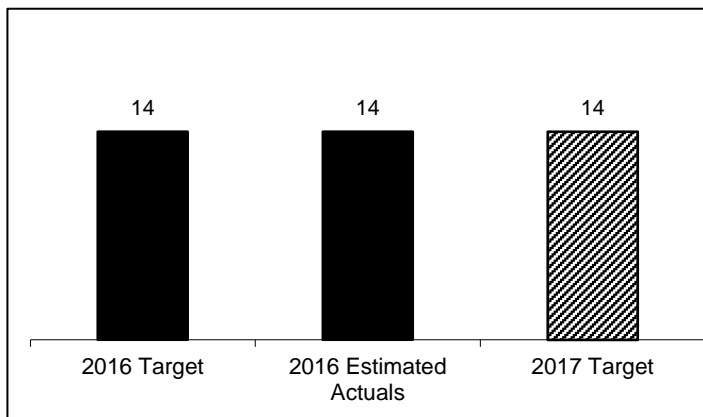
- ◆ Number of direct counselling service hours
- ◆ Number of employer contracts
- ◆ Number of employer consultations (including workplace mediation)
- ◆ Number of wellness sessions, presentations and/or organizational development seminars
- ◆ Level of client satisfaction

**Performance Data:**

**Number of Direct Counselling Service Hours**



**Number of Employer Contracts**



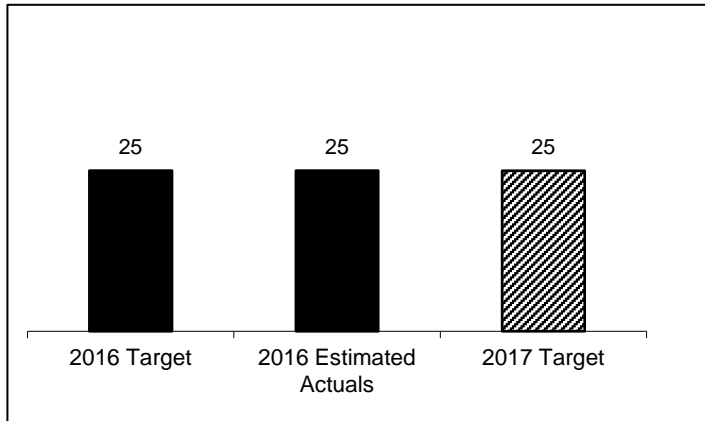


**2017 Program Detail**

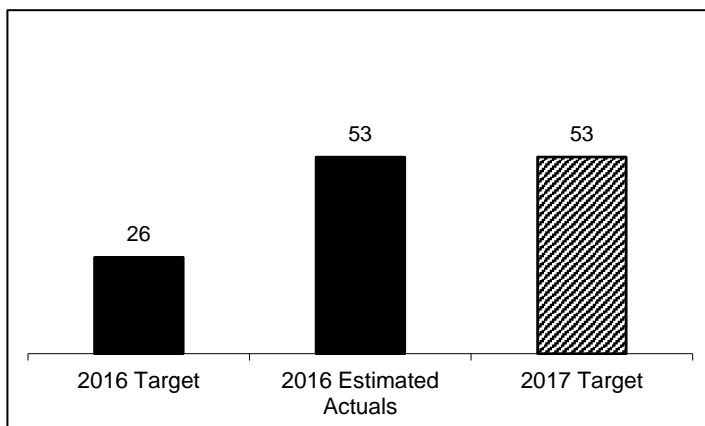
**Social Services - Family Services**

**Performance Data (continued):**

**Number of Employer Consultations (Including Workplace Mediation)**



**Number of Wellness Sessions, Presentations and Organizational Development Seminars**



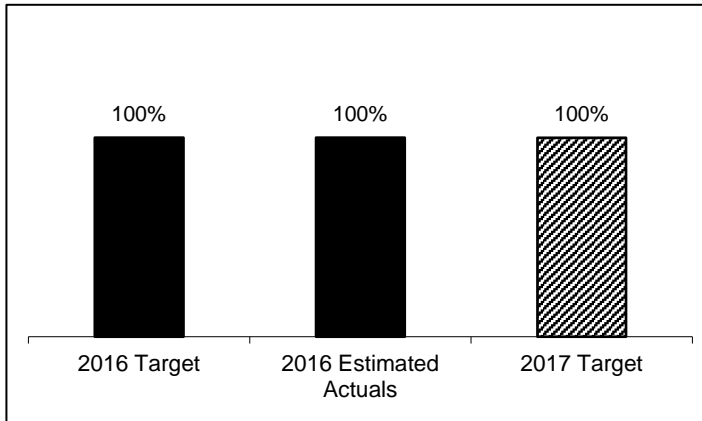


**2017 Program Detail**

**Social Services - Family Services**

**Performance Data (continued):**

**Level of Client Satisfaction**



Client Satisfaction results for EAP counselling clients

**PROGRAM 2  
EMPLOYEE ASSISTANCE PROGRAM**



**2017 Program Detail**

**Social Services - Family  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	380	405	416	(40)	376
Personnel Related	2	11	11	(4)	7
Communications	1	18	18	(13)	5
Supplies	-	3	3	-	3
Materials & Services	-	2	2	-	2
<b>Operating Expenses Subtotal</b>	<b>383</b>	<b>439</b>	<b>450</b>	<b>(57)</b>	<b>393</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Corporate HR	(215)	(215)	(215)	-	(215)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(215)</b>	<b>(215)</b>	<b>(215)</b>	<b>-</b>	<b>(215)</b>
<b>Total Expenses</b>	<b>168</b>	<b>224</b>	<b>235</b>	<b>(57)</b>	<b>178</b>
<b>Revenues</b>					
Fees & Service Charges	(148)	(133)	(133)	(25)	(158)
Fees - Transit	(20)	(20)	(20)	-	(20)
<b>Total Revenues</b>	<b>(168)</b>	<b>(153)</b>	<b>(153)</b>	<b>(25)</b>	<b>(178)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>71</b>	<b>82</b>	<b>(82)</b>	<b>-</b>

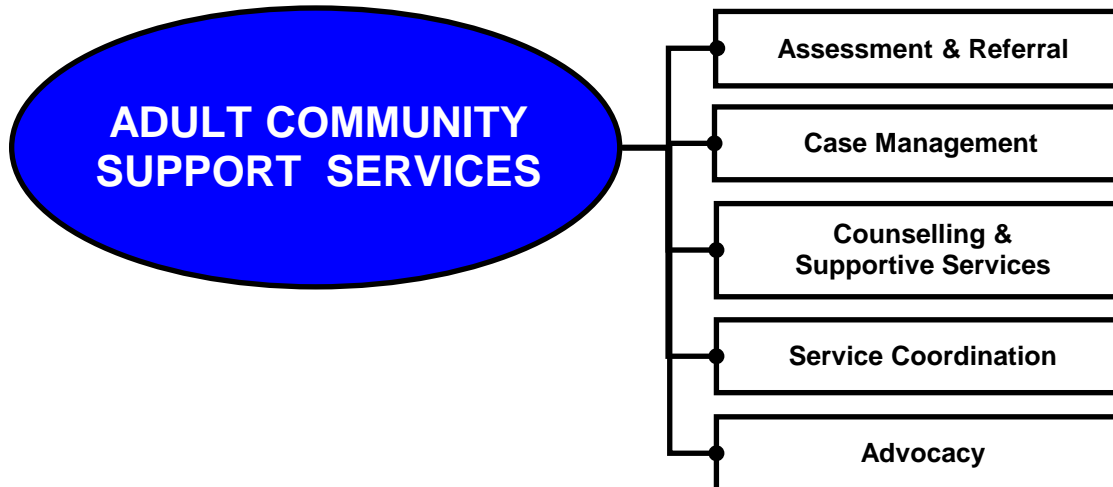


# PROGRAM 3 ADULT COMMUNITY SUPPORT SERVICES



## 2017 Program Detail

## Social Services - Family Services



### Purpose:

- ◆ To provide services and supports to adults with a developmental disability and their families to enable them to live, work and participate in community activities independently and safely with improved quality of life, consistent with the Ministry of Community and Social Services (MCSS) requirements for this program.

### Description of Program Activities:

- ◆ **Assessment & Referral:** To identify an individual's needs and refer them to community resources as appropriate, e.g. employment, medical, social, vocational, psychological or academic assessment to aid in planning for individual clients (current, future).
- ◆ **Case Management:** To facilitate continuity and coordination of services providing follow-up and information about service availability.
- ◆ **Counselling & Supportive Services:** To help an individual client work through personal problems. Where intensive or prolonged counselling is required, a referral will be made to existing community services.
- ◆ **Service Coordination:** To coordinate services and supports from community agencies as required/appropriate. Manage implementation of new initiatives for the Durham community as per MCSS requirements, e.g. Support Intensity Scale (SIS) Assessor.
- ◆ **Advocacy:** To work with community agencies and services on an individual client's behalf, so that the client's rights are acknowledged and they benefit from available services.
- ◆ The Program is evaluated by community agencies and MCSS, following Provincial standards and procedures.
- ◆ The Program provides quarterly reports to the Ministry on the costs and number of clients served. Numerous program statistics are tracked including: levels of case intensity/support required e.g. comprehensive (high); supported independence (moderate).
- ◆ Approximately 3 per cent of individuals served are aged 70 plus; 32 per cent are aged 40-69 years; 21 per cent are aged 30-39 years; 44 per cent are aged 18-29 years.



**2017 Program Detail**

**Social Services - Family Services**

**Description of Program Resources:**

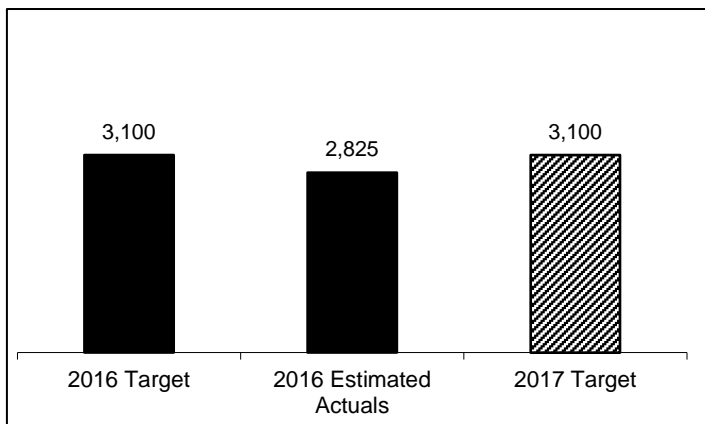
- ◆ 2017 Full Time Staff = 4.75
- 2016 Full Time Staff = 4.75

**Performance Measurements:**

- ◆ Number of direct client service hours
- ◆ Number of clients served

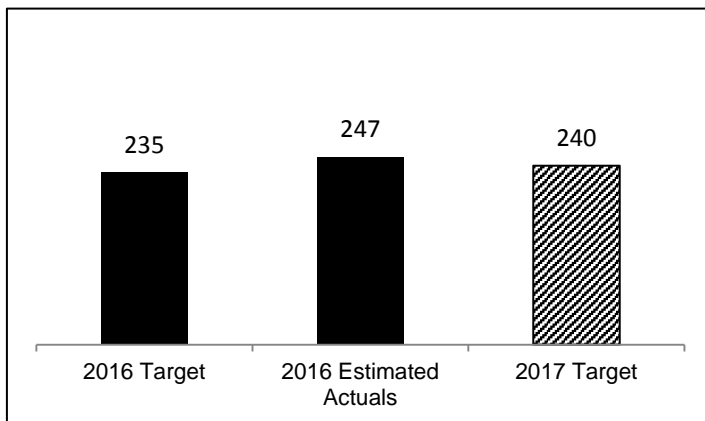
**Performance Data:**

**Number of Direct Client Service Hours**



The number of direct client service hours is consistent with the number of FTEs funded by MCSS.

**Number of Clients Served**



**PROGRAM 3  
ADULT COMMUNITY SUPPORT SERVICES**



**2017 Program Detail**

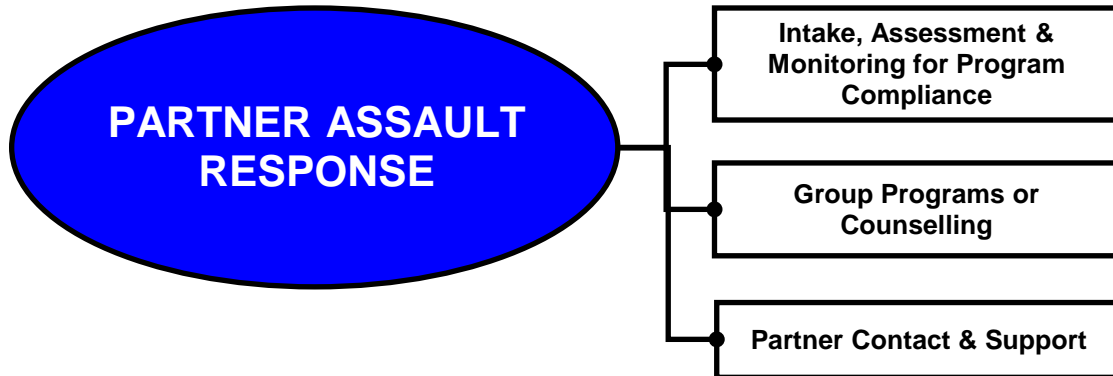
**Social Services - Family  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	437	460	463	-	463
Personnel Related	16	11	11	-	11
Professional Services	2	2	2	-	2
<b>Total Expenses</b>	<b>455</b>	<b>473</b>	<b>476</b>	<b>-</b>	<b>476</b>
<b>Revenues</b>					
Provincial Subsidy	(349)	(349)	(349)	-	(349)
<b>Total Revenues</b>	<b>(349)</b>	<b>(349)</b>	<b>(349)</b>	<b>-</b>	<b>(349)</b>
<b>Net Program Expenses</b>	<b>106</b>	<b>124</b>	<b>127</b>	<b>-</b>	<b>127</b>



**2017 Program Detail**

**Social Services - Family  
Services**



**Purpose:**

The Partner Assault Response (PAR) Program is 100% funded by the Ministry of the Attorney General's (MAG), Ontario Victim Services and client fees. It provides 12-session group programs for up to 585 men and women who have been mandated by the court to attend the program in response to a criminal charge involving domestic violence. Program services are delivered in accordance with the Partner Assault Response (PAR) Program Standards, provided by MAG. The program is audited by MAG. The objectives of the program are to:

- ◆ Increase clients' understanding of: (1) domestic violence and abuse and (2) non-violent strategies and skills to engage in healthy relationships.
- ◆ Reduce clients' likelihood of reoffending by increasing their self-awareness of personal attitudes and beliefs/triggers/warning signs that contribute to violent and abusive behaviour.
- ◆ Assist victims/partners by reducing isolation and helping them to make informed decisions about the future of their relationship or contact with the client.
- ◆ Collaborate with MAG, the Crown's Office, Probation and Parole, Police Services and other service providers.

**Description of Program Activities:**

- ◆ Review all referrals from the Crown's Office and Probation and Parole to assess individual's suitability for the program.
- ◆ Provide men and women's groups each week at day and evening times. In some instances, the individual delivery of the program may be assessed to be a more appropriate method of intervention than group participation.
- ◆ Provide confidential outreach/follow-up to victims/partners of clients to provide safety planning, support and referrals to community resources.
- ◆ Monitor clients' compliance with program requirements and complete final reports for Probation and Parole or the Court that evaluate clients' success in meeting program goals.
- ◆ Provide community education on domestic assault and prevention activities; work with community to establish practices that contribute to the safety of women and men in Durham Region.
- ◆ Promote community actions that assist justice authorities in addressing intimate partner violence.



**2017 Program Detail**

**Social Services - Family Services**

**Description of Program Resources:**

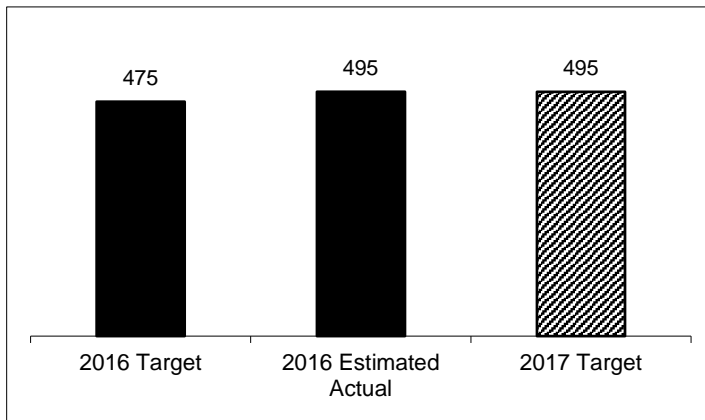
- ◆ 2017 Full Time Staff = 3.3      Position Transfer: 0.3 Area Manager from Employee Assistance Program
- 2016 Full Time Staff = 3.0

**Performance Measurements:**

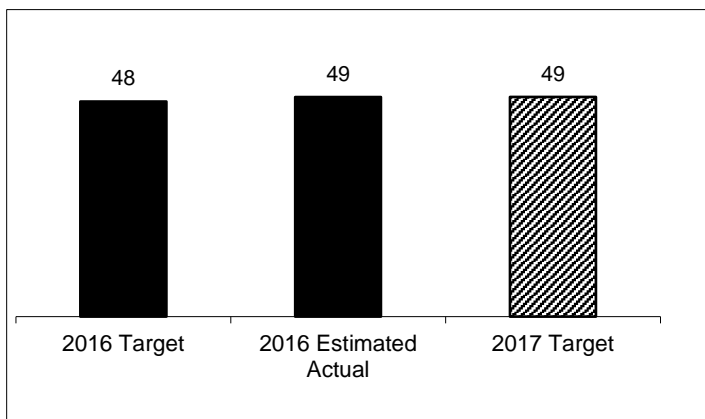
- ◆ Number of individuals referred to Program
- ◆ Number of 12-session groups offered per year

**Performance Data:**

**Number of Individuals Referred to Program**



**Number of 12-Session Groups Offered Per Year**



**PROGRAM 4  
PARTNER ASSAULT RESPONSE**



**2017 Program Detail**

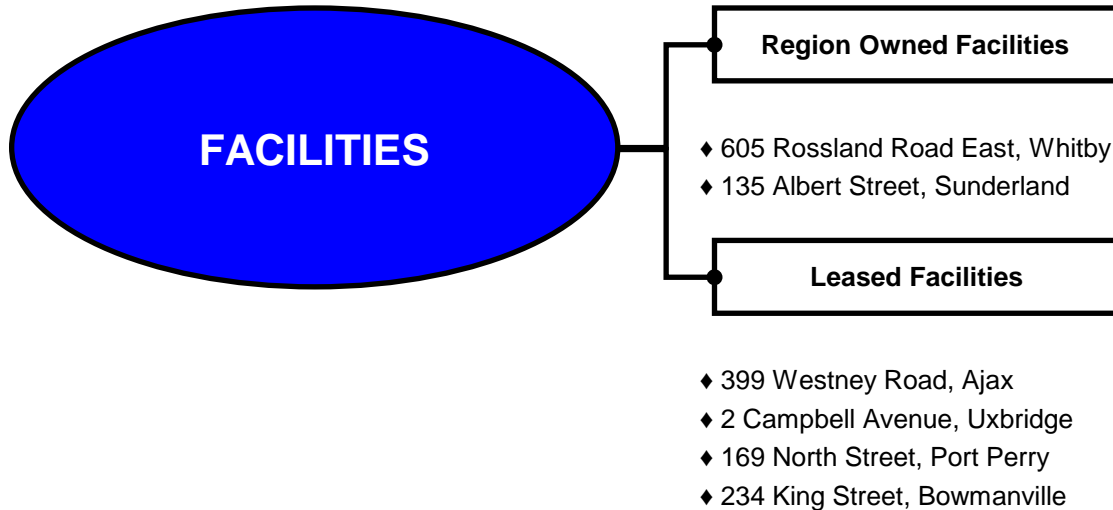
**Social Services - Family  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	317	314	314	22	336
Personnel Related	7	5	5	-	5
Communications	5	4	4	-	4
Supplies	6	4	4	-	4
Materials & Services	22	7	7	-	7
Professional Services	157	175	175	(22)	153
<b>Total Expenses</b>	<b>514</b>	<b>509</b>	<b>509</b>	<b>-</b>	<b>509</b>
<b>Revenues</b>					
Provincial Subsidy	(464)	(464)	(464)	-	(464)
Fees & Service Charges	(50)	(45)	(45)	-	(45)
<b>Total Revenues</b>	<b>(514)</b>	<b>(509)</b>	<b>(509)</b>	<b>-</b>	<b>(509)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2017 Program Detail**

**Social Services - Family Services**



**Purpose:**

- ◆ To provide a safe, comfortable work environment for Family Services staff and clients.

**Description of Program Activities:**

- ◆ Building and grounds maintenance staff continually inspect the perimeter and interior for deterioration in the structure and make all the necessary repairs.
- ◆ HVAC equipment is updated on an ongoing basis as outdated components are continually repaired or replaced.
- ◆ Janitorial and custodial staff create a clean and tidy environment for staff to work. This service is monitored and is frequently assessed as to its efficiency.
- ◆ Facilities services are currently provided to the above locations.

**Description of Program Resources:**

- ◆ Comply with all building code standards.
- ◆ Monitoring of costs.
- ◆ Monitoring and/or investigating of all requests/complaints.
- ◆ Compiling statistical information for evaluation.

**Performance Measurements:**

- ◆ Cost per square foot.



**2017 Program Detail**

**Social Services - Family  
Services**

**Performance Data:**

**Total Office Area Utilized**

Ajax Site\*  
 Uxbridge Site\*  
 Port Perry Site\*  
 Bowmanville Site\*  
 Sunderland Site  
 Total Office Area Utilized (Excluding Headquarters)

	2016	2017
	3,638	3,638
	1,170	1,170
	500	500
	1,940	1,940
	460	460
	<b>7,708</b>	<b>7,708</b>

\*This is rental space and requires constant negotiation / contact with owners.

**Cost per Square Foot of Office Area Utilized**

Ajax Site  
 Uxbridge Site  
 Port Perry Site  
 Bowmanville Site  
 Sunderland Site  
 Total Cost per Office Area Utilized (Excluding Headquarters  
 Shared Facility Cost)

	2016 Estimated Actuals	2016 Target	2017 Target
	\$27	\$28	\$28
	\$29	\$31	\$33
	\$40	\$40	\$39
	\$28	\$29	\$28
	\$44	\$25	\$28
	<b>\$30</b>	<b>\$29</b>	<b>\$30</b>



**PROGRAM 5  
FACILITIES MANAGEMENT**



**2017 Program Detail**

**Social Services - Family  
Services**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Supplies	-	1	1	-	1
Materials & Services	2	1	1	-	1
Buildings & Grounds Operations	27	19	19	1	20
Equipment Maintenance & Repairs	-	1	1	-	1
Contracted Services	17	17	19	-	19
Leased Facilities Expenses	167	167	169	-	169
Insurance	4	4	4	-	4
Major Repairs & Renovations	16	25	-	-	-
<b>Operating Expenses Subtotal</b>	<b>233</b>	<b>235</b>	<b>214</b>	<b>1</b>	<b>215</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works-Facilities Management Charge	11	14	14	-	14
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>11</b>	<b>14</b>	<b>14</b>	<b>-</b>	<b>14</b>
<b>Net Program Expenses</b>	<b>244</b>	<b>249</b>	<b>228</b>	<b>1</b>	<b>229</b>

## TANGIBLE CAPITAL ASSETS - NEW



### 2017 Program Detail

### Social Services - Family Services

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Core Community Services - Program 1</u></b>			
1 Workstation Reconfiguration	1	30,000	30,000
			<b>30,000</b>

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2017 Program Detail

## Social Services - Family Services

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Core Community Services - Program 1</u></b>			
1 Desktop Computers (Includes Monitors)	15	950	14,250
			<b><u>14,250</u></b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2017 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
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**HOUSING SERVICES**

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**2017 Business Plan**

**Social Services - Housing Services**

**Major Services & Activities**

**Social Housing Administration**

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

**Community Homelessness Prevention Initiative**

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

**Durham Access to Social Housing**

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

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

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

**Durham Regional Local Housing Corporation Property Management**

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



**2017 Business Plan**

**Social Services - Housing Services**

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

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

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

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

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

**Strategic Goals**

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Housing Services

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Housing Services

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

#### Summary of Base Budget Changes

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



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Housing Services

(\$,000's)

#### Social Housing Administration

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

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

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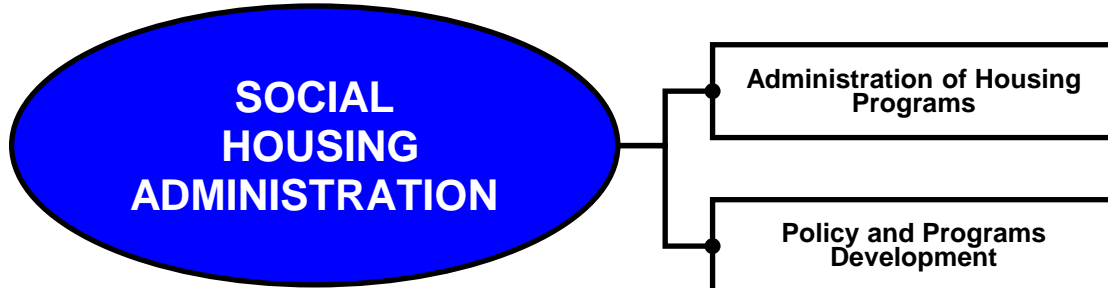
#### Durham Regional Local Housing Corporation (DRLHC) - Property Management

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



2017 Program Detail

Social Services - Housing Services



**Purpose:**

- ◆ To cover salaries, benefits, capital and other costs associated with the administration of Social Housing programs.

**Description of Program Activities:**

- ◆ Delivery of Social Housing programs including providing training and advice to housing providers, monitoring operations, including the preservation of Social Housing assets, assisting with the review of financial requests, developing local housing policy and ensuring action plans are in place for all Projects in Difficulty.
- ◆ Performing Operational Reviews.
- ◆ Providing a minimum of two housing provider training/information sessions annually.
- ◆ Undertaking Rent-Geared-to-Income (RGI) verification for a minimum of 20 per cent of units annually.
- ◆ Undertaking capital asset preservation initiatives, scheduled or emergency, in conjunction with the Works Department.
- ◆ Facilitating intervention to address serious occurrences.
- ◆ Applying for funding and managing Federal/Provincial one-time programs (ie. Social Housing Energy Efficiency Program (SHEEP), Social Housing Infrastructure Program (SHIP), etc.)

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 11.06  
2016 Full Time Staff = 11.06

**Performance Measurements:**

- ◆ Percentage of Operational Reviews completed within 90 days.
- ◆ Percentage of Rent-Geared-to-Income (RGI) audits completed within 60 days.

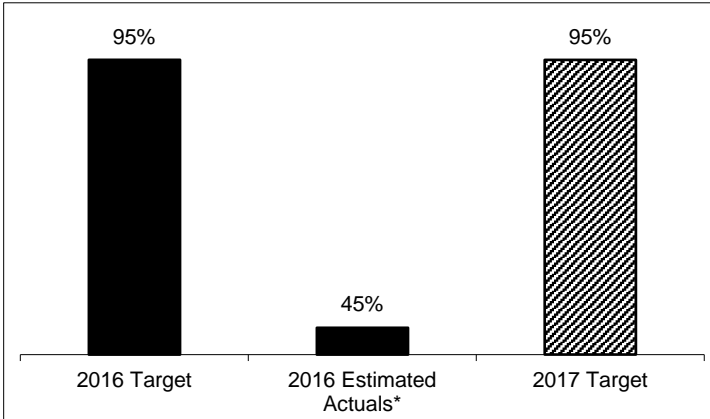


**2017 Program Detail**

**Social Services - Housing Services**

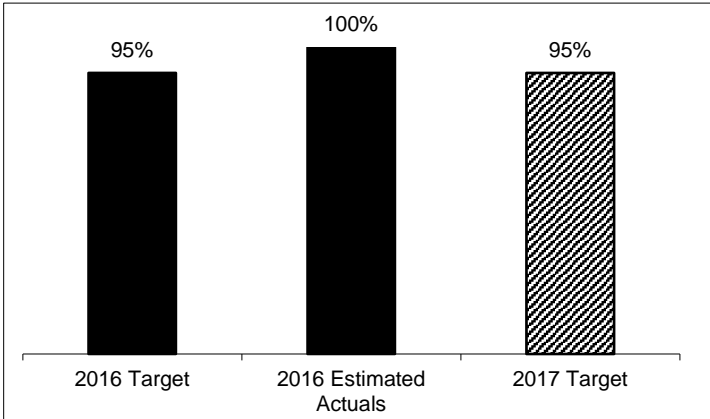
**Performance Data:**

**Percentage of Operational Reviews Completed Within 90 Days**



\* Impacted by 2016 Social Infrastructure Fund (SIF) Program and Green Investment Fund Program Administration

**Percentage of Rent-Geared-to-Income (RGI) Audits Completed within 60 Days**



**PROGRAM 1  
SOCIAL HOUSING ADMINISTRATION**



**2017 Program Detail**

**Social Services - Housing  
Services**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,260	1,271	1,318	21	1,339
Personnel Related	36	33	33	7	40
Communications	44	19	19	25	44
Supplies	17	22	22	-	22
Computer Maintenance & Operations	-	6	6	69	75
Materials & Services	9	37	37	(25)	12
Equipment Maintenance & Repairs	3	3	3	-	3
Professional Services	10	10	10	-	10
Leased Facilities Expenses	-	1	1	(1)	-
<b>Gross Operating Expenses</b>	<b>1,379</b>	<b>1,402</b>	<b>1,449</b>	<b>96</b>	<b>1,545</b>
<b>Tangible Capital Assets</b>					
New	1	1	-	-	-
Replacement	22	22	14	225	239
<b>Total Tangible Capital Assets</b>	<b>23</b>	<b>23</b>	<b>14</b>	<b>225</b>	<b>239</b>
<b>Net Program Expenses</b>	<b>1,402</b>	<b>1,425</b>	<b>1,463</b>	<b>321</b>	<b>1,784</b>

# PROGRAM 2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE



## 2017 Program Detail

## Social Services - Housing Services

### Purpose:

- ◆ To utilize Provincial and Regional funding to enable community agencies to help households that are homeless or at risk of homelessness to:
  - Obtain housing
  - Prevent housing loss

### Description of Program Activities:

- ◆ Program funds are used to assist households to obtain and/or retain housing in four service categories including: emergency shelter solutions; housing and related supports; services and supports; and, homelessness prevention.
- ◆ Staff maintain Purchase of Service Agreements with Community Agencies to deliver service.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 4  
2016 Full Time Staff = 4

### Performance Measurements:

- ◆ Percentage of households assisted maintain tenancies.
- ◆ Percentage of households assisted obtain housing.

**PROGRAM 2  
COMMUNITY HOMELESSNESS PREVENTION INITIATIVE**

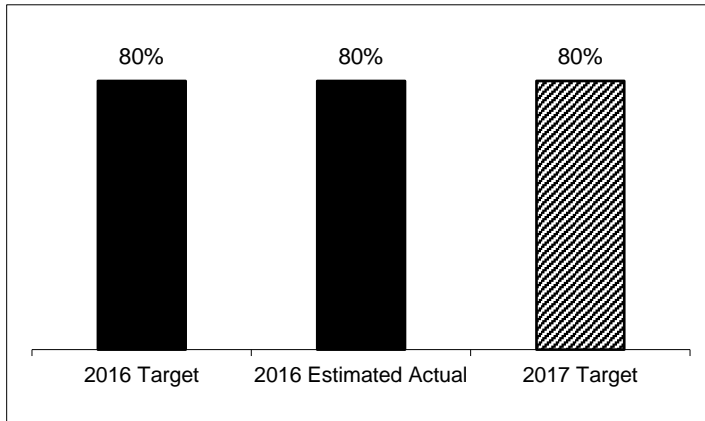


**2017 Program Detail**

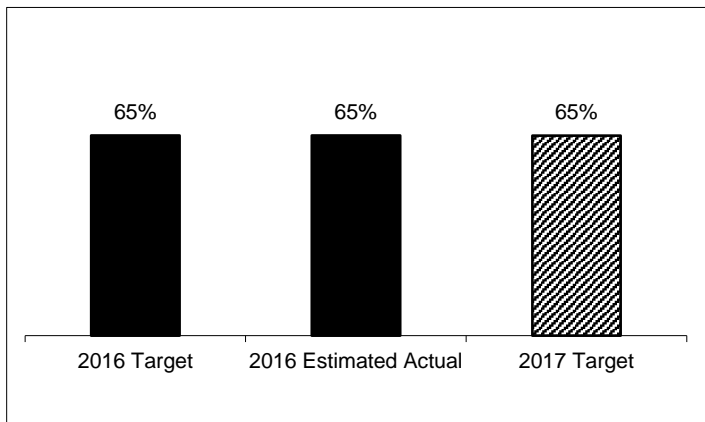
**Social Services - Housing  
Services**

**Performance Data:**

**Percentage of Households Assisted Maintain Tenancies**



**Percentage of Households Assisted Obtain Housing**



**PROGRAM 2**  
**COMMUNITY HOMELESSNESS PREVENTION INITIATIVE**



**2017 Program Detail**

**Social Services - Housing  
Services**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	402	423	437	-	437
Personnel Related	2	10	10	-	10
Communications	14	1	1	7	8
Materials & Services	-	2	2	(2)	-
Professional Services	-	5	5	(5)	-
Contracted Services	5,823	5,823	5,823	554	6,377
<b>Operating Expenses Subtotal</b>	<b>6,241</b>	<b>6,264</b>	<b>6,278</b>	<b>554</b>	<b>6,832</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Social Assistance Charge	-	-	-	242	242
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>242</b>	<b>242</b>
<b>Total Expenses</b>	<b>6,241</b>	<b>6,264</b>	<b>6,278</b>	<b>796</b>	<b>7,074</b>
<b>Revenues</b>					
Provincial Subsidy-CHPI	(5,891)	(5,891)	(5,891)	(796)	(6,687)
<b>Total Revenues</b>	<b>(5,891)</b>	<b>(5,891)</b>	<b>(5,891)</b>	<b>(796)</b>	<b>(6,687)</b>
<b>Net Program Expenses</b>	<b>350</b>	<b>373</b>	<b>387</b>	<b>-</b>	<b>387</b>

## PROGRAM 3 DURHAM ACCESS TO SOCIAL HOUSING



### 2017 Program Detail

### Social Services - Housing Services

#### Purpose:

- ◆ To administer the centralized wait list for Rent-Geared-to-Income (RGI) housing.

#### Description of Program Activities:

- ◆ Manage the RGI wait list by offering applicants housing information and application assistance.
- ◆ Determine applicant eligibility for RGI in accordance with the Housing Services Act and Regional policies.
- ◆ Ensure policies and procedures are consistently applied.
- ◆ Provide information to the public on the application process.
- ◆ Update the wait list on an annual basis.
- ◆ Develop/improve policies and procedures.

#### Description of Program Resources:

- ◆ 2017 Full Time Staff = 1  
2016 Full Time Staff = 1

#### Performance Measurements:

- ◆ Percentage of new RGI applications acknowledged within 7 working days.
- ◆ Percentage of applications pending more than 20 days.
- ◆ Percentage of RGI applicant households registered on the Durham Access to Social Housing (DASH) vacancy system.



**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**

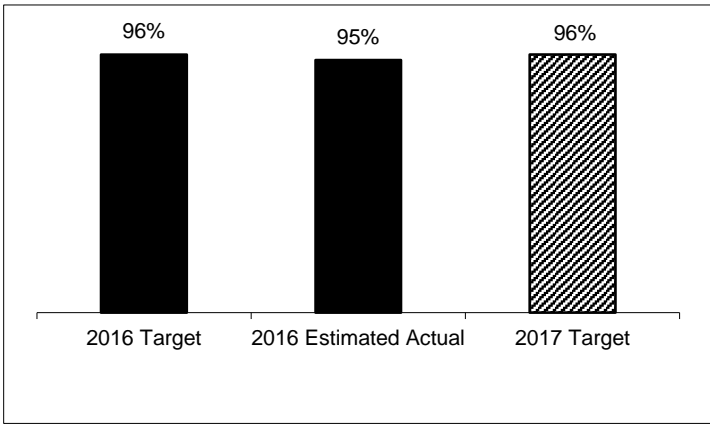


**2017 Program Detail**

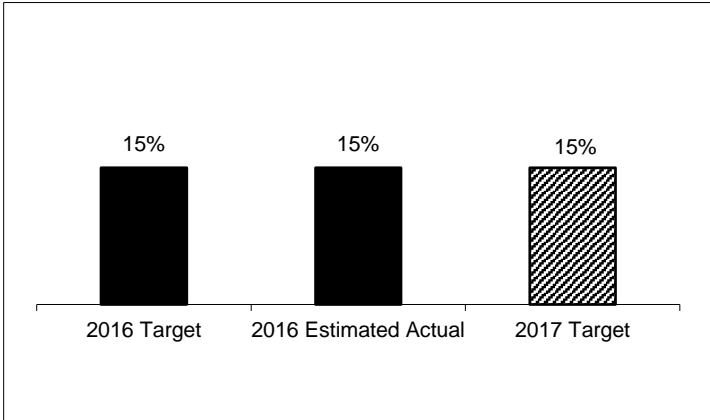
**Social Services - Housing Services**

**Performance Data:**

**Percentage of New Rent-Geared-to-Income Applications Acknowledged Within 7 Working Days**



**Percentage of Applications Pending More Than 20 Days**



**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**

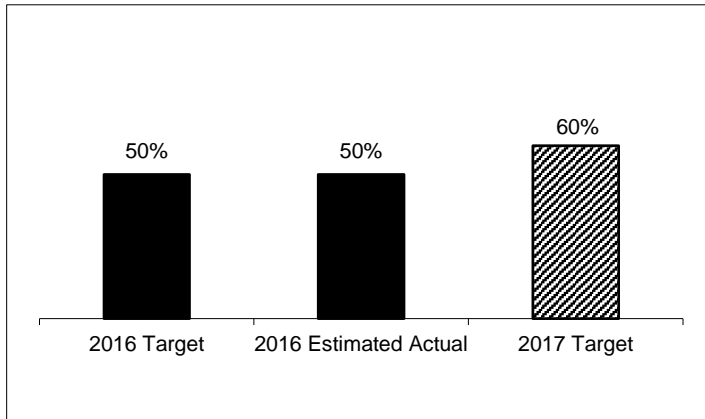


**2017 Program Detail**

**Social Services - Housing  
Services**

**Performance Data (continued):**

**Percentage of Households Registered on the DASH Vacancy System**



**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**



**2017 Program Detail**

**Social Services - Housing  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	79	80	82	-	82
Personnel Related	7	7	7	-	7
Communications	1	14	14	-	14
Materials & Services	12	12	12	-	12
Professional Services	-	15	15	-	15
<b>Net Program Expenses</b>	<b>99</b>	<b>128</b>	<b>130</b>	<b>-</b>	<b>130</b>

## PROGRAM 4 INVESTMENT IN AFFORDABLE HOUSING



### 2017 Program Detail

### Social Services - Housing Services

#### Purpose:

- ◆ To support the development of new housing initiatives across Durham Region under the Canada Mortgage and Housing Corporation (CMHC)-Ontario Affordable Housing Program (AHP), Investment in Affordable Housing (IAH) for Ontario Program and the IAH 2014 Extension.

#### Description of Program Activities:

- ◆ Implement the Program Delivery and Fiscal Plan for IAH funding for the period April 2014 - March 2020.
- ◆ Prepare and administer Agreements with approved delivery agents/proponents/eligible participants.
- ◆ Monitor project activities and provide regular updates to the Ministry of Housing.
- ◆ Liaise with proponents regarding program requirements/project matters.
- ◆ Prepare project business cases, statistical analyses and other reports as required to Regional Council and the Ministry of Housing.

#### Description of Program Resources:

This program is 100% funded by the federal and provincial governments

- ◆ 2017 Full Time Staff = 1
- 2016 Full Time Staff = 1

#### Performance Measurements:

- ◆ 299 AHP rental units remain affordable for 20 years.
- ◆ Rental affordability improved for at least 670 waiting list applicants through the Durham Housing Benefit and Housing Allowance programs.
- ◆ Up to 16 low income homeowners provided with down payment assistance through Habitat for Humanity Durham.
- ◆ At least 200 new rental units will be created during the period 2015 to 2019.

**PROGRAM 4  
INVESTMENT IN AFFORDABLE HOUSING**



**2017 Program Detail**

**Social Services - Housing  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	109	107	111	-	111
Outside Agency Expenses	29	-	-	33	33
Professional Services	25	71	67	(33)	34
<b>Operating Expenses Subtotal</b>	<b>163</b>	<b>178</b>	<b>178</b>	<b>-</b>	<b>178</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Housing Services Charge	68	68	68	-	68
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>-</b>	<b>68</b>
<b>Total Expenses</b>	<b>231</b>	<b>246</b>	<b>246</b>	<b>-</b>	<b>246</b>
<b>Revenues</b>					
Provincial Subsidy	(116)	(124)	(123)	-	(123)
Federal Subsidy	(115)	(122)	(123)	-	(123)
<b>Total Revenues</b>	<b>(231)</b>	<b>(246)</b>	<b>(246)</b>	<b>-</b>	<b>(246)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## **2017 Program Detail**

## **Social Services - Housing Services**

### **Purpose:**

- ◆ To provide effective property management services for the Durham Regional Local Housing Corporation (DRLHC).

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

- ◆ Property Management Services for DRLHC as downloaded by the Province, including: tenant placement, rent collection, property maintenance, preventative maintenance, and capital planning.
- ◆ Rent-gear-to-income program delivery (e.g. income verification/rent calculation).
- ◆ Community development initiatives.
- ◆ Asset management.

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

- ◆ 2017 Full Time Staff = 25  
2016 Full Time Staff = 25

### **Performance Measurements:**

- ◆ Average number of days to complete work orders.
- ◆ Vacancy loss as a percentage of rental revenue.
- ◆ Arrears as a percentage of rental revenue.

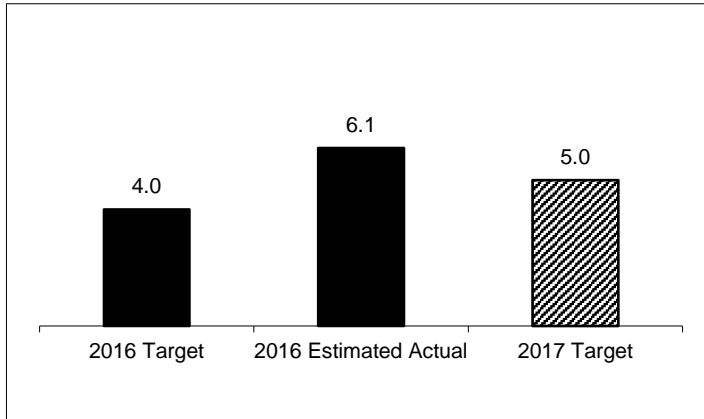


**2017 Program Detail**

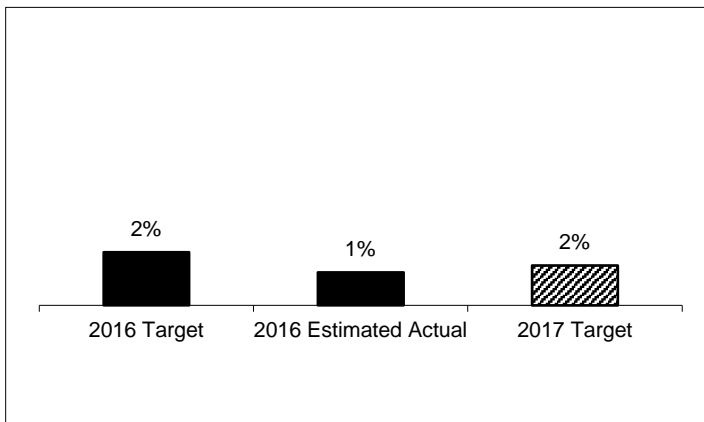
**Social Services - Housing Services**

**Performance Data:**

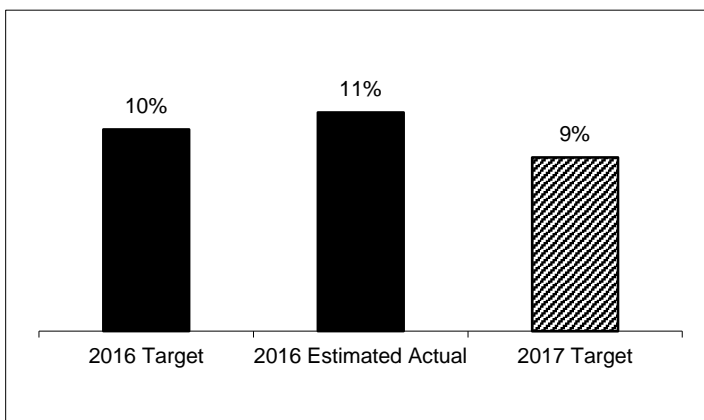
**Average Number of Days to Complete Work Orders**



**Vacancy Loss as a Percentage of Rental Revenue**



**Arrears as a Percentage of Rental Revenue**



**PROGRAM 5  
DRLHC - PROPERTY MANAGEMENT**



**2017 Program Detail**

**Social Services - Housing  
Services**

**DRLHC properties provide units for Rent-Geared-to-Income households at the following locations:**

<u>AREA MUNICIPALITY</u>	<u>ADDRESS/LOCATION</u>	<u>UNITS</u>
Ajax	655 Harwood Avenue South	129
Brock	103 Cameron Street West	26
	342 Main Street	32
Clarington	2 Nelson Street East	21
	4 Nelson Street East	14
Oshawa	Christine/Normandy/Nevis	42
	Lomond Street	18
	439 Dean Avenue	51
	155 King Street East	165
	Cedar/Carlton/Wasaga	35
	Linden/Poplar	32
	Malaga Road	65
	460 Normandy	30
	Birchcliffe/Lakeview/Ritson*	185
385 Beatrice Street East	50	
Pickering	1910 Faylee Crescent	36
	1330 Foxglove Avenue	36
Scugog	327 Kellet Street	30
	385 Rosa Street	38
Uxbridge	20 Perry Street*	56
Whitby	850 Green Street South	81
	409 Centre Street South	16
	315 Colborne Street West	105
Total		<u><u>1,293</u></u>

\* Includes 12 units in Oshawa and 5 units in Uxbridge. RGI Subsidy for these units are provided under the strong Communities Rent Supplement Program.



**PROGRAM 5  
DRLHC PROPERTY MANAGEMENT**



**2017 Program Detail**

**Social Services - Housing  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	2,567	2,562	2,652	7	2,659
Personnel Related	21	23	23	-	23
Communications	4	-	-	-	-
Supplies	1	2	2	-	2
Headquarters Shared Costs	111	111	113	-	113
Materials & Services	1	-	-	-	-
Vehicle Operations	20	15	15	-	15
<b>Operating Expenses Subtotal</b>	<b>2,725</b>	<b>2,713</b>	<b>2,805</b>	<b>7</b>	<b>2,812</b>
<b>Transfers from Related Entities</b>					
Recovery from DRLHC	(2,441)	(2,429)	(2,517)	(7)	(2,524)
<b>Transfers from Related Entities Subtotal</b>	<b>(2,441)</b>	<b>(2,429)</b>	<b>(2,517)</b>	<b>(7)</b>	<b>(2,524)</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Strong Communities Rent Supplement	(216)	(216)	(220)	-	(220)
Recovery - Provincial Downloading (IAH)	(68)	(68)	(68)	-	(68)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(284)</b>	<b>(284)</b>	<b>(288)</b>	<b>-</b>	<b>(288)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## **2017 Program Detail**

## **Social Services - Housing Services**

### **Purpose:**

- ◆ To provide cost-pass-through property management services for the City of Oshawa.

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

- ◆ Tenant placement and property management (e.g. rent collection/calculation).
- ◆ Asset maintenance and capital planning.

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

- ◆ Staff from the DRLHC (Program 5) provide services for this program as part of their responsibilities.

### **Performance Measurements:**

- ◆ See the DRLHC (Program 5) performance measures.

### **Performance Data:**

- ◆ See the DRLHC (Program 5) performance data.



**2017 Program Detail**

**Social Services - Housing Services**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	9	9	9	-	9
<b>Total Expenses</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>	<b>9</b>
<b>Revenues</b>					
Fees & Service Charges	(9)	(9)	(9)	-	(9)
<b>Total Revenues</b>	<b>(9)</b>	<b>(9)</b>	<b>(9)</b>	<b>-</b>	<b>(9)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2017 Program Detail

## Social Services - Housing Services

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>			
		\$	\$
<b><u>Social Housing Administration - Program 1</u></b>			
1 Desktop Computers	11	700	7,700
2 Tablets	4	1,500	6,000
3 Property Management System	1	225,000	225,000
			<b>238,700</b>

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**LONG TERM CARE AND SERVICES FOR SENIORS**

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**2017 Business Plan**

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

**Major Services & Activities**

**Nursing and Personal Care**

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

**High Intensity Needs**

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

**Resident Care Program Support**

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

**Raw Food**

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

**Other Accommodation**

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

**Adult Day Program**

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



**2017 Business Plan**

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

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

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

**Key Deliverables**

**Responsibility - Lead**

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

**Strategic Goals**

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

## PROGRAM SUMMARY



### 2017 Business Plan

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

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

#### Summary of Increase (Decrease)

\$29
3.23%
\$290
32.29%

#### Summary of Base Budget Changes

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



# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

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

(\$,000's)

### Divisional Administration

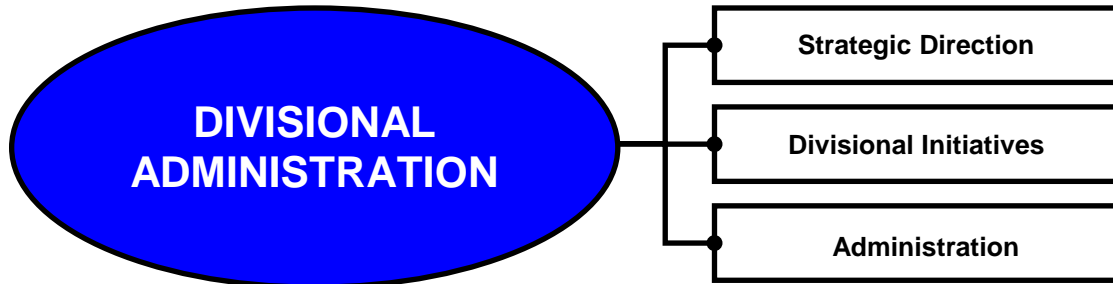
- ◆ Position Transfer: 1 Food Service Aide vacant position from Fairview Lodge. 63
- ◆ Position Reclassification: 1 Food Service Aide to a Training Specialist, required to coordinate and deliver general orientation and mandatory training to all divisional staff. 34
- ◆ Position Transfer: 1 Occupational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

**Total Program Changes** 261



2017 Program Detail

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



**Purpose:**

- ◆ To provide strategic direction, develop and promote divisional initiatives and provide administrative support to the Region's four long-term care (LTC) homes.

**Description of Program Activities:**

- ◆ **Director:** Provides strategic direction on issues relating to resident care and services, general operating concerns, Ministry of Health and Long-Term Care (MOHLTC) legislation, and financial and budget management.
- ◆ **Manager of Quality and Clinical Integration:** Provides guidance and oversight on quality improvement initiatives including best practices, Health Quality Ontario's Residents' First initiative, Municipal Benchmarking Network Canada (MBNCanada, formerly OMBI), and a variety of other projects which promote resident-focused care and services within all four homes.
- ◆ **Advisor - Seniors' Safety:** Provides advice utilizing evidence-based practice, research and innovation. The position provides resident, family and staff education and support related to awareness and prevention of elder abuse.
- ◆ **Administrative Staff:** Provides administrative support to the LTC Administration management team as well as directly to the homes.
- ◆ **Training Specialist:** Coordinates and delivers general orientation and mandatory training to all divisional staff.
- ◆ **Occupational Health Nurse:** Conducts new employee and new volunteer medicals, coordinates programs for the division including: influenza clinics, respirator-fit testing, and various wellness events.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 7  
 Position Transfer: 1 Food Service Aide from Fairview Lodge  
 Position Reclassification: 1 Food Service Aide to Training Specialist  
 Position Transfer: 1 Occupational Health Nurse from Fairview Lodge
- ◆ 2016 Full Time Staff = 5

**Performance Measurements:**

- ◆ Accreditation Status
- ◆ Operating Cost per Facility Bed Day (CMI Adjusted)



**2017 Program Detail**

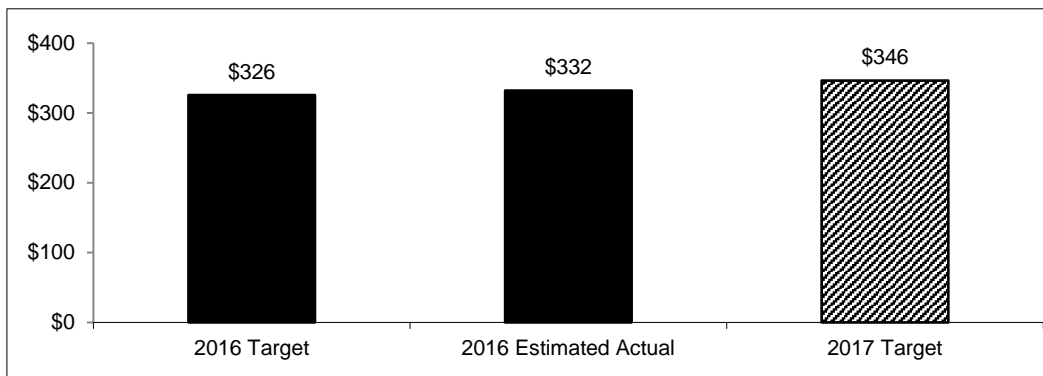
**Social Services - LTC & Services  
For Seniors (LTC Administration)**

**Performance Data:**

**Accreditation Status**

Fairview Lodge	Accredited with Exemplary Standing	2013-2017
Hillsdale Estates	Accredited with Exemplary Standing	2015-2019
Hillsdale Terraces	Accredited with Exemplary Standing	2014-2018
Lakeview Manor	Accredited with Exemplary Standing	2013-2017

**Operating Cost per Facility Bed Day (CMI Adjusted)**



**PROGRAM 1  
DIVISIONAL ADMINISTRATION**



**2017 Program Detail**

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

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	610	611	632	261	893
Personnel Related	39	43	43	-	43
Communications	7	4	4	-	4
Supplies	4	9	9	-	9
Materials & Services	8	-	-	-	-
Professional Services	-	2	2	-	2
<b>Operating Expenses Subtotal</b>	<b>668</b>	<b>669</b>	<b>690</b>	<b>261</b>	<b>951</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Social Assistance Charge	206	206	214	-	214
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>206</b>	<b>206</b>	<b>214</b>	<b>-</b>	<b>214</b>
<b>Gross Operating Expenses</b>	<b>874</b>	<b>875</b>	<b>904</b>	<b>261</b>	<b>1,165</b>
<b>Tangible Capital Assets</b>					
Replacement	3	3	3	-	3
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Net Program Expenses</b>	<b>877</b>	<b>878</b>	<b>907</b>	<b>261</b>	<b>1,168</b>



## 2017 Program Detail

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

### **Purpose:**

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

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

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

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

- ◆ 1 staff in the Divisional Administration Program oversee the contracts for these services as part of their responsibilities.

### **Performance Measurements:**

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

# PROGRAM 2 HOMEMAKERS SERVICES

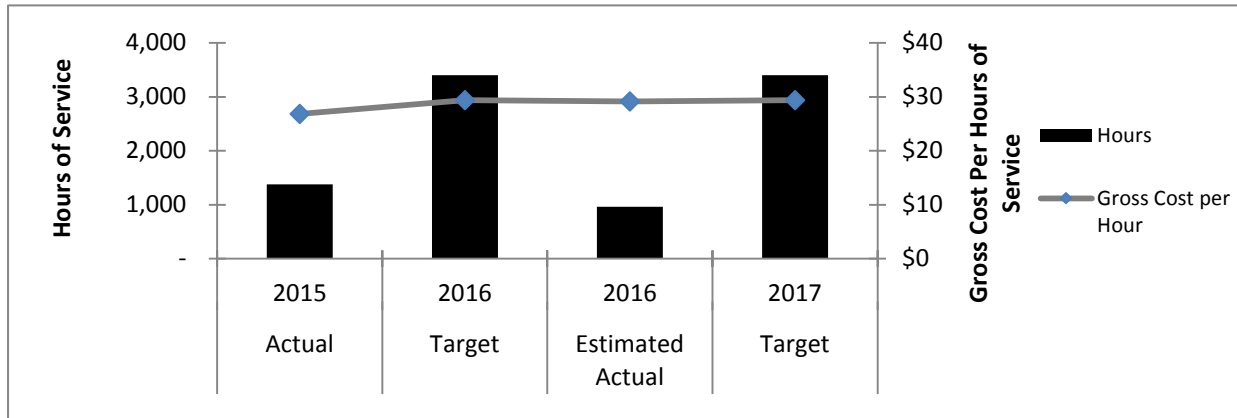


## 2017 Program Detail

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

### Performance Data:

#### Hours of Service Provided and Cost per Hour of Service



#### Gross Cost of Program

	Actual <u>2015</u>	Target <u>2016</u>	Estimated Actual <u>2016</u>	Target <u>2017</u>
Hours of Service provided:	1,353	3,400	960	3,400
Gross Cost of Program:	\$36,308	\$100,000	\$28,000	\$100,000
Gross Cost per Hour of Service:	\$26.84	\$29.41	\$29.17	\$29.41

**PROGRAM 2  
HOMEMAKERS SERVICES**



**2017 Program Detail**

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

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2016</b>		<b>2017</b>		
	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contracted Services	28	100	100	-	100
<b>Total Expenses</b>	<b>28</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>100</b>
<b>Revenues</b>					
Provincial Subsidy	(22)	(80)	(80)	-	(80)
<b>Total Revenues</b>	<b>(22)</b>	<b>(80)</b>	<b>(80)</b>	<b>-</b>	<b>(80)</b>
<b>Net Program Expenses</b>	<b>6</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>20</b>

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2017 Program Detail

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Divisional Administration - Program 1</u></b>			
1 Desktop Computer & Monitor	1	950	950
2 Laptop	1	1,500	1,500
3 Furniture	1	550	550
			<b>3,000</b>



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**FAIRVIEW LODGE**

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## PROGRAM SUMMARY



### 2017 Business Plan

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

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

## PROGRAM SUMMARY

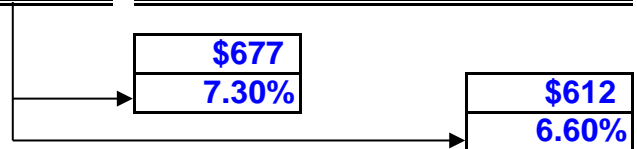


### 2017 Business Plan

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

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

Summary of Increase (Decrease)



### Summary of Base Budget Changes

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Nursing and Personal Care (NPC)

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

##### **Therapy Services**

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

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



### 2017 Program Changes

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

(\$,000's)

#### Other Accommodation

**Food Services**

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

**Environmental Services**

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

63

#### Tangible Capital Assets

**New**

◆ Other Accommodation - Ontario Telemedical Network Equipment	20
	20

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Revenues

**Provincial Subsidy**

**Nursing and Personal Care**

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

Subtotal           (173)

**Resident Care Program Support**

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

**Raw Food**

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

**Other Accommodation**

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

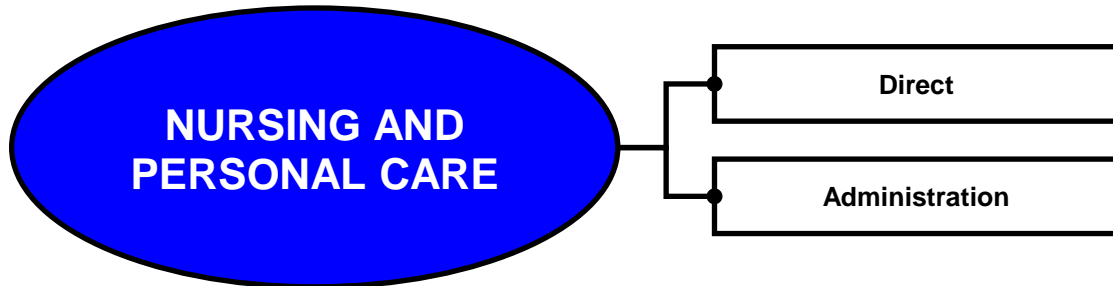
          (206)

**Total Program Changes**           **(65)**



**2017 Program Detail**

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



**Purpose:**

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 198 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director, in collaboration with the Nurse Practitioner, ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal dialysis, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



**2017 Program Detail**

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

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

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 93.5      New Position: 1 Health Care Aide  
2016 Full Time Staff = 92.0      Position Transfer: 0.5 Occupational Health Nurse from Lakeview Manor





**2017 Program Detail**

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

**Performance Measurements:**

**Overview**

- ◆ Fairview Lodge is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Fairview Lodge achieved a 4 year Accreditation with Exemplary Standing in 2013.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada, formerly OMBI), Resident Assessment Instrument Minimum Data Set (RAI-MDS) and Health Quality Ontario (HQO) Public Indicators.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.
- ◆ Evaluation of the outcome of the goals and objectives established for the Division is accomplished through regular review of its strategic plan.

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: falls, restraints, pain, depression, pressure ulcers, and anti psychotic medication use. These are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

**Resource Utilization Groups (RUGS) Case Mix Index (CMI)**

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Fairview Lodge has not been informed by the Province of its new CMI which will come into effect April 1, 2017. However, the current CMI of 98.27 will remain in effect until March 31, 2017.



**2017 Program Detail**

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

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Fairview Lodge continues to achieve an average occupancy rate greater than 97%. There continues to be a lengthy wait list for resident admissions to Fairview Lodge.

		<b>Fairview Lodge</b>
	2016 Target	99.5%
	2016 Estimated Actual	99.0%
	2017 Target	99.5%

**Annual Resident and Family Overall Satisfaction with Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Fairview Lodge's 2016 survey results showed a 89.2 per cent satisfaction rate. This is the first year the Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Fairview's results compare favourably to the national average (comparing over 175 LTCH) of 84.1 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Fairview Lodge has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2017 Program Detail

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

### Performance Measurements (continued):

#### Hours of Nursing and Personal Care per Resident per Day

Fairview Lodge Paid Hours	
2016 Target	3.40
2016 Estimated Actual	3.40
2017 Target	3.43

- ◆ Fairview Lodge is committed to providing the highest quality of care to its residents. The staffing dollars enable Fairview Lodge to provide 3.43 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the Long Term Care Homes Act are fully achieved. Fairview Lodge staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

#### Per Diem

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2017 Program Detail**

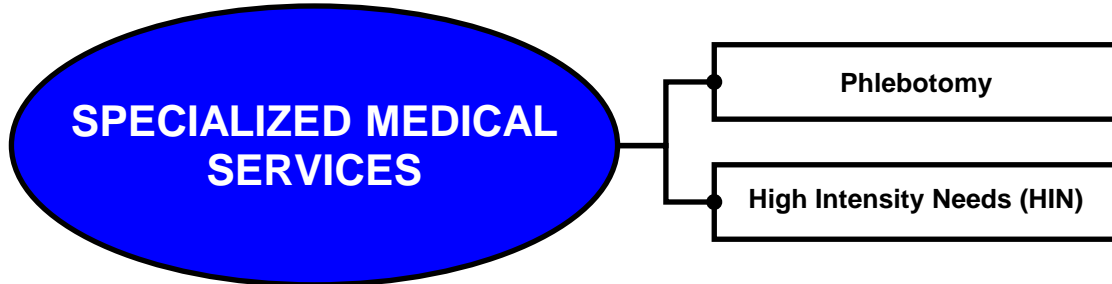
**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	12,620	12,037	12,408	159	12,567
Personnel Related	2	64	64	12	76
Supplies	3	5	5	-	5
Medical Care	321	351	351	-	351
Computer Maintenance & Operations	-	1	1	-	1
Materials & Services	1	9	9	-	9
Professional Services	48	48	48	-	48
Minor Assets & Equipment	-	-	4	-	4
<b>Gross Operating Expenses</b>	<b>12,995</b>	<b>12,515</b>	<b>12,890</b>	<b>171</b>	<b>13,061</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	20	-	20
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>-</b>	<b>20</b>
<b>Total Expenses</b>	<b>12,995</b>	<b>12,515</b>	<b>12,910</b>	<b>171</b>	<b>13,081</b>
<b>Revenues</b>					
Provincial Subsidy-One Time	-	-	-	(5)	(5)
Provincial Subsidy	(7,169)	(7,217)	(7,161)	(168)	(7,329)
<b>Total Revenues</b>	<b>(7,169)</b>	<b>(7,217)</b>	<b>(7,161)</b>	<b>(173)</b>	<b>(7,334)</b>
<b>Net Program Expenses</b>	<b>5,826</b>	<b>5,298</b>	<b>5,749</b>	<b>(2)</b>	<b>5,747</b>



2017 Program Detail

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



**Purpose:**

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

**Description of Program Activities:**

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. As a result of these changes, this service is now cost shared.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2017 Program Detail**

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

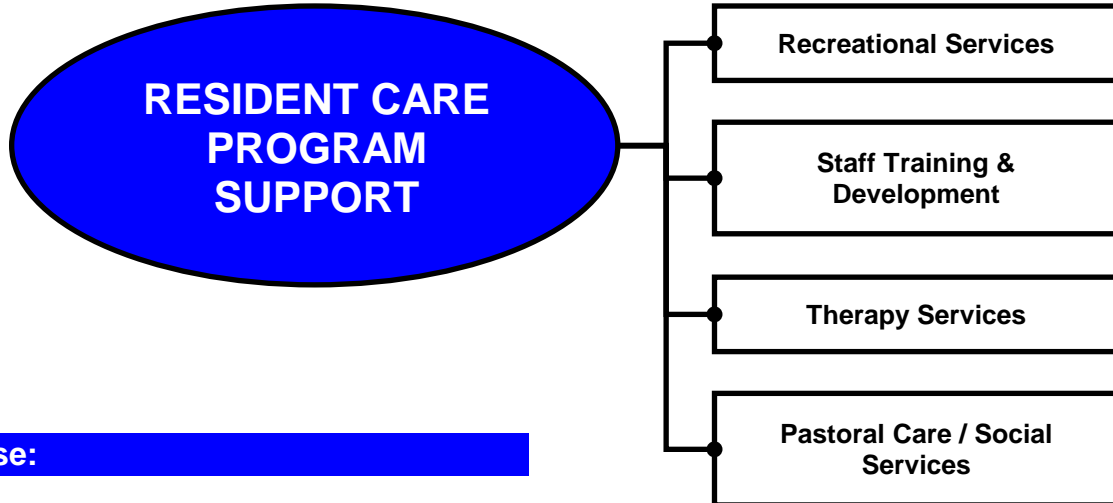
Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Medical Care	50	54	54	-	54
Materials & Services	4	-	-	-	-
<b>Total Expenses</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>-</b>	<b>54</b>
<b>Revenues</b>					
Provincial Subsidy	(50)	(50)	(50)	-	(50)
<b>Total Revenues</b>	<b>(50)</b>	<b>(50)</b>	<b>(50)</b>	<b>-</b>	<b>(50)</b>
<b>Net Program Expenses</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>4</b>

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2017 Program Detail

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



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 198 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Fairview Lodge provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.

## PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



### 2017 Program Detail

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

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

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

#### Description of Program Resources:

- ◆ 2017 Full Time Staff = 9.0                      Position Transfer: 1 Occupational Health Nurse to LTC Administration  
2016 Full Time Staff = 10.0

#### Performance Measurements:

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.



**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2017 Program Detail**

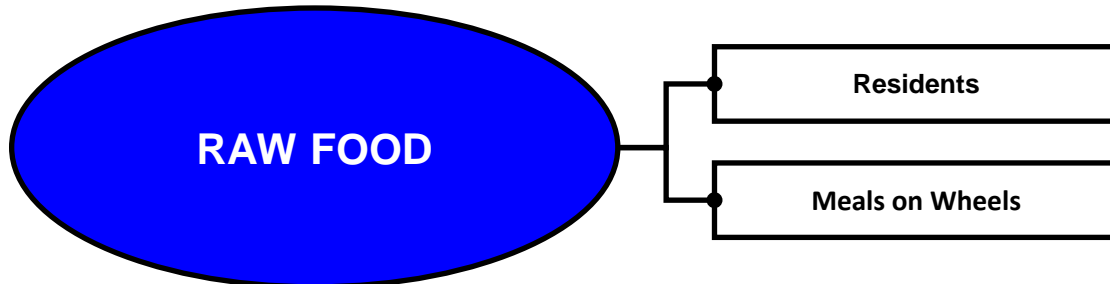
**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,244	1,230	1,269	(123)	1,146
Personnel Related	1	1	1	-	1
Communications	1	2	2	-	2
Supplies	65	59	59	10	69
Materials & Services	2	1	1	-	1
Professional Services	157	154	158	-	158
Minor Assets & Equipment	10	10	-	-	-
<b>Gross Operating Expenses</b>	<b>1,480</b>	<b>1,457</b>	<b>1,490</b>	<b>(113)</b>	<b>1,377</b>
<b>Tangible Capital Assets</b>					
Replacement	10	10	-	-	-
<b>Total Tangible Capital Assets</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,490</b>	<b>1,467</b>	<b>1,490</b>	<b>(113)</b>	<b>1,377</b>
<b>Revenues</b>					
Provincial Subsidy	(845)	(841)	(847)	(10)	(857)
Sundry Revenue	(12)	(7)	(7)	-	(7)
<b>Total Revenues</b>	<b>(857)</b>	<b>(848)</b>	<b>(854)</b>	<b>(10)</b>	<b>(864)</b>
<b>Net Program Expenses</b>	<b>633</b>	<b>619</b>	<b>636</b>	<b>(123)</b>	<b>513</b>



**2017 Program Detail**

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



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



**2017 Program Detail**

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

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

**Historical Diet Levels**

	<b>2015</b>	<b>2016</b>
High Nutritional Risk	97	90
Texture Modified (e.g. minced, pureed)	78	65
Therapeutic (e.g. diabetic, renal, gluten free)	68	86
Nutritional Supplements	49	71

Statistical information in the above table provided by Fairview Lodge

- ◆ As the above table shows, Fairview Lodge continues to have a large number of residents requiring specialized diets. The 2016 figures indicate that 46 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Fairview Lodge resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 46 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Fairview Lodge resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals for the outreach program "Meals on Wheels". As the nutritional needs of the community are also changing the number of special diets required for participants of the Meals on Wheels program has grown.

**Performance Measurements:**

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2017 Program Detail**

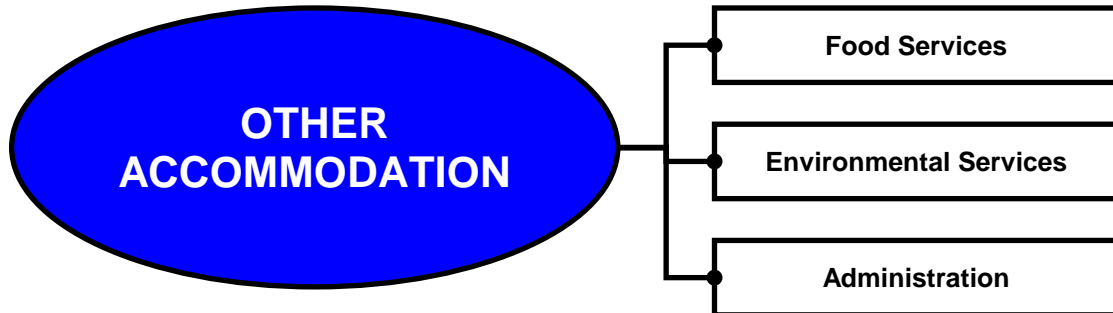
**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Food	921	959	978	-	978
Medical Care	3	9	9	-	9
<b>Total Expenses</b>	<b>924</b>	<b>968</b>	<b>987</b>	<b>-</b>	<b>987</b>
<b>Revenues</b>					
Provincial Subsidy	(601)	(592)	(611)	(3)	(614)
Fees & Service Charges	(69)	(69)	(70)	-	(70)
<b>Total Revenues</b>	<b>(670)</b>	<b>(661)</b>	<b>(681)</b>	<b>(3)</b>	<b>(684)</b>
<b>Net Program Expenses</b>	<b>254</b>	<b>307</b>	<b>306</b>	<b>(3)</b>	<b>303</b>



2017 Program Detail

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



**Purpose:**

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2017 Program Detail

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

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

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the resident information system (Goldcare) according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Goldcare program and the Momentum Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBNCanada, formerly OMBI).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

#### Description of Program Resources:

- ◆ 2017 Full Time Staff = 48.0      Position Transfer: 1 Food Service Aide to LTC Administration  
2016 Full Time Staff = 49.0



**2017 Program Detail**

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

**Performance Measurements:**

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2017 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	5,350	5,670	5,842	(60)	5,782
Personnel Related	60	58	58	-	58
Communications	68	62	62	13	75
Supplies	209	190	190	-	190
Utilities	650	451	693	-	693
Medical Care	20	40	40	-	40
Computer Maintenance & Operations	30	44	44	-	44
Materials & Services	419	450	481	-	481
Buildings & Grounds Operations	390	444	444	20	464
Equipment Maintenance & Repairs	156	157	157	-	157
Vehicle Operations	2	2	2	-	2
Debt Charges	1,020	1,020	1,020	-	1,020
Professional Services	5	8	8	-	8
Financial Expenses	30	30	30	-	30
Minor Assets & Equipment	10	10	-	15	15
Major Repairs & Renovations	-	-	10	75	85
<b>Gross Operating Expenses</b>	<b>8,419</b>	<b>8,636</b>	<b>9,081</b>	<b>63</b>	<b>9,144</b>
<b>Tangible Capital Assets</b>					
New	60	60	-	20	20
Replacement	38	38	8	-	8
<b>Total Tangible Capital Assets</b>	<b>98</b>	<b>98</b>	<b>8</b>	<b>20</b>	<b>28</b>
<b>Total Expenses</b>	<b>8,517</b>	<b>8,734</b>	<b>9,089</b>	<b>83</b>	<b>9,172</b>
<b>Revenues</b>					
Provincial Subsidy	(1,430)	(1,418)	(1,422)	(20)	(1,442)
Resident Fees-Basic & Preferred Accommodation	(4,358)	(4,240)	(4,378)	-	(4,378)
Other Revenue - Cable TV	(26)	(27)	(30)	-	(30)
Sundry Revenue	(9)	-	-	-	-
<b>Total Revenues</b>	<b>(5,823)</b>	<b>(5,685)</b>	<b>(5,830)</b>	<b>(20)</b>	<b>(5,850)</b>
<b>Net Program Expenses</b>	<b>2,694</b>	<b>3,049</b>	<b>3,259</b>	<b>63</b>	<b>3,322</b>



## TANGIBLE CAPITAL ASSETS - NEW



### 2017 Program Detail

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Other Accommodation - Program 5</u></b>			
1 Ontario Telemedical Network Equipment	1	20,000	20,000
			<b>20,000</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2017 Program Detail

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Nursing and Personal Care - Program 1</u></b>			
1 Specialty Surfaces	10	2,000	20,000
<b><u>Other Accommodation - Program 5</u></b>			
2 Commercial Blender	1	5,000	5,000
3 Ice Machine	2	1,500	3,000
			8,000
			<b>28,000</b>

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**HILLSDALE ESTATES**

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## PROGRAM SUMMARY



# 2017 Business Plan

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

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

## PROGRAM SUMMARY

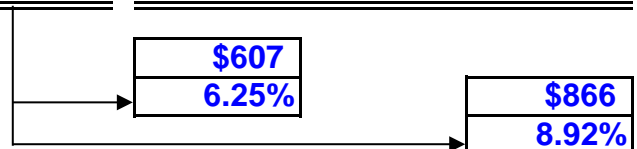


### 2017 Business Plan

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

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

#### Summary of Increase (Decrease)



#### Summary of Base Budget Changes

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Nursing and Personal Care

<ul style="list-style-type: none"> <li>◆ New Positions: 5 Health Care Aides (HCA), effective July 1, 2017, to support the evolving complexity of care of residents and to increase the stability of the current staffing model in the Home through full-time positions. This will enhance patient safety, care and resident and family satisfaction. (Annualized cost is \$348k)</li> <li>◆ Position Transfer: 1 Clerk 2 from Other Accommodation to optimize resources. The position is required in Nursing Administration to help with inventory management, filing resident charts, and scheduling.</li> <li>◆ Increase Part-time hours for HCA. Resident care requirements are the same seven days per week. Therefore, for every full-time position, the home requires an additional 2 shifts per week (0.4 FTE) in order for coverage to be maintained at that level. Additional hours will also enhance resident care and safety.</li> <li>◆ Minor Assets &amp; Equipment: Adapters to tie in the bed alarms to the call bells. The bed alarms sound off when residents attempt to get out of bed alone. The alarms are in place to ensure that staff react quickly to prevent falls with injury. By tying the two systems together, the alarm will go to the HCA phone rather than ringing loudly in the room which increases agitation and disturbs roommates and neighbours.</li> </ul>	<p>174</p> <p>75</p> <p>161</p> <p>10</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">420</p>
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#### Resident Care Program Support

##### **Recreation Services**

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

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

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



### 2017 Program Changes

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

(\$,000's)

#### Other Accommodation

**Administration**

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

**Food Services**

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

**Environmental Services**

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

7

#### Tangible Capital Assets

**New**

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

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

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

(\$,000's)

#### Revenues

##### Provincial Subsidy

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

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

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

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

##### **Raw Food**

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

##### **Other Accommodation**

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

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(200)

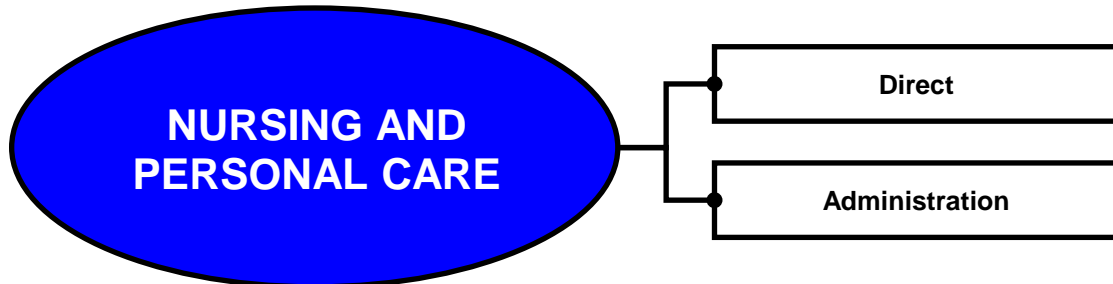
**Total Program Changes** 259





**2017 Program Detail**

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



**Purpose:**

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 300 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal dialysis, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.





**2017 Program Detail**

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

**Performance Measurements:**

**Overview**

- ◆ Hillsdale Estates is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Hillsdale Estates achieved a 4 year Accreditation with Exemplary Standing in 2015.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada, formerly OMBI), Resident Assessment Instrument Minimum Data Set (RAI-MDS) and Health Quality Ontario (HQO) Public Indicators.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.
- ◆ Evaluation of the outcome of the goals and objectives established for the Division is accomplished through regular review of its strategic plan.

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: falls, restraints, pain, depression, pressure ulcers, and anti psychotic medication use. These are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

**Resource Utilization Groups (RUGS) Case Mix Index (CMI)**

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Hillsdale Estates has not been informed by the Province of its new CMI which will come into effect April 1, 2017. However, the current CMI of 96.90 will remain in effect until March 31, 2017.



**2017 Program Detail**

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

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Hillsdale Estates continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Hillsdale Estates.

		<b>Hillsdale Estates</b>
	2016 Target	99.5%
	2016 Estimated Actual	99.5%
	2017 Target	99.5%

**Annual Resident and Family Overall Satisfaction With Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Customer Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Hillsdale Estates' 2016 survey results showed a 85.4 per cent satisfaction rate. This is the first year the Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Hillsdale Estates' results compare favourably to the national average (comparing over 175 LTCH) of 84.1 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Hillsdale Estates has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2017 Program Detail

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

### Performance Measurements (continued):

#### Hours of Nursing and Personal Care per Resident per Day

Hillsdale Estates Paid Hours	
2016 Target	3.19
2016 Estimated Actual	3.19
2017 Target	3.19

- ◆ Hillsdale Estates is committed to providing the highest quality of care to its residents. The staffing dollars enable Hillsdale Estates to provide 3.19 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the Long Term Care Homes Act are fully achieved. Hillsdale Estates staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site quality council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

#### Per Diem

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2017 Program Detail**

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

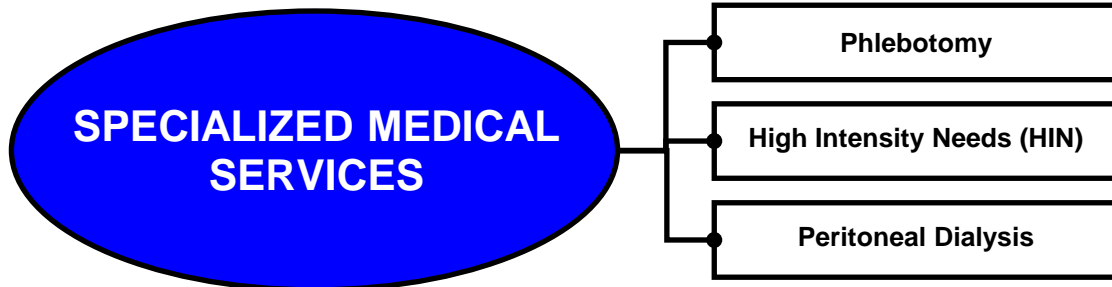
Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	17,193	16,577	17,257	410	17,667
Personnel Related	3	47	47	-	47
Supplies	32	36	36	-	36
Medical Care	317	350	350	-	350
Computer Maintenance & Operations	-	1	1	-	1
Materials & Services	1	1	1	-	1
Professional Services	69	69	69	-	69
Minor Assets & Equipment	11	11	-	10	10
<b>Gross Operating Expenses</b>	<b>17,626</b>	<b>17,092</b>	<b>17,761</b>	<b>420</b>	<b>18,181</b>
<b>Tangible Capital Assets</b>					
New	3	3	-	-	-
Replacement	151	151	121	-	121
<b>Total Tangible Capital Assets</b>	<b>154</b>	<b>154</b>	<b>121</b>	<b>-</b>	<b>121</b>
<b>Total Expenses</b>	<b>17,780</b>	<b>17,246</b>	<b>17,882</b>	<b>420</b>	<b>18,302</b>
<b>Revenues</b>					
Provincial Subsidy	(10,791)	(10,769)	(10,813)	(150)	(10,963)
Sundry Revenue	(6)	(6)	(6)	-	(6)
<b>Total Revenues</b>	<b>(10,797)</b>	<b>(10,775)</b>	<b>(10,819)</b>	<b>(150)</b>	<b>(10,969)</b>
<b>Net Program Expenses</b>	<b>6,983</b>	<b>6,471</b>	<b>7,063</b>	<b>270</b>	<b>7,333</b>

## PROGRAM 2 SPECIALIZED MEDICAL SERVICES



### 2017 Program Detail

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



#### Purpose:

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

#### Description of Program Activities:

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. As a result of these changes, this service is now cost shared.
- ◆ Peritoneal dialysis uses the resident's own peritoneum to filter their blood. It is used as an alternative to Hemodialysis. The purpose of peritoneal dialysis is a treatment for resident with severe chronic renal failure to exchange fluids (electrolytes, urea, glucose and albumin) in the blood. Fluids are introduced through a permanent catheter. The home works collaboratively with Lakeridge Health Oshawa Dialysis Unit to provide this service to the residents.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2017 Program Detail**

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

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	27	27	50	-	50
Medical Care	65	65	65	-	65
Materials & Services	10	10	10	-	10
<b>Total Expenses</b>	<b>102</b>	<b>102</b>	<b>125</b>	<b>-</b>	<b>125</b>
<b>Revenues</b>					
Provincial Subsidy	(97)	(97)	(120)	-	(120)
<b>Total Revenues</b>	<b>(97)</b>	<b>(97)</b>	<b>(120)</b>	<b>-</b>	<b>(120)</b>
<b>Net Program Expenses</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>5</b>

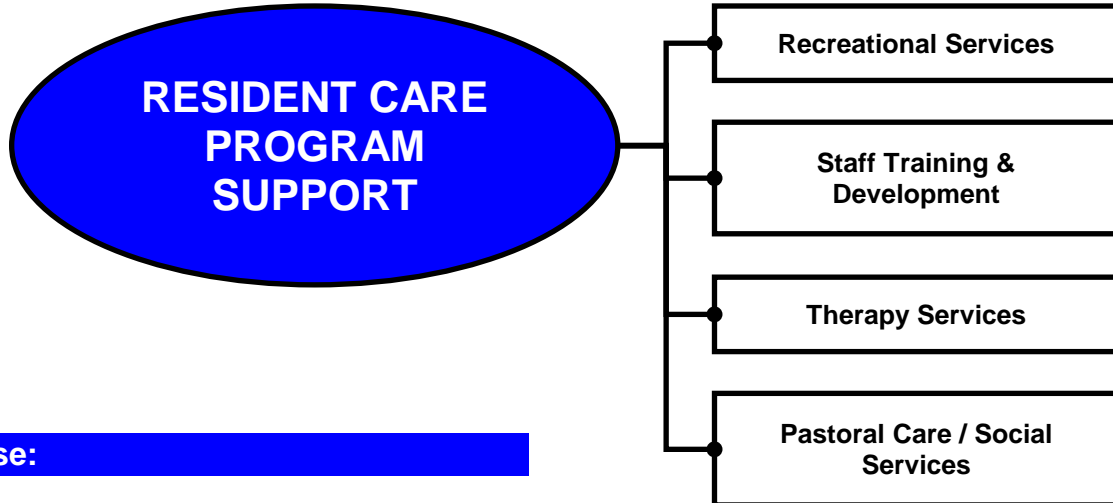


# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2017 Program Detail

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



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 300 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and weekends for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Hillsdale Estates provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2017 Program Detail

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

### Description of Program Activities (continued):

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 12.0      Position Transfer: 1 Occupational Health Nurse to Corporate Services - Human Resources
- ◆ 2016 Full Time Staff = 13.0

### Performance Measurements:

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2017 Program Detail**

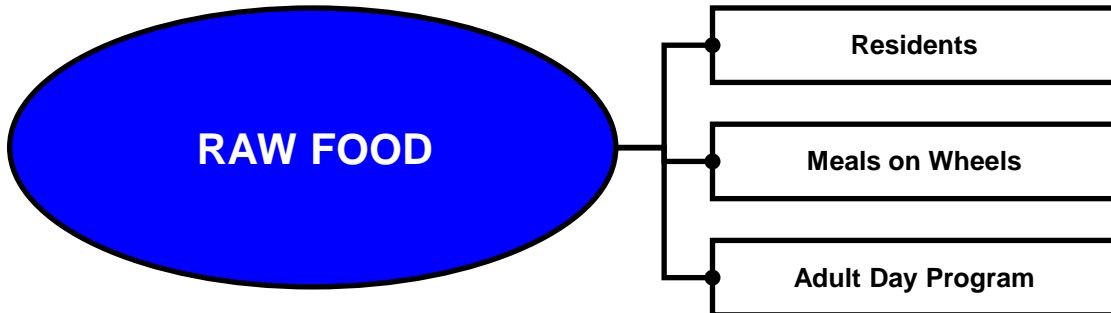
**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,214	1,238	1,281	(118)	1,163
Communications	2	4	4	-	4
Supplies	64	64	64	-	64
Medical Care	-	1	1	-	1
Materials & Services	1	1	1	-	1
Professional Services	238	234	239	-	239
Minor Assets & Equipment	4	4	-	-	-
<b>Gross Operating Expenses</b>	<b>1,523</b>	<b>1,546</b>	<b>1,590</b>	<b>(118)</b>	<b>1,472</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	10	-	10
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>10</b>
<b>Total Expenses</b>	<b>1,523</b>	<b>1,546</b>	<b>1,600</b>	<b>(118)</b>	<b>1,482</b>
<b>Revenues</b>					
Provincial Subsidy	(1,280)	(1,274)	(1,283)	(15)	(1,298)
Sundry Revenue	(7)	(5)	(7)	-	(7)
<b>Total Revenues</b>	<b>(1,287)</b>	<b>(1,279)</b>	<b>(1,290)</b>	<b>(15)</b>	<b>(1,305)</b>
<b>Net Program Expenses</b>	<b>236</b>	<b>267</b>	<b>310</b>	<b>(133)</b>	<b>177</b>



**2017 Program Detail**

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



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



**2017 Program Detail**

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

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

**Historical Diet Levels**

	<b>2015</b>	<b>2016</b>
High Nutritional Risk	157	142
Texture Modified (e.g. minced, pureed)	127	120
Therapeutic (e.g. diabetic, renal, gluten free)	135	118
Nutritional Supplements	110	99

Statistical information in the above table provided by Hillsdale Estates

- ◆ As the above table shows, Hillsdale Estates continues to have a large number of residents requiring specialized diets. The 2016 figures indicate that 47 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Hillsdale Estates resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 35 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Hillsdale Estates resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals for the outreach program "Meals on Wheels" on a cost recovery basis. As the nutritional needs of the community are also changing the number of special diets required for participants of the Meals on Wheels program has grown.
- ◆ Meals and snacks are provided to clients of the Adult Day Program at Hillsdale Estates on a cost recovery basis.

**Performance Measurements:**

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2017 Program Detail**

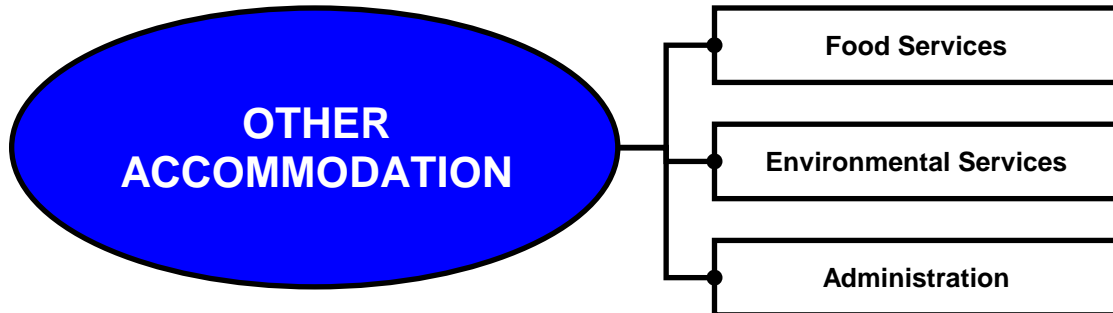
**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Food	1,719	1,726	1,761	-	1,761
Medical Care	3	13	13	-	13
<b>Operating Expenses Subtotal</b>	<b>1,722</b>	<b>1,739</b>	<b>1,774</b>	<b>-</b>	<b>1,774</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(22)	(22)	(23)	-	(23)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(22)</b>	<b>(22)</b>	<b>(23)</b>	<b>-</b>	<b>(23)</b>
<b>Total Expenses</b>	<b>1,700</b>	<b>1,717</b>	<b>1,751</b>	<b>-</b>	<b>1,751</b>
<b>Revenues</b>					
Provincial Subsidy	(911)	(896)	(925)	(5)	(930)
Fees & Service Charges	(126)	(136)	(138)	-	(138)
Sundry Revenue	(10)	(5)	(5)	-	(5)
<b>Total Revenues</b>	<b>(1,047)</b>	<b>(1,037)</b>	<b>(1,068)</b>	<b>(5)</b>	<b>(1,073)</b>
<b>Net Program Expenses</b>	<b>653</b>	<b>680</b>	<b>683</b>	<b>(5)</b>	<b>678</b>



2017 Program Detail

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



**Purpose:**

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2017 Program Detail

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

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

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the resident information system (Goldcare) according to LTCH regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Goldcare program and the Momentum Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBNCanada, formerly OMBI).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

#### Description of Program Resources:

- ◆ 2017 Full Time Staff = 61.94      Position Transfer: 1 Clerk 2 to Nursing and Personal Care  
2016 Full Time Staff = 62.94





**2017 Program Detail**

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

**Performance Measurements:**

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2017 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	7,099	7,003	7,217	(82)	7,135
Personnel Related	73	75	75	-	75
Communications	66	48	48	14	62
Supplies	361	356	356	-	356
Utilities	1,107	1,061	1,169	-	1,169
Medical Care	30	34	34	-	34
Computer Maintenance & Operations	20	66	66	-	66
Materials & Services	448	414	426	45	471
Buildings & Grounds Operations	449	436	436	-	436
Equipment Maintenance & Repairs	167	145	145	-	145
Vehicle Operations	13	13	13	-	13
Debt Charges	835	835	835	-	835
Professional Services	3	3	3	-	3
Financial Expenses	36	36	37	-	37
Minor Assets & Equipment	47	47	-	30	30
Major Repairs & Renovations	25	25	-	-	-
<b>Operating Expenses Subtotal</b>	<b>10,779</b>	<b>10,597</b>	<b>10,860</b>	<b>7</b>	<b>10,867</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(28)	(28)	(28)	-	(28)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(28)</b>	<b>(28)</b>	<b>(28)</b>	<b>-</b>	<b>(28)</b>
<b>Gross Operating Expenses</b>	<b>10,751</b>	<b>10,569</b>	<b>10,832</b>	<b>7</b>	<b>10,839</b>
<b>Tangible Capital Assets</b>					
New	55	55	-	150	150
Replacement	134	134	166	-	166
<b>Total Tangible Capital Assets</b>	<b>189</b>	<b>189</b>	<b>166</b>	<b>150</b>	<b>316</b>
<b>Total Expenses</b>	<b>10,940</b>	<b>10,758</b>	<b>10,998</b>	<b>157</b>	<b>11,155</b>

**PROGRAM 5  
OTHER ACCOMMODATION**



**2017 Program Detail**

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

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Provincial Subsidy	(1,356)	(1,356)	(1,362)	(30)	(1,392)
Resident Fees-Basic & Preferred Accommodation	(7,292)	(7,060)	(7,328)	-	(7,328)
Other Revenue - Cable TV	(54)	(52)	(49)	-	(49)
Sundry Revenue	(3)	-	-	-	-
<b>Total Revenues</b>	<b>(8,705)</b>	<b>(8,468)</b>	<b>(8,739)</b>	<b>(30)</b>	<b>(8,769)</b>
<b>Net Program Expenses</b>	<b>2,235</b>	<b>2,290</b>	<b>2,259</b>	<b>127</b>	<b>2,386</b>

## TANGIBLE CAPITAL ASSETS - NEW



### 2017 Program Detail

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

Description	Qty	Unit Cost	Total
<b>BUILDING</b>		\$	\$
<b><u>Other Accommodation - Program 5</u></b>			
1 Tub Room Renovations	5	20,000	100,000
<b>LAND IMPROVEMENTS</b>			
<b><u>Other Accommodation - Program 5</u></b>			
2 Secured Therapeutic Garden for resident use	1	50,000	50,000
			<b>150,000</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2017 Program Detail

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b><u>Nursing and Personal Care - Program 1</u></b>			
1	Hi-Lo Beds	30	75,000
2	Ceiling Lifts/Tracks	7	16,170
3	Mattresses	40	20,000
4	Therapeutic Surfaces	4	10,000
			121,170
<b><u>Resident Care Program Support - Program 3</u></b>			
5	Therapeutic Equipment	1	10,000
			10,000
<b><u>Other Accommodation - Program 5</u></b>			
6	Desktop Computers and Monitors	33	31,350
7	Laptop Computers	8	12,000
8	Food Rethermalization Equipment	1	18,000
9	Furniture (dining room)	1	40,000
10	Steam Table for main kitchen	1	15,000
11	Dishwasher	1	50,000
			166,350
			<b>297,520</b>

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## PROGRAM SUMMARY



# 2017 Business Plan

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

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

## PROGRAM SUMMARY

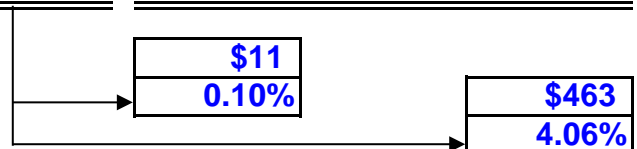


### 2017 Business Plan

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

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

Summary of Increase (Decrease)



### Summary of Base Budget Changes

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



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Nursing and Personal Care

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

##### **Recreation Services**

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

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



### 2017 Program Changes

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

(\$,000's)

#### Other Accommodation

##### Food Services

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

##### Environmental Services

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

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35

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#### Tangible Capital Assets

##### New

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

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560

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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Revenues

**Provincial Subsidy**

**Nursing and Personal Care**

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

Subtotal           (184)

**Resident Care Program Support**

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

**Raw Food**

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

**Other Accommodation**

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

          (217)

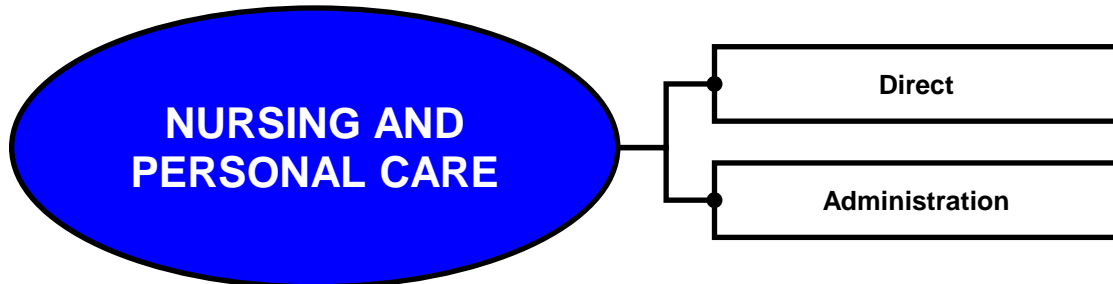
**Total Program Changes**           **452**

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2017 Program Detail

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



### Purpose:

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 200 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal dialysis, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



**2017 Program Detail**

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

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

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 87.4      New Positions: 1 Health Care Aide; 1 Registered Practical Nurse  
2016 Full Time Staff = 85.4



**2017 Program Detail**

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

**Performance Measurements:**

**Overview**

- ◆ Hillsdale Terraces is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Hillsdale Terraces achieved a 4 year Accreditation with Exemplary Standing in 2014.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBNCanada, formerly OMBI), Resident Assessment Instrument Minimum Data Set (RAI-MDS) and Health Quality Ontario (HQO) Public Indicators.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.
- ◆ Evaluation of the outcome of the goals and objectives established for the Division is accomplished through regular review of its strategic plan.

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: falls, restraints, pain, depression, pressure ulcers, and anti psychotic medication use. These are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

**Resource Utilization Groups (RUGS) Case Mix Index (CMI)**

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Hillsdale Terraces has not been informed by the Province of its new CMI which will come into effect April 1, 2017. However, the current CMI of 95.63 will remain in effect until March 31, 2017.



**2017 Program Detail**

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

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Hillsdale Terraces continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Hillsdale Terraces.

		<b>Hillsdale Terraces</b>
	2016 Target	99.5%
	2016 Estimated Actual	99.7%
	2017 Target	99.5%

**Annual Resident and Family Overall Satisfaction with Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Hillsdale Terraces' 2016 survey results showed a 88.1 per cent satisfaction rate. This is the first year the Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Hillsdale Terraces' results compare favourably to the national average (comparing over 175 LTCH) of 84.1 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Hillsdale Terraces has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2017 Program Detail

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

### Performance Measurements (continued):

#### Hours of Nursing and Personal Care per Resident per Day

Hillsdale Terraces Paid Hours	
2016 Target	3.08
2016 Estimated Actual	3.09
2017 Target	3.13

- ◆ Hillsdale Terraces is committed to providing the highest quality of care to its residents. The staffing dollars enable Hillsdale Terraces to provide 3.13 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the Long Term Care Homes Act are fully achieved. Hillsdale Terraces staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

#### Per Diem

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.



**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2017 Program Detail**

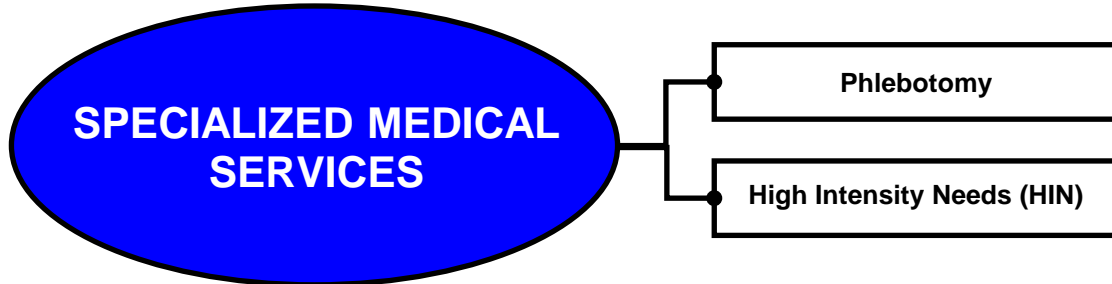
**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	11,485	10,978	11,309	180	11,489
Personnel Related	7	50	50	2	52
Medical Care	278	315	315	15	330
Professional Services	48	48	48	-	48
<b>Gross Operating Expenses</b>	<b>11,818</b>	<b>11,391</b>	<b>11,722</b>	<b>197</b>	<b>11,919</b>
<b>Tangible Capital Assets</b>					
Replacement	369	369	181	-	181
<b>Total Tangible Capital Assets</b>	<b>369</b>	<b>369</b>	<b>181</b>	<b>-</b>	<b>181</b>
<b>Total Expenses</b>	<b>12,187</b>	<b>11,760</b>	<b>11,903</b>	<b>197</b>	<b>12,100</b>
<b>Revenues</b>					
Provincial Subsidy-One Time	-	-	-	(5)	(5)
Provincial Subsidy	(7,051)	(7,085)	(7,047)	(179)	(7,226)
Sundry Revenue	(7)	(4)	(4)	-	(4)
<b>Total Revenues</b>	<b>(7,058)</b>	<b>(7,089)</b>	<b>(7,051)</b>	<b>(184)</b>	<b>(7,235)</b>
<b>Net Program Expenses</b>	<b>5,129</b>	<b>4,671</b>	<b>4,852</b>	<b>13</b>	<b>4,865</b>



2017 Program Detail

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



**Purpose:**

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

**Description of Program Activities:**

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. As a result of these changes, this service is now cost shared.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2017 Program Detail**

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

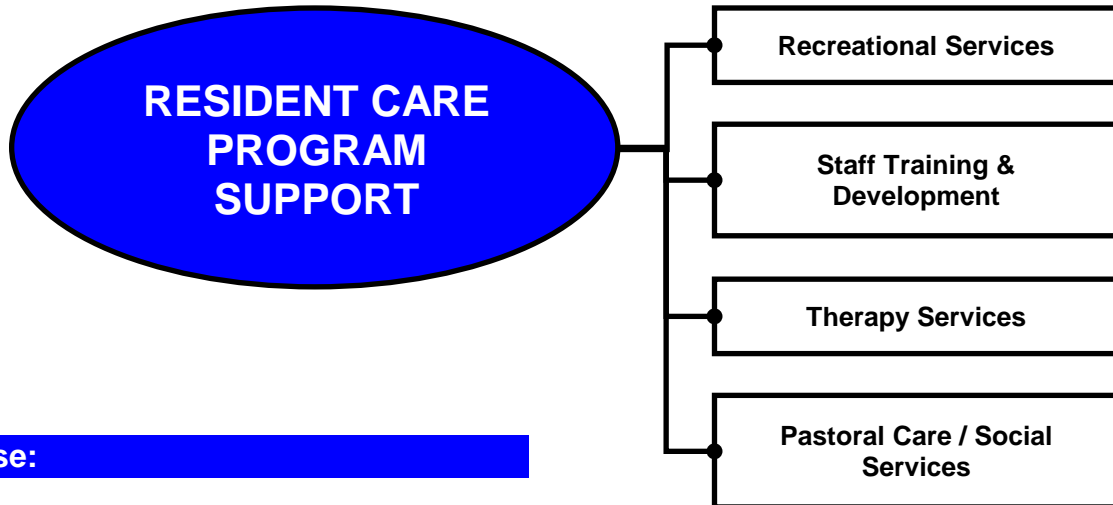
Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Medical Care	35	35	35	-	35
Materials & Services	15	15	15	-	15
<b>Total Expenses</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>50</b>
<b>Revenues</b>					
Provincial Subsidy	(47)	(47)	(47)	-	(47)
<b>Total Revenues</b>	<b>(47)</b>	<b>(47)</b>	<b>(47)</b>	<b>-</b>	<b>(47)</b>
<b>Net Program Expenses</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2017 Program Detail

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



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 200 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Hillsdale Terraces provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2017 Program Detail

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

### Description of Program Activities (continued):

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 9.0                      Position Transfer: 1 Occupational Health Nurse to Corporate Services - Human Resources
- ◆ 2016 Full Time Staff = 10.0

### Performance Measurements:

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2017 Program Detail**

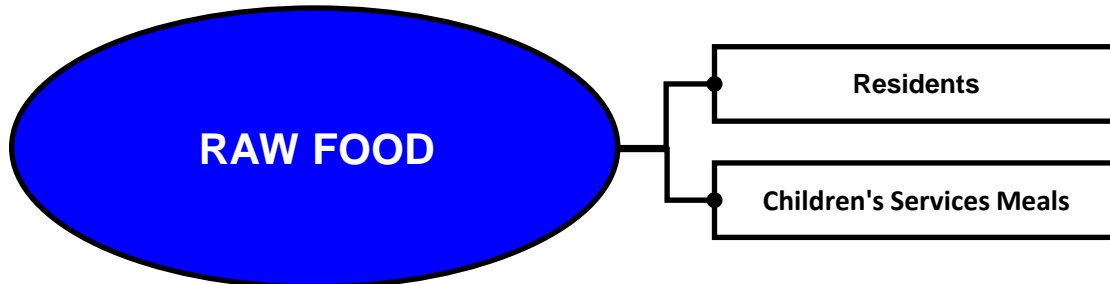
**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,066	1,085	1,120	(123)	997
Communications	3	5	5	-	5
Supplies	56	53	53	-	53
Professional Services	158	156	159	-	159
<b>Gross Operating Expenses</b>	<b>1,283</b>	<b>1,299</b>	<b>1,337</b>	<b>(123)</b>	<b>1,214</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	21	-	21
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>21</b>	<b>-</b>	<b>21</b>
<b>Total Expenses</b>	<b>1,283</b>	<b>1,299</b>	<b>1,358</b>	<b>(123)</b>	<b>1,235</b>
<b>Revenues</b>					
Provincial Subsidy	(853)	(849)	(856)	(10)	(866)
Sundry Revenue	(4)	(4)	(4)	-	(4)
<b>Total Revenues</b>	<b>(857)</b>	<b>(853)</b>	<b>(860)</b>	<b>(10)</b>	<b>(870)</b>
<b>Net Program Expenses</b>	<b>426</b>	<b>446</b>	<b>498</b>	<b>(133)</b>	<b>365</b>



**2017 Program Detail**

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



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.

**Historical Diet Levels**

	<b>2015</b>	<b>2016</b>
High Nutritional Risk	88	90
Texture Modified (e.g. minced, pureed)	60	50
Therapeutic (e.g. diabetic, renal, gluten free)	51	48
Nutritional Supplements	55	61

Statistical information in the above table provided by Hillsdale Terraces

- ◆ As the above table shows, Hillsdale Terraces continues to have a large number of residents requiring specialized diets. The 2016 figures indicate that 45 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Hillsdale Terraces resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 10 per cent require total assistance.



## **2017 Program Detail**

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

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

- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Hillsdale Terraces resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals to the six Regional child care centres.

### **Performance Measurements:**

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.



**PROGRAM 4  
RAW FOOD**



**2017 Program Detail**

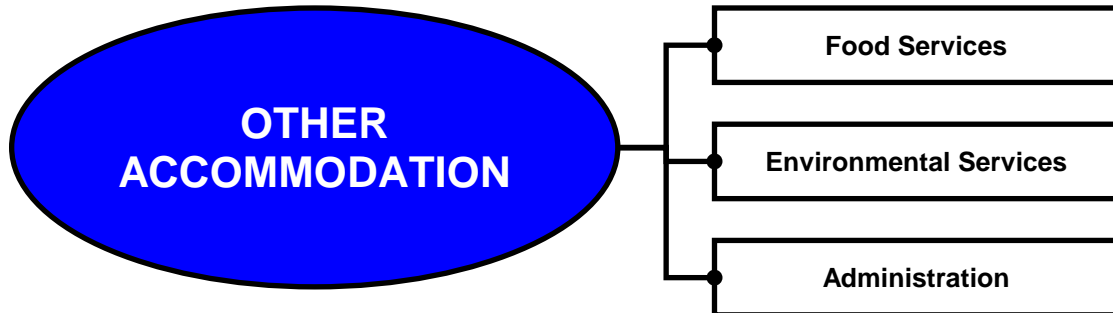
**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Food	1,302	1,259	1,284	-	1,284
Medical Care	7	9	9	-	9
<b>Operating Expenses Subtotal</b>	<b>1,309</b>	<b>1,268</b>	<b>1,293</b>	<b>-</b>	<b>1,293</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children Services - Meals	(178)	(178)	(182)	-	(182)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(178)</b>	<b>(178)</b>	<b>(182)</b>	<b>-</b>	<b>(182)</b>
<b>Total Expenses</b>	<b>1,131</b>	<b>1,090</b>	<b>1,111</b>	<b>-</b>	<b>1,111</b>
<b>Revenues</b>					
Provincial Subsidy	(607)	(598)	(617)	(3)	(620)
Fees & Service Charges	(33)	(21)	(21)	-	(21)
<b>Total Revenues</b>	<b>(640)</b>	<b>(619)</b>	<b>(638)</b>	<b>(3)</b>	<b>(641)</b>
<b>Net Program Expenses</b>	<b>491</b>	<b>471</b>	<b>473</b>	<b>(3)</b>	<b>470</b>



2017 Program Detail

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



**Purpose:**

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2017 Program Detail

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

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

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the resident information system (Goldcare) according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Goldcare program and the Momentum Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBNCanada, formerly OMBI).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

#### Description of Program Resources:

- ◆ 2017 Full Time Staff = 44.0  
2016 Full Time Staff = 44.0



**2017 Program Detail**

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

**Performance Measurements:**

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2017 Program Detail**

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

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	5,223	5,504	5,676	-	5,676
Personnel Related	56	59	59	-	59
Communications	63	99	99	-	99
Supplies	162	209	209	-	209
Utilities	704	656	718	-	718
Medical Care	34	37	37	-	37
Computer Maintenance & Operations	26	41	41	-	41
Materials & Services	317	309	311	-	311
Buildings & Grounds Operations	393	425	425	-	425
Equipment Maintenance & Repairs	137	114	114	-	114
Debt Charges	3,434	3,434	3,434	-	3,434
Professional Services	3	3	3	-	3
Financial Expenses	24	24	24	-	24
Minor Assets & Equipment	-	-	5	35	40
Major Repairs & Renovations	80	80	45	-	45
<b>Operating Expenses Subtotal</b>	<b>10,656</b>	<b>10,994</b>	<b>11,200</b>	<b>35</b>	<b>11,235</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children Services	(148)	(148)	(152)	-	(152)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(148)</b>	<b>(148)</b>	<b>(152)</b>	<b>-</b>	<b>(152)</b>
<b>Gross Operating Expenses</b>	<b>10,508</b>	<b>10,846</b>	<b>11,048</b>	<b>35</b>	<b>11,083</b>
<b>Tangible Capital Assets</b>					
New	125	125	45	560	605
Replacement	259	259	31	-	31
<b>Total Tangible Capital Assets</b>	<b>384</b>	<b>384</b>	<b>76</b>	<b>560</b>	<b>636</b>
<b>Total Expenses</b>	<b>10,892</b>	<b>11,230</b>	<b>11,124</b>	<b>595</b>	<b>11,719</b>

**PROGRAM 5  
OTHER ACCOMMODATION**



**2017 Program Detail**

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

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Provincial Subsidy	(927)	(921)	(918)	(20)	(938)
Resident Fees-Basic & Preferred Accommodation	(4,536)	(4,459)	(4,577)	-	(4,577)
Other Revenue - Cable TV	(30)	(30)	(33)	-	(33)
Sundry Revenue	(3)	-	-	-	-
<b>Total Revenues</b>	<b>(5,496)</b>	<b>(5,410)</b>	<b>(5,528)</b>	<b>(20)</b>	<b>(5,548)</b>
<b>Net Program Expenses</b>	<b>5,396</b>	<b>5,820</b>	<b>5,596</b>	<b>575</b>	<b>6,171</b>

## TANGIBLE CAPITAL ASSETS - NEW



### 2017 Program Detail

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Other Accommodation - Program 5</u></b>			
1 Companion Phones	45	1,000	45,000
2 Telecommunications Upgrade - Phase 2 of 3			500,000
3 Building Automation System Upgrade			60,000
			<b>605,000</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2017 Program Detail

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b><u>Nursing and Personal Care - Program 1</u></b>			
1	Hi-Lo Beds	67	2,200
2	Surfaces	5	2,000
3	Floor/Sit to Stand Lifts	1	12,000
4	Tub Chairs	1	12,000
			181,400
<b><u>Resident Care Program Support - Program 3</u></b>			
5	Therapeutic Equipment	3	5,000
6	Therapeutic Equipment (Restorative Care Equipment)	5	1,156
			<b>20,780</b>
<b><u>Other Accommodation - Program 5</u></b>			
7	Kitchen Equipment - Dishwasher	1	30,600
			30,600
			<b>232,780</b>



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**LAKEVIEW MANOR**

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## PROGRAM SUMMARY



# 2017 Business Plan

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

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

## PROGRAM SUMMARY

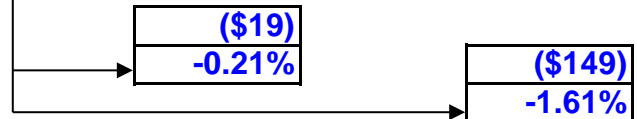


### 2017 Business Plan

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

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

Summary of Increase (Decrease)



### Summary of Base Budget Changes

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Nursing and Personal Care

<ul style="list-style-type: none"> <li>◆ New Position: 1 Health Care Aide (HCA), effective January 1, 2017, to administer the Behavioural Supports Program. This position is contingent on new Provincial Behavioural Supports Ontario funding.</li> <li>◆ Position Transfer: 0.5 of Occupational Health Nurse from Resident Care Program Support due to Divisional restructuring.</li> <li>◆ Position Transfer: Part-time Clerk 2 from Other Accommodation to reflect actual costs as the duties of this position are to provide support to nursing.</li> <li>◆ Increase Part-time hours for HCA (0.4 FTE). Resident care requirements are the same seven days per week, therefore, for every full-time position, the home requires an additional 2 shifts per week (0.4 FTE) in order for coverage to be maintained.</li> <li>◆ One-time Education &amp; Training: Increase for training in behavioural supports, offset by one-time funding from Behavioural Supports Ontario.</li> </ul>	<p>70</p> <p>62</p> <p>29</p> <p>28</p> <p>2</p> <hr style="border: 0.5px solid black;"/> <p>191</p>
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#### Resident Care Program Support

##### **Recreation Services**

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

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

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



## 2017 Program Changes

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

(\$,000's)

### Other Accommodation

#### Administration

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

#### Food Services

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

#### Environmental Services

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

          (58)

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Revenues

**Provincial Subsidy**

**Nursing and Personal Care**

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

Subtotal                      (145)

**Resident Care Program Support**

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

**Raw Food**

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

**Other Accommodation**

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

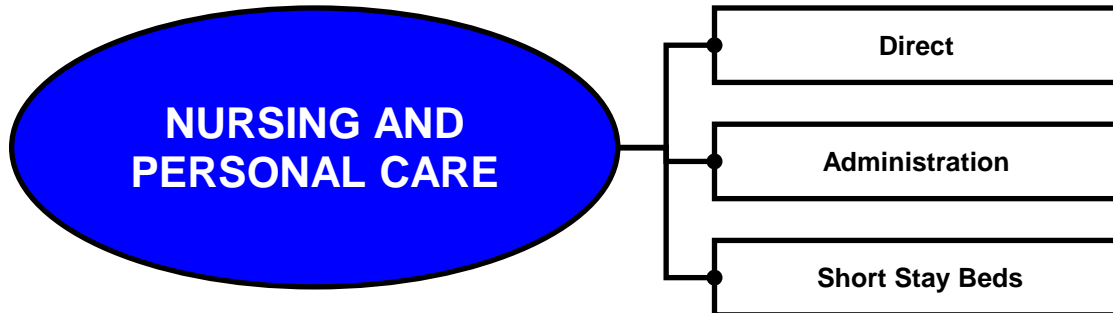
                     (170)

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



**2017 Program Detail**

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



**Purpose:**

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 149 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director, in collaboration with the Nurse Practitioner, ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal dialysis, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



**2017 Program Detail**

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

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

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 68.5      New Position: 1 Health Care Aide  
Position Transfer: 0.5 Occupational Health Nurse from Resident Care  
Program Support
- 2016 Full Time Staff = 67.0





**2017 Program Detail**

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

**Performance Measurements:**

**Overview**

- ◆ Lakeview Manor is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Lakeview Manor achieved a 4 year Accreditation with Exemplary Standing in 2013.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada, formerly OMBI), Resident Assessment Instrument Minimum Data Set (RAI-MDS) and Health Quality Ontario (HQO) Public Indicators.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.
- ◆ Evaluation of the outcome of the goals and objectives established for the Division is accomplished through regular review of its strategic plan.

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: falls, restraints, pain, depression, pressure ulcers, and anti psychotic medication use. These are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

**Resource Utilization Groups (RUGS) Case Mix Index (CMI)**

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Lakeview Manor has not been informed by the Province of its new CMI which will come into effect April 1, 2017. However, the current CMI of 94.99 will remain in effect until March 31, 2017.



**2017 Program Detail**

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

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Lakeview Manor continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Lakeview Manor.

		<b>Lakeview Manor</b>
	2016 Target	99.5%
	2016 Estimated Actual	98.8%
	2017 Target	99.5%

**Annual Resident and Family Overall Satisfaction with Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Lakeview Manor's 2016 survey results showed a 93.7 per cent satisfaction rate. This is the first year the Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Lakeview's results compare favourably to the national average (comparing over 175 LTCH) of 84.1 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Lakeview Manor has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2017 Program Detail

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

### Performance Measurements (continued):

#### Hours of Nursing and Personal Care per Resident per Day

Lakeview Manor Paid Hours	
2016 Target	3.08
2016 Estimated Actual	3.08
2017 Target	3.12

- ◆ Lakeview Manor is committed to providing the highest quality of care to its residents. The staffing dollars enable Lakeview Manor to provide 3.12 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the Long Term Care Homes Act are fully achieved. Lakeview Manor staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

#### Per Diem

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2017 Program Detail**

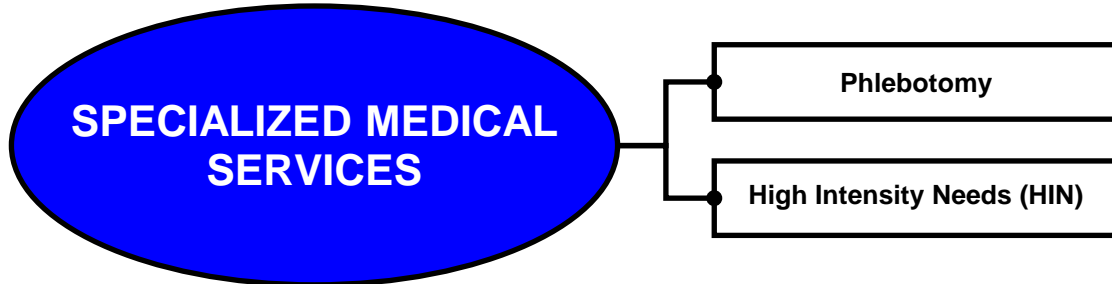
**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	8,515	8,518	8,786	189	8,975
Personnel Related	1	58	58	2	60
Medical Care	183	201	201	-	201
Materials & Services	5	10	10	-	10
Professional Services	39	40	40	-	40
Minor Assets & Equipment	46	46	-	-	-
<b>Gross Operating Expenses</b>	<b>8,789</b>	<b>8,873</b>	<b>9,095</b>	<b>191</b>	<b>9,286</b>
<b>Tangible Capital Assets</b>					
New	10	10	-	-	-
Replacement	169	169	10	-	10
<b>Total Tangible Capital Assets</b>	<b>179</b>	<b>179</b>	<b>10</b>	<b>-</b>	<b>10</b>
<b>Total Expenses</b>	<b>8,968</b>	<b>9,052</b>	<b>9,105</b>	<b>191</b>	<b>9,296</b>
<b>Revenues</b>					
Provincial Subsidy-One Time	-	-	-	(5)	(5)
Provincial Subsidy	(5,265)	(5,385)	(5,231)	(140)	(5,371)
Sundry Revenue	(7)	-	-	-	-
<b>Total Revenues</b>	<b>(5,272)</b>	<b>(5,385)</b>	<b>(5,231)</b>	<b>(145)</b>	<b>(5,376)</b>
<b>Net Program Expenses</b>	<b>3,696</b>	<b>3,667</b>	<b>3,874</b>	<b>46</b>	<b>3,920</b>



2017 Program Detail

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



**Purpose:**

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

**Description of Program Activities:**

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. As a result of these changes, this service is now cost shared.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2017 Program Detail**

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

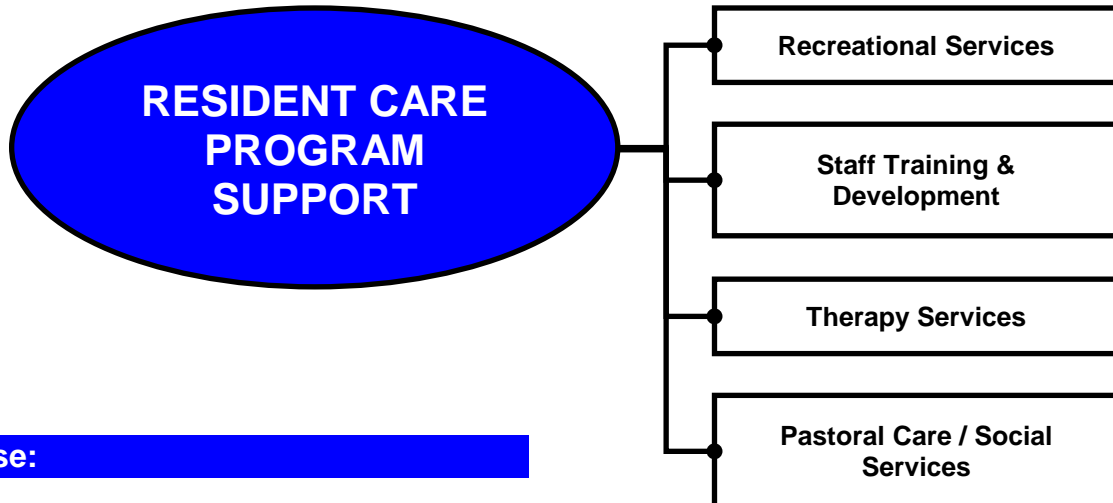
<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Medical Care	45	45	45	-	45
<b>Total Expenses</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>-</b>	<b>45</b>
<b>Revenues</b>					
Provincial Subsidy	(42)	(42)	(42)	-	(42)
<b>Total Revenues</b>	<b>(42)</b>	<b>(42)</b>	<b>(42)</b>	<b>-</b>	<b>(42)</b>
<b>Net Program Expenses</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2017 Program Detail

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



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 149 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during all days, evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Lakeview Manor provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.



**2017 Program Detail**

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

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

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 9.0                      Position Transfers: 0.5 Occupational Health Nurse to Nursing and Personal Care; 0.5 Occupational Health Nurse to Fairview Lodge
- 2016 Full Time Staff = 10.0

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.



**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2017 Program Detail**

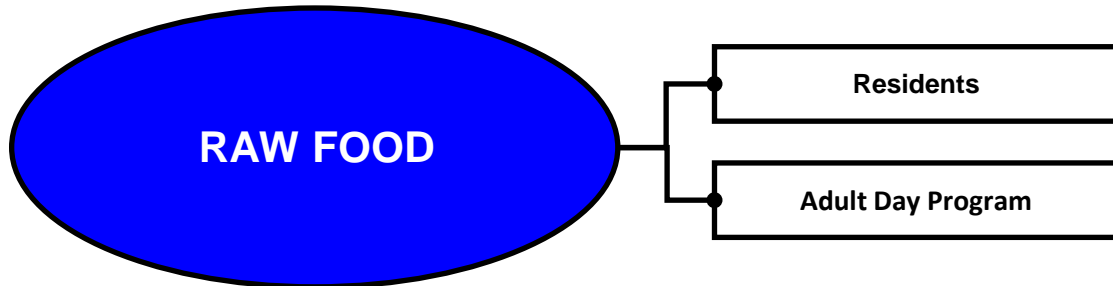
**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,247	1,229	1,267	(85)	1,182
Communications	4	4	4	-	4
Supplies	32	33	33	3	36
Materials & Services	4	15	15	(11)	4
Professional Services	118	116	119	-	119
Minor Assets & Equipment	9	9	-	-	-
<b>Total Expenses</b>	<b>1,414</b>	<b>1,406</b>	<b>1,438</b>	<b>(93)</b>	<b>1,345</b>
<b>Revenues</b>					
Provincial Subsidy	(636)	(633)	(637)	(8)	(645)
Sundry Revenue	(3)	(3)	(3)	-	(3)
<b>Total Revenues</b>	<b>(639)</b>	<b>(636)</b>	<b>(640)</b>	<b>(8)</b>	<b>(648)</b>
<b>Net Program Expenses</b>	<b>775</b>	<b>770</b>	<b>798</b>	<b>(101)</b>	<b>697</b>



**2017 Program Detail**

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



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



**2017 Program Detail**

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

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

**Historical Diet Levels**

	<b>2015</b>	<b>2016</b>
High Nutritional Risk	98	69
Texture Modified (e.g. minced, pureed)	53	49
Therapeutic (e.g. diabetic, renal, gluten free)	39	32
Nutritional Supplements	18	27

Statistical information in the above table provided by Lakeview Manor

- ◆ As the above table shows, Lakeview Manor continues to have a large number of residents requiring specialized diets. The 2016 figures indicate that 46 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Lakeview Manor resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 29 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Lakeview Manor resident while controlling raw food expenditures.
- ◆ Meals and snacks are provided to clients of the Adult Day Program on a cost recovery basis.

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2017 Program Detail**

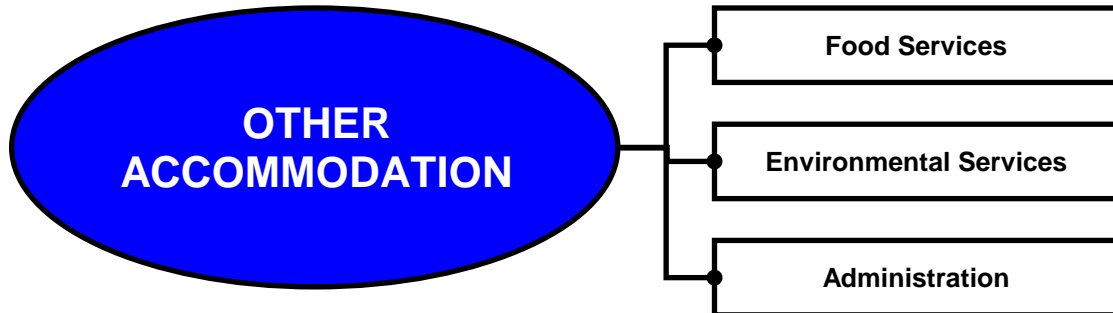
**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Food	697	716	731	-	731
Medical Care	2	7	7	-	7
<b>Operating Expenses Subtotal</b>	<b>699</b>	<b>723</b>	<b>738</b>	<b>-</b>	<b>738</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(2)	(2)	(2)	-	(2)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>-</b>	<b>(2)</b>
<b>Total Expenses</b>	<b>697</b>	<b>721</b>	<b>736</b>	<b>-</b>	<b>736</b>
<b>Revenues</b>					
Provincial Subsidy	(453)	(445)	(460)	(2)	(462)
Fees & Service Charges	(12)	(10)	(10)	-	(10)
Sundry Revenue	(5)	(5)	(5)	-	(5)
<b>Total Revenues</b>	<b>(470)</b>	<b>(460)</b>	<b>(475)</b>	<b>(2)</b>	<b>(477)</b>
<b>Net Program Expenses</b>	<b>227</b>	<b>261</b>	<b>261</b>	<b>(2)</b>	<b>259</b>



2017 Program Detail

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



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2017 Program Detail

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

### Description of Program Activities (continued):

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the resident information system (Goldcare) according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Goldcare program and the Momentum Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBNCanada, formerly OMBI).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 31.98  
2016 Full Time Staff = 31.98



**2017 Program Detail**

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

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2017 Program Detail**

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

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	3,901	3,968	4,097	(88)	4,009
Personnel Related	85	89	89	-	89
Communications	81	98	98	-	98
Supplies	169	136	136	-	136
Utilities	538	513	541	-	541
Medical Care	15	20	20	-	20
Computer Maintenance & Operations	19	66	66	-	66
Materials & Services	201	214	216	-	216
Buildings & Grounds Operations	192	207	207	-	207
Equipment Maintenance & Repairs	319	163	163	-	163
Vehicle Operations	5	6	6	-	6
Debt Charges	2,593	2,593	2,593	-	2,593
Professional Services	3	3	3	-	3
Financial Expenses	18	18	19	-	19
Minor Assets & Equipment	2	5	10	20	30
Major Repairs & Renovations	14	-	-	10	10
<b>Operating Expenses Subtotal</b>	<b>8,155</b>	<b>8,099</b>	<b>8,264</b>	<b>(58)</b>	<b>8,206</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(28)	(28)	(28)	-	(28)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(28)</b>	<b>(28)</b>	<b>(28)</b>	<b>-</b>	<b>(28)</b>
<b>Gross Operating Expenses</b>	<b>8,127</b>	<b>8,071</b>	<b>8,236</b>	<b>(58)</b>	<b>8,178</b>
<b>Tangible Capital Assets</b>					
New	185	185	-	-	-
Replacement	177	177	78	-	78
<b>Total Tangible Capital Assets</b>	<b>362</b>	<b>362</b>	<b>78</b>	<b>-</b>	<b>78</b>
<b>Total Expenses</b>	<b>8,489</b>	<b>8,433</b>	<b>8,314</b>	<b>(58)</b>	<b>8,256</b>



**PROGRAM 5  
OTHER ACCOMMODATION**



**2017 Program Detail**

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

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Provincial Subsidy	(812)	(806)	(806)	(15)	(821)
Resident Fees-Basic & Preferred Accommodation	(3,155)	(3,046)	(3,178)	-	(3,178)
Other Revenue - Cable TV	(24)	(22)	(25)	-	(25)
<b>Total Revenues</b>	<b>(3,991)</b>	<b>(3,874)</b>	<b>(4,009)</b>	<b>(15)</b>	<b>(4,024)</b>
<b>Net Program Expenses</b>	<b>4,498</b>	<b>4,559</b>	<b>4,305</b>	<b>(73)</b>	<b>4,232</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2017 Program Detail

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Nursing and Personal Care - Program 1</u></b>			
1 Surfaces	17	600	10,200
			10,200
<b><u>Other Accommodation - Program 5</u></b>			
2 Printers			3,000
3 Companion Phone system components			4,000
4 Roll in refrigeration units			6,000
5 Under counter ice machine			4,500
6 Food waste disposal unit			10,000
7 Re-Therm Units for Serveries	1	25,000	25,000
8 Ventless Dishwasher	1	25,000	25,000
			77,500
			<b>87,700</b>

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## PROGRAM SUMMARY

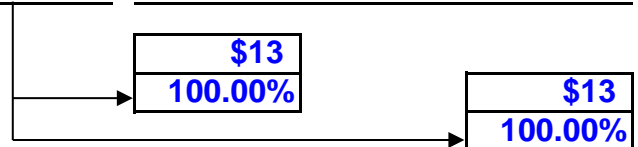


### 2017 Business Plan

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

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

Summary of Increase (Decrease)



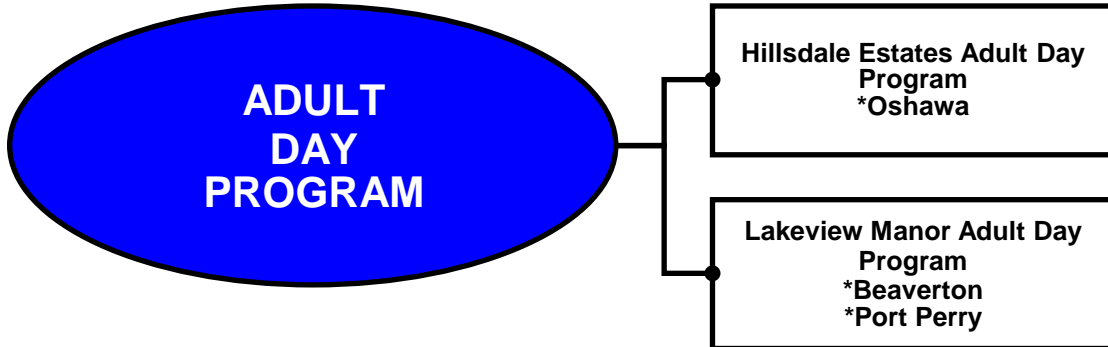
### Summary of Base Budget Changes

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



**2017 Program Detail**

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



**Purpose:**

- ◆ To provide day programs to meet the needs of frail, physically disabled and/or cognitively impaired adults living in the community.
- ◆ To provide respite and assist the family caregiver.

**Description of Program Activities:**

- ◆ The programs provide structured activities, including social interaction, exercises, and recreation.
- ◆ Individualized client goals, care plans and activities are developed in co-operation with caregivers.

**Description of Program Resources:**

- ◆ The Province funds the Program, which is supplemented by a daily fee of \$21.
- ◆ 2017 Full Time Staff = 4.08  
2016 Full Time Staff = 4.08

**Performance Measurements:**

- ◆ Units of service for the Hillsdale Estates program - Participant Days
- ◆ Units of service for the Lakeview Manor program - Participant Days
- ◆ Client Satisfaction Survey

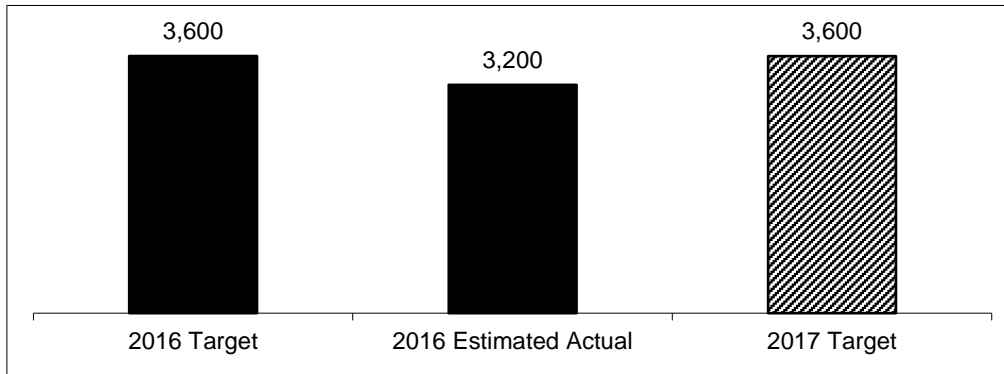


**2017 Program Detail**

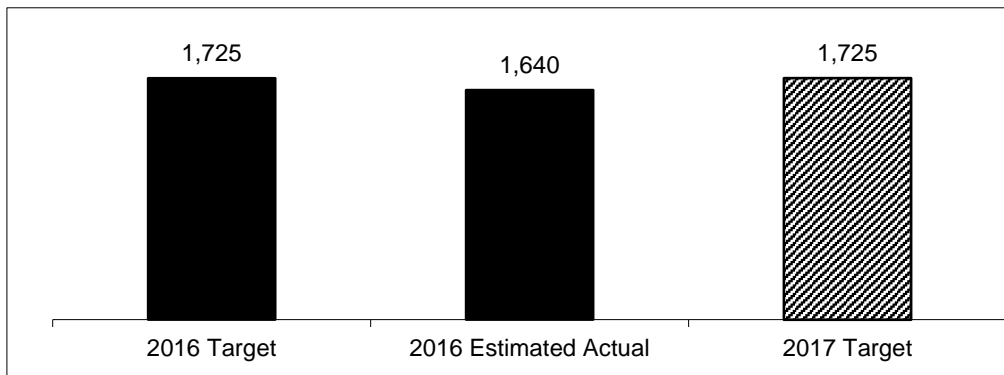
**Social Services - LTC & Services  
For Seniors - Adult Day Program**

**Performance Data:**

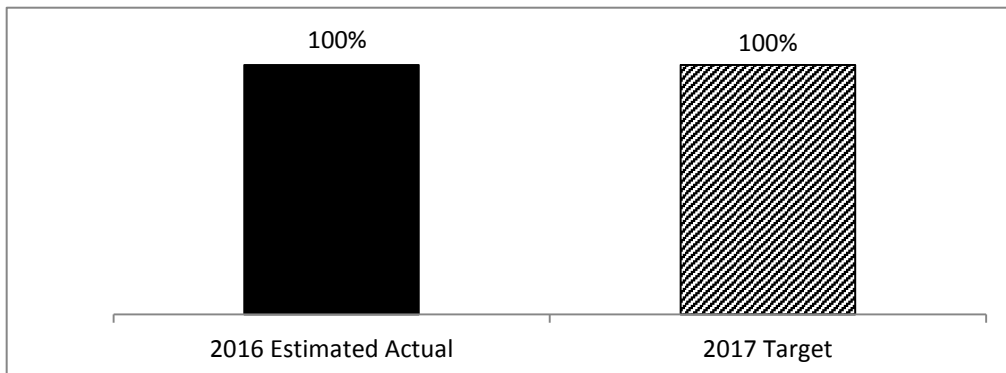
**Participant Days: Hillsdale Estates Program**



**Participant Days: Lakeview Manor Program**



**Client Satisfaction Survey**



**PROGRAM 1  
ADULT DAY PROGRAM**



**2017 Program Detail**

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

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	699	655	673	-	673
Personnel Related	2	8	8	-	8
Communications	2	2	2	-	2
Supplies	14	19	19	-	19
Food	7	5	5	-	5
Materials & Services	3	3	3	-	3
Equipment Maintenance & Repairs	-	1	1	-	1
Professional Services	3	3	3	-	3
<b>Operating Expenses Subtotal</b>	<b>730</b>	<b>696</b>	<b>714</b>	<b>-</b>	<b>714</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Social Assistance Charge	9	9	10	-	10
Hillsdale Estates Charge	28	28	28	-	28
Lakeview Manor Charge	28	28	28	-	28
Hillsdale Estates - Food Charge	22	22	23	-	23
Lakeview Manor - Food Charge	2	2	2	-	2
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>89</b>	<b>89</b>	<b>91</b>	<b>-</b>	<b>91</b>
<b>Total Expenses</b>	<b>819</b>	<b>785</b>	<b>805</b>	<b>-</b>	<b>805</b>
<b>Revenues</b>					
Provincial Subsidy	(663)	(663)	(670)	-	(670)
Fees & Service Charges	(102)	(109)	(109)	-	(109)
Sundry Revenue	(1)	-	-	-	-
<b>Total Revenues</b>	<b>(766)</b>	<b>(772)</b>	<b>(779)</b>	<b>-</b>	<b>(779)</b>
<b>Net Program Expenses</b>	<b>53</b>	<b>13</b>	<b>26</b>	<b>-</b>	<b>26</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2017 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>PLANNING</b></p>
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**2017 Business Plan**

**Planning**

**Major Services & Activities**

**Policy Formulation & Administration**

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

**Plans Approval & Review**

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



2017 Business Plan

Planning

Major Services & Activities (Continued)

Planning Advisory & Information Services

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

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

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

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

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

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

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

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



**2017 Business Plan**

**Planning**

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

**Key Deliverables**

**Responsibility - Lead**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

**Strategic Goals**

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Planning

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

**Summary of Increase (Decrease)**

	<b>\$160</b>	
	<b>2.97%</b>	
		<b>\$96</b>
		<b>1.78%</b>



**2017 Business Plan**

**Planning**

**Summary of Base Budget Changes**

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Planning

(\$,000's)

#### Policy and Special Studies

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

#### Transportation Planning

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

#### Plan Implementation

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

#### Land Division

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

#### Executive

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

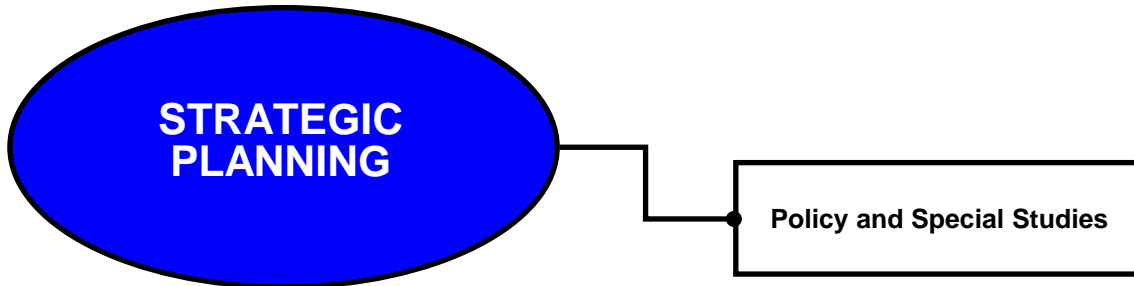
### Planning

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



**2017 Program Detail**

**Planning**



**Purpose:**

- ◆ To formulate, maintain and monitor the policies of the Durham Regional Official Plan (ROP), the Region's principal planning document.

**Description of Program Activities:**

- ◆ Initiate comprehensive review of the ROP, including the engagement of a consultant to initiate a growth management update in accordance with the Provincial Growth Plan.
- ◆ Lead and coordinate efforts to provide a Regional perspective on planning policy initiatives introduced by the Province, including the ongoing coordinated review of the Greenbelt Plan, Oak Ridges Moraine Conservation Plan and Growth Plan, and resulting amendments thereto.
- ◆ Support the Region's participation in the implementation of the Clean Water Act and regulations, including implementation of Source Protection Plans.
- ◆ Partner with the Works and Finance Departments to address development charges related issues and to prepare annual servicing and financing studies for water and sewer services, transportation, and transit.
- ◆ Support the implementation of the approved Housing and Homelessness Strategy (At Home in Durham) for the Region (including demand, supply, affordability and specialized need).
- ◆ Support the activities of the Durham Region Roundtable on Climate Change.
- ◆ Research, monitor and report on planning indicators, as a basis for evaluating the performance of the policies and targets contained in the Regional Official Plan (e.g. growth management, development, building activity, growth trends and the natural heritage system).
- ◆ Serve as the source of data for land related information on planning issues.
- ◆ Provide a planning context for environmental assessments conducted by the Region.
- ◆ Maintain a planning data system to support research and policy review/development.
- ◆ Provide expert planning advice before the Ontario Municipal Board (OMB).
- ◆ Support the activities of Durham Environmental Advisory Committee (DEAC), Durham Agriculture Advisory Committee (DAAC), and the Durham Trails Coordinating Committee (DTCC).





2017 Program Detail

Planning

Description of Program Resources:

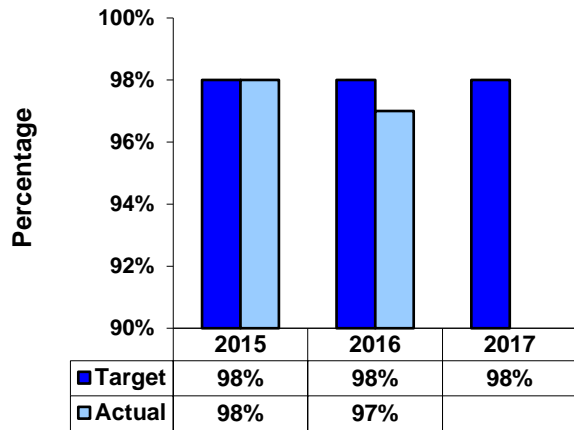
◆ 2017 Full Time Staff = 10.45

Position Transfers: 1.00 Director of Current Planning from Plan Implementation (conversion to a Senior Planner); reallocation of 0.17 Director of Planning position to Plan Implementation Division

2016 Full Time Staff = 9.62

Performance Measurements:

**New Residential Units**



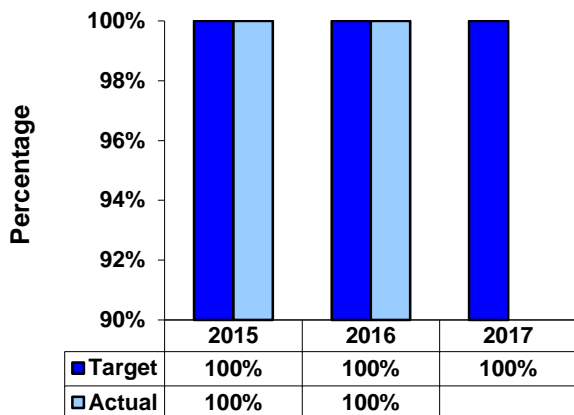
*Percentage of new residential units located within Settlement Areas.*

**Notes:**

- 2015 actual was 3,631 out of 3,700.
- 2016 actual was 2,605 out of 2,675.\*

\* As at September 30, 2016

**Land Designated for Agricultural Purposes**



*Percentage of land designated for Agricultural purposes which was not re-designated for other uses during the reporting year.*

**PROGRAM 1  
POLICY AND SPECIAL STUDIES**



**2017 Program Detail**

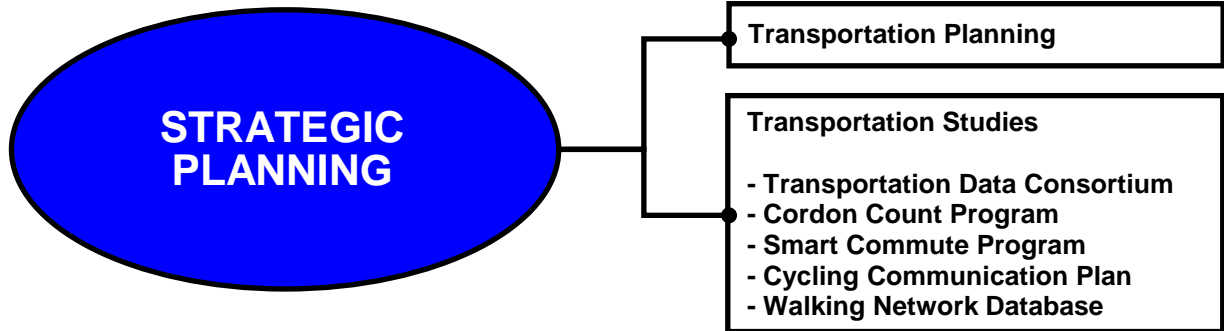
**Planning**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,025	1,185	1,237	88	1,325
Personnel Related	20	20	21	1	22
Professional Services	10	10	10	-	10
<b>Net Program Expenses</b>	<b>1,055</b>	<b>1,215</b>	<b>1,268</b>	<b>89</b>	<b>1,357</b>



**2017 Program Detail**

**Planning**



**Purpose:**

- ◆ To gather and analyze data to support research for the formulation of Regional transportation planning policy.
- ◆ To represent the Region's interests and participate in Provincial and Greater Toronto and Hamilton Area (GTHA)/Metrolinx transportation initiatives.
- ◆ To promote the use of sustainable modes of transportation, including active transportation.
- ◆ To support Durham Region Transit in service planning.
- ◆ To provide input to Environmental Assessment undertakings for Regional roads.
- ◆ To engage in studies, independently and in partnership with the other GTHA municipalities, and the Ministry of Transportation (MTO) that provide a basis for strategic planning of transportation services in Durham and throughout the GTHA.

**Description of Program Activities:**

- ◆ Review and comment on development applications to ensure the implementation of Regional transportation policies.
- ◆ Complete the update to the Regional Transportation Master Plan (TMP) in partnership with the Works Department. Commence work on a Regional Official Plan Amendment to incorporate the findings of the TMP.
- ◆ Provide expert planning advice before the OMB.
- ◆ Coordinate the Region's response to Provincial/Federal transportation initiatives at critical milestones (e.g. Metrolinx Regional Transportation Plan update, Highway 401 widening projects, Highway 407 East Implementation, and Ontario's Cycling Strategy).
- ◆ Partner with the other GTHA municipalities, Metrolinx and MTO on inter-regional transportation planning initiatives including Transportation Tomorrow Surveys, Travel Time Study, Travel Modelling Group etc.
- ◆ Provide technical support to Durham Region Transit for strategic transit service planning and environmental assessments of higher order transit services in Durham.
- ◆ Advance the objectives of the "Smart Commute Durham" initiative, aimed at promoting Travel Demand Management (TDM) measures for commuters.
- ◆ Implement the Regional Cycling Plan and its communication strategy in collaboration with Works, Health, Social Services, Corporate Communications and Police Services.
- ◆ Utilize the Durham Region Transportation Planning Model (DRTPM) for various transportation studies, including the TMP update.
- ◆ Complete transportation analyses to support Environmental Assessment undertakings for Regional road widening and expansion projects.



2017 Program Detail

Planning

Description of Program Activities (Continued):

- ◆ **Transportation Data Consortium** participate on an inter-municipal group that collaborates on broad ranging transportation studies, including:
  - Data Management Group provide central storage for current and historical data and computer systems required for transportation studies. Services include: information processing; transportation demand forecasting model (EMME) support; remote access to computer systems; and Transportation Tomorrow Survey data for the entire GTHA.
  - Census Place of Work data analysis on where people work, how they get there, and where they live. The 2017 budget includes the second of four prorated annual payments towards the 2016 data to be acquired from Statistics Canada.
  - Transportation Tomorrow Survey collect travel information from households in the GTHA and parts of the Greater Golden Horseshoe. The 2017 budget represents the second of three payments towards the 2016 survey.
  - Travel Time Study survey travel time, speed and delay across the GTA and surrounding areas.
  - Travel Modelling Group forecast transportation demand across the GTHA (housed at the University of Toronto).
- ◆ **Cordon Count Program** collect data and monitor changes in commuting behaviour and travel patterns across the GTA (funded jointly by the MTO, upper and single tier municipalities).
- ◆ **Smart Commute Program** promote sustainable modes of transportation in partnership with Metrolinx.
- ◆ **Cycling Communication Plan** support current and future cyclists, and educate motorists about how to safely share the road with cyclists.
- ◆ **Walking Network Database** provide a tool for web based pedestrian access for transit trips and assists in the planning for location of transit stops, and area municipal walking infrastructure. The database will be updated using new ortho-photography to be completed in 2017.

Description of Program Resources:

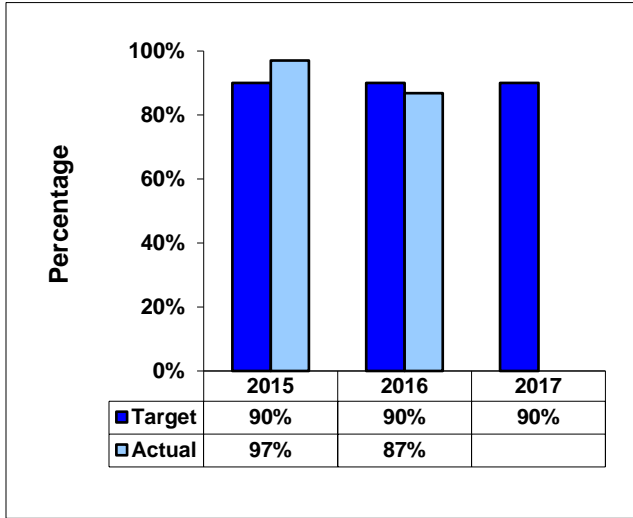
- ◆ 2017 Full Time Staff = 8.46                      Position Transfer: Reallocation of 0.17 Director of Planning position to Plan Implementation Division
- 2016 Full Time Staff = 8.63



2017 Program Detail

Planning

Performance Measurements:

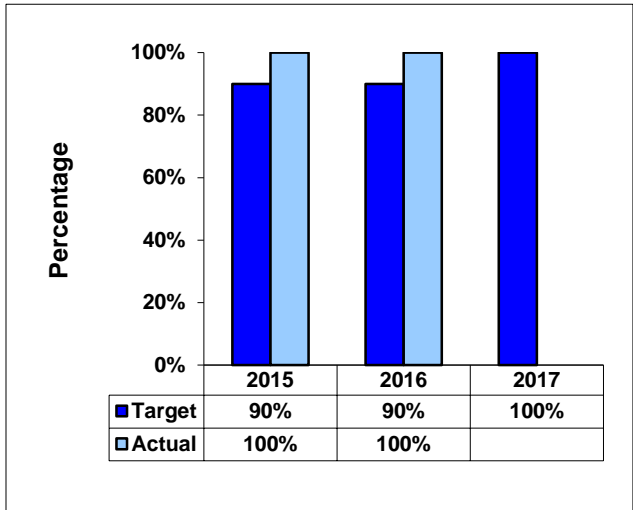


Percentage of Transportation Review Completed within Desired Response Time

*Desired response time for transportation review of Plans of Subdivision is 30 days.*

**Notes:**

- 2015 actual was 28 out of 29.
- 2016 actual was 46 out of 53.



Percentage of Customized Demand Forecasting Runs Completed within Desired Response Time

*Desired response time for customized demand forecasting runs is 15 days.*

**Notes:**

- 2015 actual was 4 out of 4.
- 2016 actual was 6 out of 6.

**PROGRAM 2  
TRANSPORTATION PLANNING**



**2017 Program Detail**

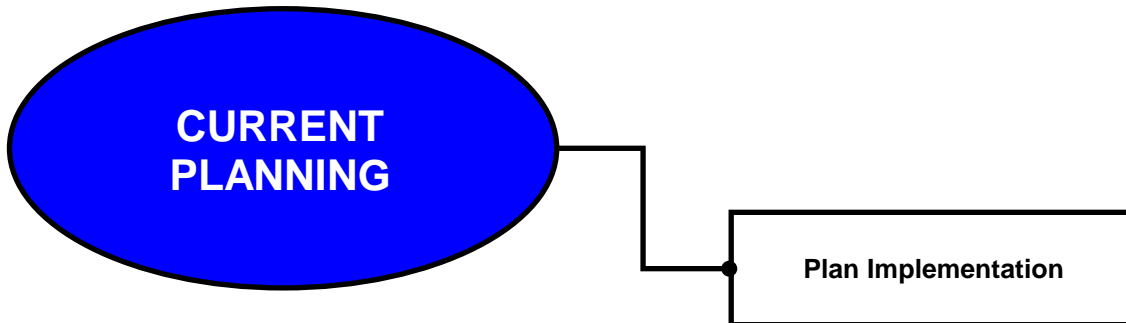
**Planning**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	940	1,020	1,065	(36)	1,029
Personnel Related	17	19	19	43	62
Communications	-	-	-	60	60
Professional Services	238	319	318	(108)	210
<b>Total Expenses</b>	<b>1,195</b>	<b>1,358</b>	<b>1,402</b>	<b>(41)</b>	<b>1,361</b>
<b>Revenues</b>					
Provincial Subsidy	(48)	(104)	(104)	-	(104)
Recovery from Transit	(241)	(241)	(250)	-	(250)
<b>Total Revenues</b>	<b>(289)</b>	<b>(345)</b>	<b>(354)</b>	<b>-</b>	<b>(354)</b>
<b>Net Program Expenses</b>	<b>906</b>	<b>1,013</b>	<b>1,048</b>	<b>(41)</b>	<b>1,007</b>



**2017 Program Detail**

**Planning**



**Purpose:**

- ◆ To fulfill planning approval responsibilities assigned to the Region through the Planning Act.
- ◆ To ensure Regional and Provincial interests and policies are implemented through the review of various plans and development applications.

**Description of Program Activities:**

- ◆ Assess the merits of Regional Official Plan amendment applications, and administer the related approval process.
- ◆ Approve non-exempt local plan amendments, and non-delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Review and exempt local plan amendments from the Region's approval authority, based on Council approved policy.
- ◆ Review and provide comments and conditions on delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Administer the Regional Tree By-law.
- ◆ Review and provide comments on development related activities, which includes mandatory pre-consultation on development proposals, draft local official plans and amendments, consents, zoning by-law amendments, Ministry of the Environment and Climate Change certificates, and aggregate licenses.
- ◆ Undertake Provincial Plan Review responsibilities including preparing responses to applications subject to Provincial Plans and policies.
- ◆ Coordinate comments from Regional Departments on planning applications.
- ◆ Process appeals to the Ontario Municipal Board (OMB).
- ◆ Provide expert planning advice before the OMB and the courts.
- ◆ Ensure the effectiveness of development application processes and procedures including: the review of application fees; updating procedures to reflect new Provincial and Regional standards/requirements; the maintenance of development tracking systems; the monitoring of plan exemption and delegation processes and assessing policy effectiveness.
- ◆ Coordinate street naming within the Region.



**2017 Program Detail**

**Planning**

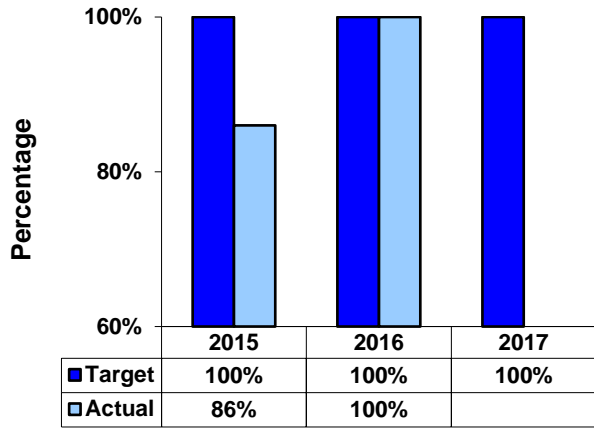
**Description of Program Resources:**

◆ 2017 Full Time Staff = 9.54

Position transfers: 1.00 Director of Current Planning to Policy and Special Studies; Reallocation of 0.34 Director of Planning position from Policy and Special Studies and Transportation Planning Divisions.

2016 Full Time Staff = 10.20

**Performance Measurements:**

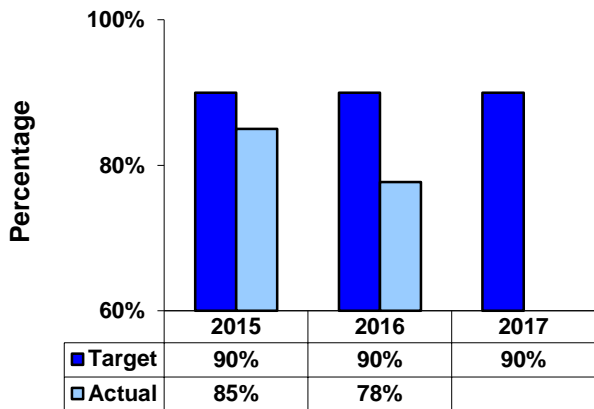


**Public Notices**

*Percentage of public notices published within 30 days of receipt of a complete application.*

**Notes:**

- 2015 actual was 6 out of 7.
- 2016 actual was 3 out of 3.



**Subdivision/Condominium Applications**

*Percentage of complete delegated applications circulated within 5 days of receipt.*

**Notes:**

- 2015 actual was 28 out of 33.
- 2016 actual was 28 out of 36.



**PROGRAM 3  
PLAN IMPLEMENTATION**



**2017 Program Detail**

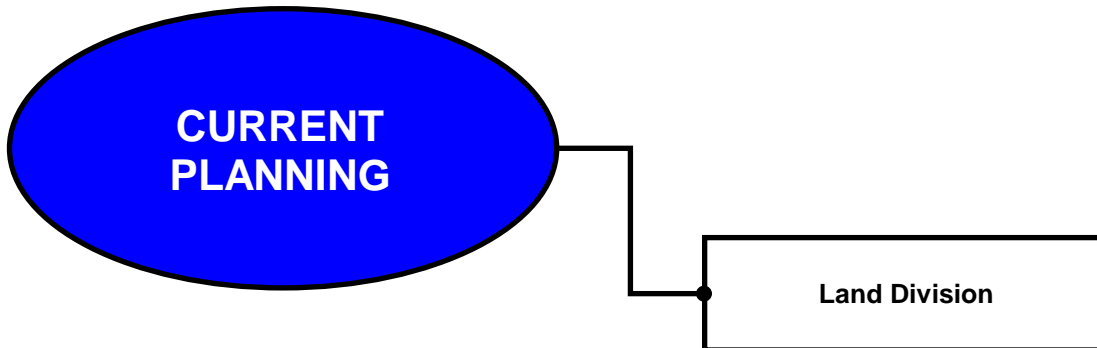
**Planning**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,180	1,224	1,263	(123)	1,140
Personnel Related	20	22	22	(1)	21
Communications	2	2	2	-	2
Professional Services	65	80	80	-	80
<b>Net Program Expenses</b>	<b>1,267</b>	<b>1,328</b>	<b>1,367</b>	<b>(124)</b>	<b>1,243</b>



**2017 Program Detail**

**Planning**



**Purpose:**

- ◆ To provide administrative support to the Durham Land Division Committee - a quasi-judicial body appointed by Regional Council to act as its delegated approval authority for consents, in accordance with the Planning Act.

**Description of Program Activities:**

- ◆ Assist land owners and agents in submitting consent applications, and administer the consent process in accordance with the provisions of the Planning Act.
- ◆ Schedule public meetings for consideration of consent applications by the Land Division Committee.
- ◆ Give notice of hearing on consent applications through mailed notices and posting of signs.
- ◆ Prepare and circulate meeting agendas and material.
- ◆ Take minutes and record decisions of the Land Division Committee at public meetings.
- ◆ Provide written Notices of Decision.
- ◆ Process appeals to the Ontario Municipal Board.
- ◆ Oversee clearance of conditions and issue consent certificates (stamp deeds).
- ◆ Provide liaison among commenting agencies, the public, applicants, agents and others involved in the process.
- ◆ Provide administrative support to members of the Land Division Committee.

**Description of Program Resources:**

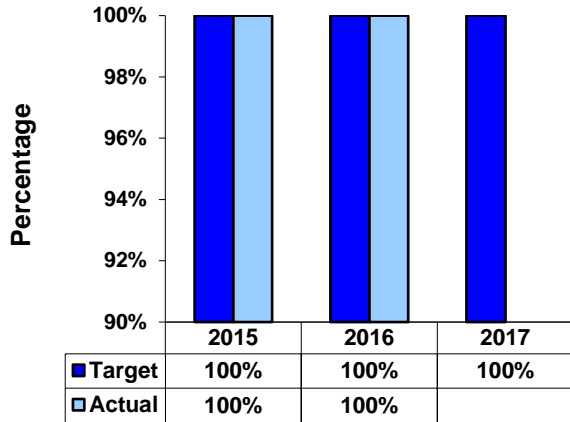
- ◆ 2017 Full Time Staff = 2.05  
2016 Full Time Staff = 2.05



2017 Program Detail

Planning

Performance Measurements:

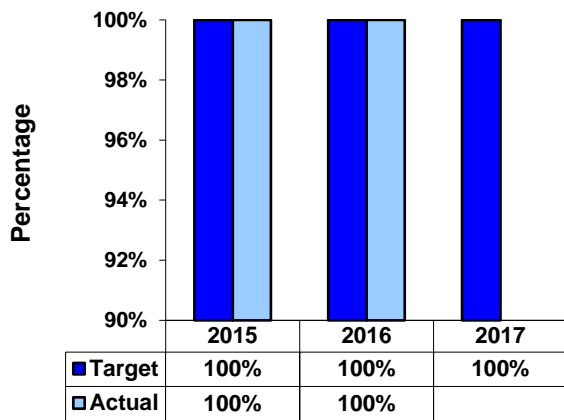


**Public Hearings**

*Percentage of public hearings held within 90 days of receipt of a complete application.*

**Notes:**

- 2015 actual was 143 out of 143.
- 2016 actual was 175 out of 175.



**Decisions**

*Percentage of notices of decision given within 10 days of a Land Division Committee meeting.*

**Notes:**

- 2015 actual was 143 out of 143.
- 2016 actual was 136 out of 136.



**2017 Program Detail**

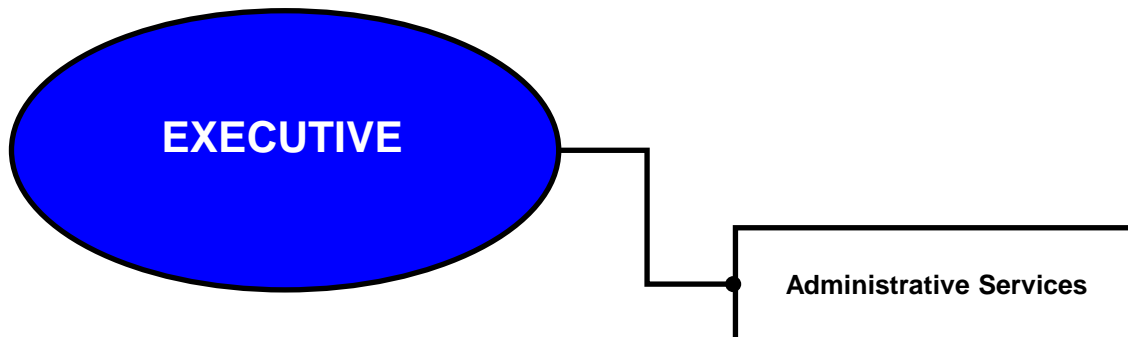
**Planning**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	184	184	190	2	192
Personnel Related	5	6	6	-	6
<b>Net Program Expenses</b>	<b>189</b>	<b>190</b>	<b>196</b>	<b>2</b>	<b>198</b>



**2017 Program Detail**

**Planning**



**Purpose:**

- ◆ To establish and implement the overall directions for the delivery of Regional planning and economic development services, from current to strategic long-range planning, and economic development to tourism, as directed by Regional Council and mandated by the Planning Act.
- ◆ To discharge, on behalf of Regional Council, certain approval powers delegated from the Province on planning approval matters.

**Description of Program Activities:**

- ◆ Provide overall guidance and co-ordination of Departmental services in the discharge of Regional planning and economic development and tourism responsibilities.
- ◆ Ensure the delivery of planning, and economic development and tourism services in an effective and efficient manner.
- ◆ Provide advice to Regional Council and Committee of the Whole on all Regional planning and economic development and tourism matters.
- ◆ Represent the planning, and economic development and tourism interests of the Region before special purpose bodies; liaise with area municipalities, other Regions, Conservation Authorities, Provincial and Federal ministries, other public bodies respecting Regional interests; and participate on multi-agencies initiatives to implement Regional policies (e.g. Conservation Authorities Liaison Committee, Regional Planning Commissioners of Ontario).
- ◆ Implement the authority delegated by Regional Council to the Commissioner respecting the approvals of certain part-lot control exemption by-laws, plans of subdivisions, condominium descriptions, and area municipal official plan amendments.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 2.50
- 2016 Full Time Staff = 2.50



**2017 Program Detail**

**Planning**

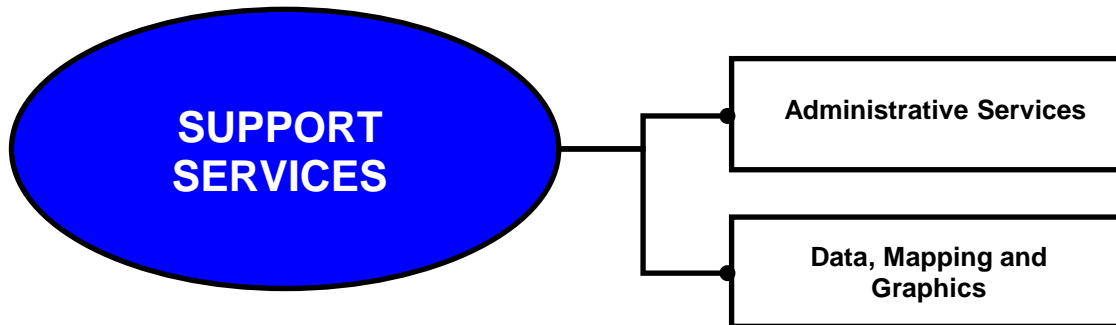
<b>Detailed Cost of Program:</b> (\$,000's)	<b>2016</b>		<b>2017</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	487	389	403	-	403
Personnel Related	17	16	16	1	17
<b>Net Program Expenses</b>	<b>504</b>	<b>405</b>	<b>419</b>	<b>1</b>	<b>420</b>

# PROGRAM 6 ADMINISTRATION AND SUPPORT SERVICES



2017 Program Detail

Planning



## Purpose:

- ◆ To provide administrative support and assistance to professional and management staff in delivering their responsibilities.
- ◆ To provide data, mapping and graphics services including the provision of Geographic Information System (GIS) analysis, database design and management, and visual products including maps, artwork, and infographics.
- ◆ To maintain existing information technology systems, software applications and databases, and to implement new technologies and data programs as required.

## Description of Program Activities:

### ◆ Administrative Services

- ◆ Provide customer care and clerical support services for the Planning Division.
- ◆ Coordinate the preparation of the annual departmental Business Plans and Budgets.
- ◆ Monitor financial position for the department, ensuring expenditures and receipts are reported in an accurate and timely manner.
- ◆ Order, receive and monitor supplies and materials for staff use.
- ◆ Maintain central file system and resource library for divisional use.

### ◆ Data, Mapping and Graphics

- ◆ Prepare maps and graphics for various reports, displays and presentations.
- ◆ Provide GIS services including data manipulation and analysis.
- ◆ Provide data expertise/advisory services to department staff, Regional departments and external agencies such as area municipalities, conservation authorities, and the Province.
- ◆ Acquire, create, deploy, and maintain accurate and current Planning and Economic Development datasets.
- ◆ Create and maintain standard cartographic products.
- ◆ Ensure the department makes effective use of emerging new technologies and design trends related to Planning and Economic Development.
- ◆ Enhance business processes by implementing new, and improving the efficiency of existing technologies.
- ◆ Represent the department on external GIS and data industry groups such as Regional Information Systems Working Group and Urban and Regional Information Systems Association.
- ◆ Provide external mapping services on a cost recovery basis.
- ◆ Conduct the annual Durham Region Business Count (Employment Survey).

# PROGRAM 6 ADMINISTRATION AND SUPPORT SERVICES



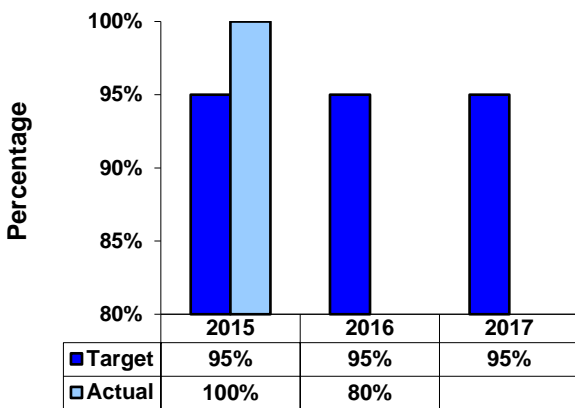
## 2017 Program Detail

## Planning

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 12.00
- 2016 Full Time Staff = 12.00

### Performance Measurements:

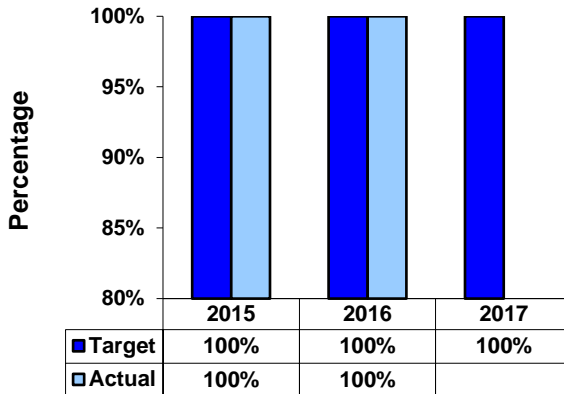


#### Custom Mapping Requests

*Percentage of public custom mapping requests completed by due date.*

**Notes:**

- 2015 actual was 5 out of 5.
- 2016 actual was 4 out of 5.



#### Digital Data Requests

*Percentage of digital data requests (internal / external customers) responded to within 24 hours.*

**Notes:**

- 2015 actual was 26 out of 26.
- 2016 actual was 28 out of 28.



**PROGRAM 6  
ADMINISTRATION AND SUPPORT SERVICES**



**2017 Program Detail**

**Planning**

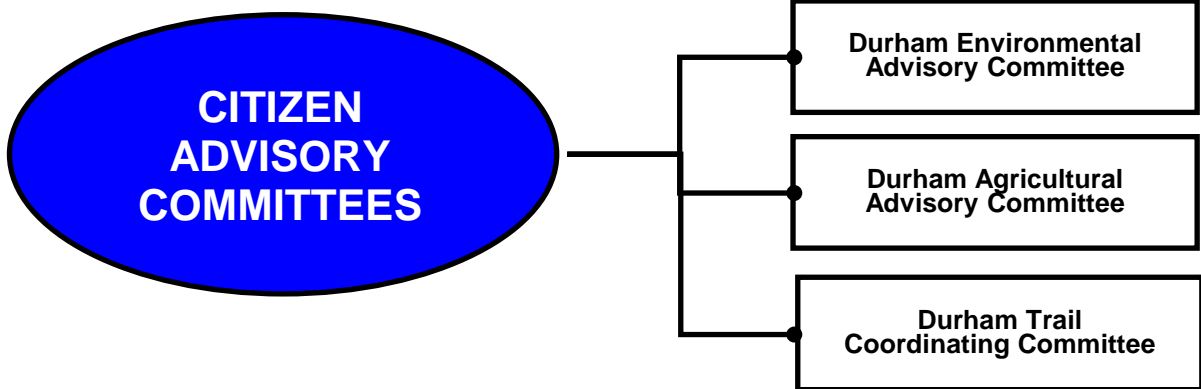
Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,033	1,072	1,109	22	1,131
Personnel Related	8	15	15	-	15
Communications	67	76	75	(1)	74
Supplies	20	20	20	-	20
Computer Maintenance & Operations	8	5	5	3	8
Materials & Services	2	3	3	-	3
Equipment Maintenance & Repairs	10	12	12	-	12
Professional Services	-	15	15	-	15
Minor Assets & Equipment	5	7	7	-	7
<b>Gross Operating Expenses</b>	<b>1,153</b>	<b>1,225</b>	<b>1,261</b>	<b>24</b>	<b>1,285</b>
<b>Tangible Capital Assets</b>					
Replacement	51	51	20	18	38
<b>Total Tangible Capital Assets</b>	<b>51</b>	<b>51</b>	<b>20</b>	<b>18</b>	<b>38</b>
<b>Total Expenses</b>	<b>1,204</b>	<b>1,276</b>	<b>1,281</b>	<b>42</b>	<b>1,323</b>
<b>Revenues</b>					
Sale of Publications	(1)	(1)	(1)	-	(1)
<b>Total Revenues</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>-</b>	<b>(1)</b>
<b>Net Program Expenses</b>	<b>1,203</b>	<b>1,275</b>	<b>1,280</b>	<b>42</b>	<b>1,322</b>

# PROGRAM 7 CITIZEN ADVISORY COMMITTEES



2017 Program Detail

Planning



## Purpose:

- ◆ To support the deliberations and activities of the Durham Environmental Advisory Committee, the Durham Agricultural Advisory Committee and the Durham Trail Coordinating Committee.

## Description of Program Activities:

- ◆ The **Durham Environmental Advisory Committee** (DEAC) will have up to 10 regularly scheduled meetings and will host its annual Environmental Achievement Awards program. Other activities are detailed in the workplan approved by the Committee of the Whole and Council.
- ◆ The **Durham Agricultural Advisory Committee** (DAAC) will have 10 regularly scheduled meetings and also host its annual educational farm tour. Other activities are detailed in the workplan approved by the Committee of the Whole and Council.
- ◆ The **Durham Trail Coordinating Committee** (DTCC) will continue to advance the implementation of the approved Regional Trail Network. Other activities are detailed in the workplan approved by the Committee of the Whole and Council.

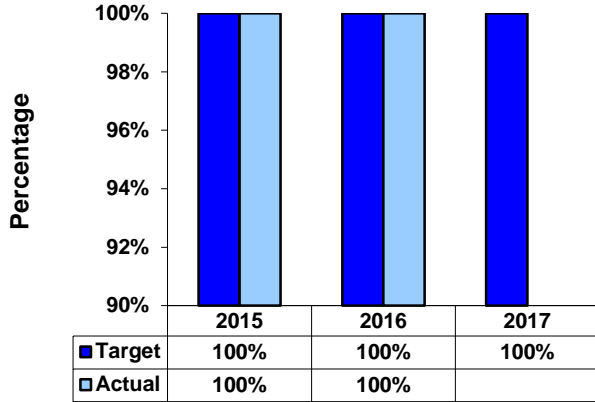


2017 Program Detail

Planning

Performance Measurements:

DEAC

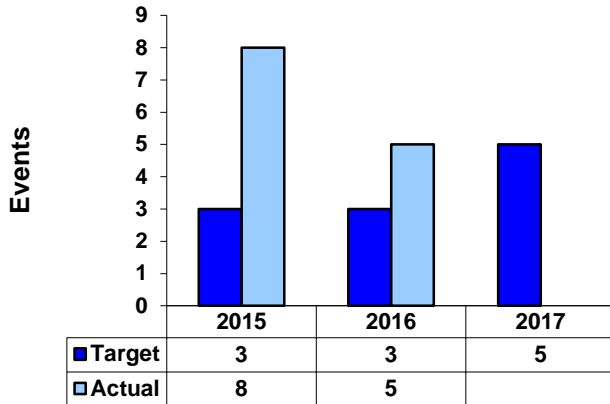


**Provincial and Regional  
Planning Initiatives**

*Percentage of significant Provincial and Regional Planning issues where advice was provided by DEAC.*

**Notes:**

- 2015 actual was 7 out of 7.
- 2016 actual was 4 out of 4.



**Raise Awareness  
of Environmental Issues**

*Stage or participate in events to raise awareness of environmental issues.*

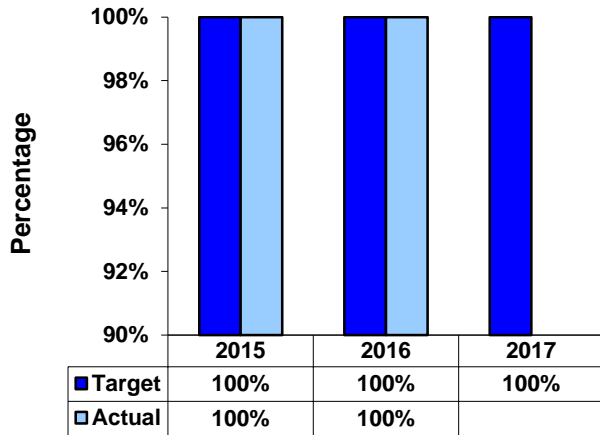


2017 Program Detail

Planning

Performance Measurements (Continued):

DAAC

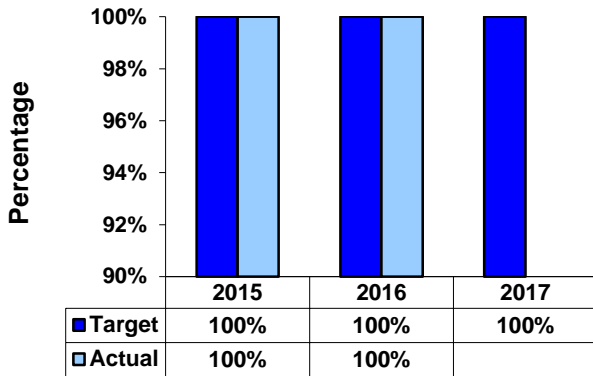


**Regional Official Plan  
Amendment Applications**

*Percentage of Regional Official Plan Amendment Applications where advice is requested by the Planning Division and provided by DAAC.*

**Notes:**

- 2015 actual was 5 out of 5.
- 2016 actual was 4 out of 4.

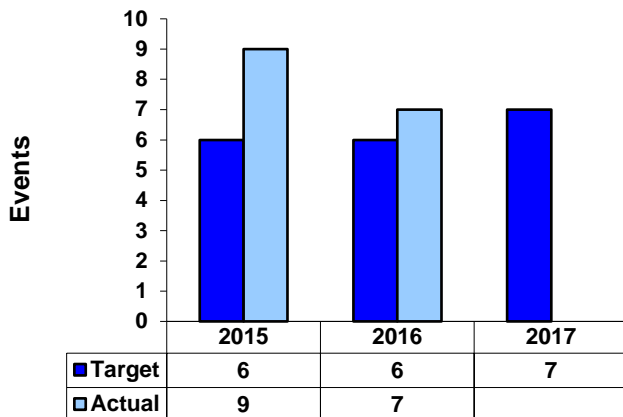


**Provincial and Regional  
Planning Initiatives**

*Percentage of significant Provincial and Regional Planning issues where advice was provided by DAAC.*

**Notes:**

- 2015 actual was 7 out of 7.
- 2016 actual was 10 out of 10.



**Raise Awareness  
of Agricultural/Rural Issues**

*Stage or participate in events to raise awareness of agricultural and related rural issues.*

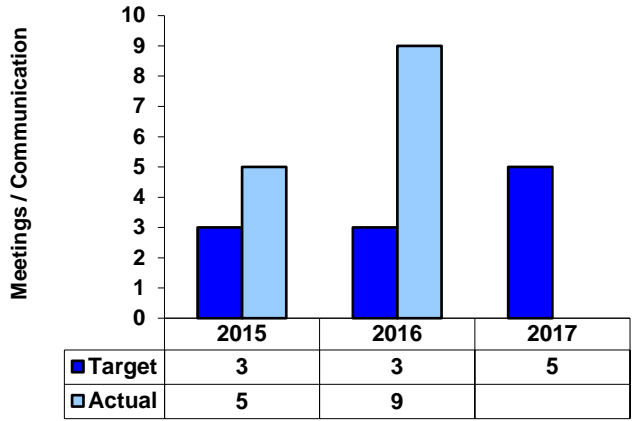


2017 Program Detail

Planning

Performance Measurements (Continued):

DTCC



**Co-ordination of  
Trail Activities**

*Provide advice to area municipalities and other trail providers on implementing the Regional Trail Network through individual consultation meetings/contact.*

**PROGRAM 7  
CITIZEN ADVISORY COMMITTEES**



**2017 Program Detail**

**Planning**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1	2	2	(1)	1
Personnel Related	16	21	21	-	21
Communications	9	11	11	-	11
Supplies	1	-	-	1	1
<b>Net Program Expenses</b>	<b>27</b>	<b>34</b>	<b>34</b>	<b>-</b>	<b>34</b>

Summary:

Durham Agricultural Advisory Committee	13
Durham Environmental Advisory Committee	10
Environmental Achievement Awards	7
Durham Trails Coordinating Committee	4
	<b>34</b>

**PROGRAM 8  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Planning**

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

		\$	\$
<b><u>Administration and Support Services - Program 6</u></b>			
1 Laptop Computers - power user with monitors	3	2,750	8,250
2 Desktop Computers - standard user with monitors	12	950	11,400
3 Tablets	6	3,000	18,000
			<b>37,650</b>

**PROGRAM 9  
APPLICATION AND APPROVAL REVENUE**



**2017 Program Detail**

**Planning**

**Purpose:**

Cost recovery for certain statutory planning approvals, applications and related matters.

**Program Activities:**

Detailed Program Revenue	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Area Municipal Official Plan Amendments					
Application	34,000	34,000	34,000		34,000
Approval	4,000	4,000	4,000	-	4,000
	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>	<u>-</u>	<u>38,000</u>
Subdivision/Condominium					
Regional Applications					
Application	9,000	22,500	22,500	(9,000)	13,500
Final Approval	-	2,250	2,250		2,250
Delegated Applications					
Subdivision Review	81,000	48,000	48,000	18,000	66,000
Condominium Review	16,000	10,000	10,000	4,000	14,000
Major Revision	3,000	3,000	3,000	-	3,000
Clearance	26,000	27,500	27,500	(2,500)	25,000
	<u>135,000</u>	<u>113,250</u>	<u>113,250</u>	<u>10,500</u>	<u>123,750</u>
Land Division					
Application	130,000	125,000	125,000		125,000
Commenting	39,000	37,500	37,500		37,500
Certification & Re-stamping	84,000	75,250	75,250	-	75,250
Tabling	5,250	4,500	4,500		4,500
Special	1,750	1,250	1,250		1,250
	<u>260,000</u>	<u>243,500</u>	<u>243,500</u>	<u>-</u>	<u>243,500</u>
Regional Official Plan Amendments					
Minor	12,000	20,000	20,000	1,000	21,000
Major	20,000	16,000	16,000	4,000	20,000
	<u>32,000</u>	<u>36,000</u>	<u>36,000</u>	<u>5,000</u>	<u>41,000</u>
Rezoning Applications	45,000	35,000	35,000	17,500	52,500
Other Fees	7,600	4,300	4,300		4,300
	<u>517,600</u>	<u>470,050</u>	<u>470,050</u>	<u>33,000</u>	<u>503,050</u>
<b>Total Revenue</b>	<b>517,600</b>	<b>470,050</b>	<b>470,050</b>	<b>33,000</b>	<b>503,050</b>



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**2017 Business Plan**

**Economic Development & Tourism**

**Major Services & Activities**

**Business Development**

- ◆ Continue to implement the Foreign Direct Investment (FDI) Strategy including corporate visits to foreign owned subsidiaries in Durham Region.
- ◆ Promote the Region's key economic sectors: Energy & Clean Technology; Advanced Manufacturing; Agri-Business and Digital Technologies.
- ◆ Undertake targeted investment attraction initiatives in key sectors and markets.
- ◆ Respond to investment inquiries and other queries in a timely manner.
- ◆ Develop marketing and advertising campaigns and marketing collateral, promoting Durham Region, including updating the website.
- ◆ Collect and maintain data and related statistics.

**Tourism**

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

**Business Advisory Centre Durham (BACD)**

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

**Rural and Agriculture**

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



**2017 Business Plan**

**Economic Development & Tourism**

**Major Services & Activities (Continued)**

**Strategic Initiatives**

- ◆ Support and assist in the development and growth of identified economic sectors in Durham Region.
- ◆ Provide community support and partnership development.
- ◆ Continue to participate in and support the Spark Centre through programs such as the International Soft Landing program.
- ◆ Continue to promote the Film industry within Durham Region.

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

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

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

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

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



**2017 Business Plan**

**Economic Development & Tourism**

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

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

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to implement the Region of Durham Agricultural Strategy 2013 - 2018.</li> <li>◆ Continue to support and promote innovative agricultural programs through partnership with post-secondary institutions.</li> <li>◆ Continue to support the activities of the Durham Agriculture Advisory Committee (DAAC).</li> <li>◆ Implement the Culinary Strategy to promote the local food market.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Work with post-secondary institutions to promote, develop and support centres of excellence (e.g. Automotive Centre of Excellence, energy from waste, nuclear energy) as opportunities for training and innovation.</li> <li>◆ Research, identify and develop new energy projects with community stakeholders.</li> <li>◆ Continue to support the initiatives of the Spark Centre.</li> </ul>	

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

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



**2017 Business Plan**

**Economic Development & Tourism**

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

**Strategic Goals**

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

## PROGRAM SUMMARY

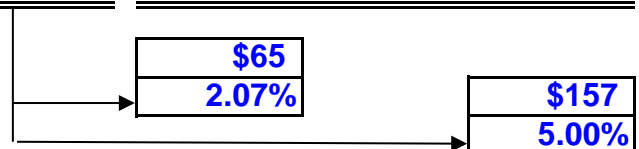


### 2017 Business Plan

### Economic Development & Tourism

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

Summary of Increase (Decrease)



**PROGRAM SUMMARY**



**2017 Business Plan**

**Economic Development & Tourism**

**Summary of Base Budget Changes**

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Administration

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

#### Business Development

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

#### Tourism

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

#### Business Advisory Centre Durham

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



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Rural and Agriculture

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

#### Strategic Initiatives

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

#### Revenue Programs

♦ Decrease in Tourism revenue.	1
	1

<b>Total Program Changes</b>	<b>92</b>
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## 2017 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To establish and implement the overall direction for the delivery of Economic Development & Tourism services including: Investment Attraction, Strategic Initiatives, Rural & Agricultural Affairs, and Tourism.
- ◆ To provide assistance to professional and management staff in delivering their responsibilities.

### Description of Program Activities:

#### Director

- ◆ Provide overall guidance and coordination of divisional services.
- ◆ Ensure the delivery of Economic Development and Tourism services in an effective and efficient manner.
- ◆ Represent Economic Development and Tourism interests of the Region by liaising with area municipalities, other Regions, and economic development stakeholders, to further Regional interests.
- ◆ Provide budget development and financial accountability.
- ◆ Advocate to senior levels of government and co-ordinate the efforts of municipalities, agencies and stakeholders, to advance the Region's Economic Development and Tourism interests.
- ◆ Guide the preparation and implementation of the Region's 2017-2021 Economic Development Strategy.

#### Administrative Services

- ◆ Provide customer care and clerical support services for the division.
- ◆ Assist in the preparation of the annual divisional Business Plans and Budgets.
- ◆ Provide minutes and reports for conferences, seminars, workshops and meetings.
- ◆ Monitor the financial position of the division, ensuring expenditures and receipts are recorded in an accurate and timely manner.
- ◆ Coordinate and administer consulting agreements and other formal agreements required by the division.
- ◆ Maintain central file system for divisional use.
- ◆ Order, receive and monitor supplies and materials for staff use.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 4
- 2016 Full Time Staff = 4

**PROGRAM 1  
ADMINISTRATION**



**2017 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	405	415	431	-	431
Personnel Related	28	27	27	-	27
Communications	91	106	106	(5)	101
Supplies	10	5	5	-	5
Materials & Services	1	1	1	-	1
Equipment Maintenance & Repairs	3	4	4	-	4
Professional Services	50	35	35	(15)	20
Minor Assets & Equipment	1	3	3	-	3
<b>Gross Operating Expenses</b>	<b>589</b>	<b>596</b>	<b>612</b>	<b>(20)</b>	<b>592</b>
<b>Tangible Capital Assets</b>					
Replacement	5	5	7	-	7
<b>Total Tangible Capital Assets</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>-</b>	<b>7</b>
<b>Net Program Expenses</b>	<b>594</b>	<b>601</b>	<b>619</b>	<b>(20)</b>	<b>599</b>



## 2017 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To attract new investment and jobs to Durham Region, by promoting Durham Region in international markets through participation in investment missions, and through outreach to key investment intermediaries in the site selection/real estate fields.
- ◆ To seek out opportunities to promote Durham Region as the place to invest for non-residential investment.
- ◆ Develop marketing materials and tools to support promotional activities to attract investment and jobs to Durham Region.
- ◆ Work in partnership with Toronto Global (formerly the Greater Toronto Marketing Alliance) and Durham Economic Development Partnership (DEDP) and other partners to attract investment to the Region.

### Description of Program Activities:

- ◆ Continue to implement the Foreign Direct Investment (FDI) strategy to attract new investment and jobs from priority markets in the United States, Germany, China and Brazil. Priority sectors include: Energy and Clean Technology, Advanced Manufacturing, Agri-Business and Digital Technologies.
- ◆ In partnership with other investment attraction organizations (DEDP and Ontario Manufacturing Communities Alliance), participate in investment attraction missions to target markets focusing on target sectors.
- ◆ Continue to utilize the Chinese Development Officer, stationed in China, to generate leads for Durham Region.
- ◆ Develop and implement familiarization (FAM) tours and other promotional opportunities for Site Selector and Real Estate industries to create awareness of Durham Region as a place to invest.
- ◆ Ensure all investment inquiries are responded to in a timely manner with appropriate follow-up as warranted.
- ◆ Work with the DEDP to conduct corporate calls with existing foreign owned subsidiaries in Durham Region, to understand the key factors that encouraged their investment decision in the Region, as well as red flagging potential issues/barriers that could result in a company leaving the Region.
- ◆ Host missions and delegations from other international jurisdictions as well as Provincial Ministries, in order to promote the investment assets of Durham Region.

### Description of Program Resources:

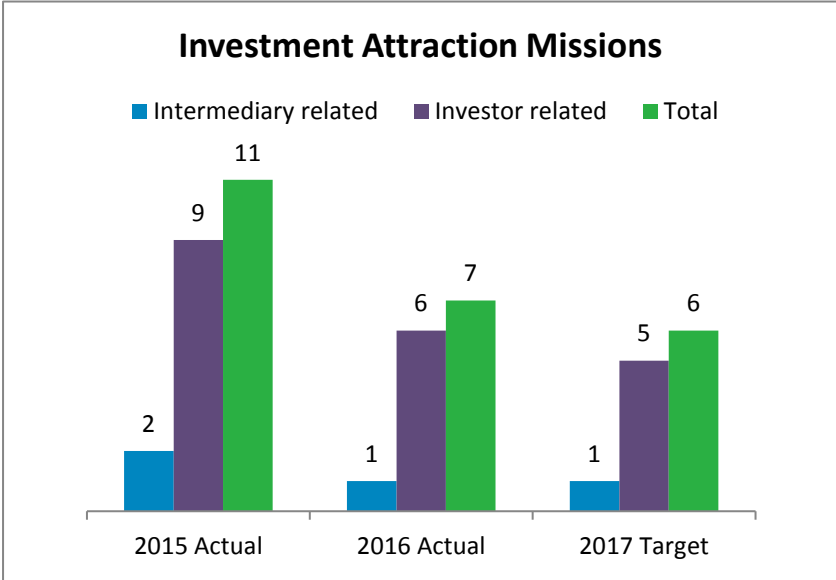
- ◆ 2017 Full Time Staff = 2
- ◆ 2016 Full Time Staff = 2



**2017 Program Detail**

**Economic Development & Tourism**

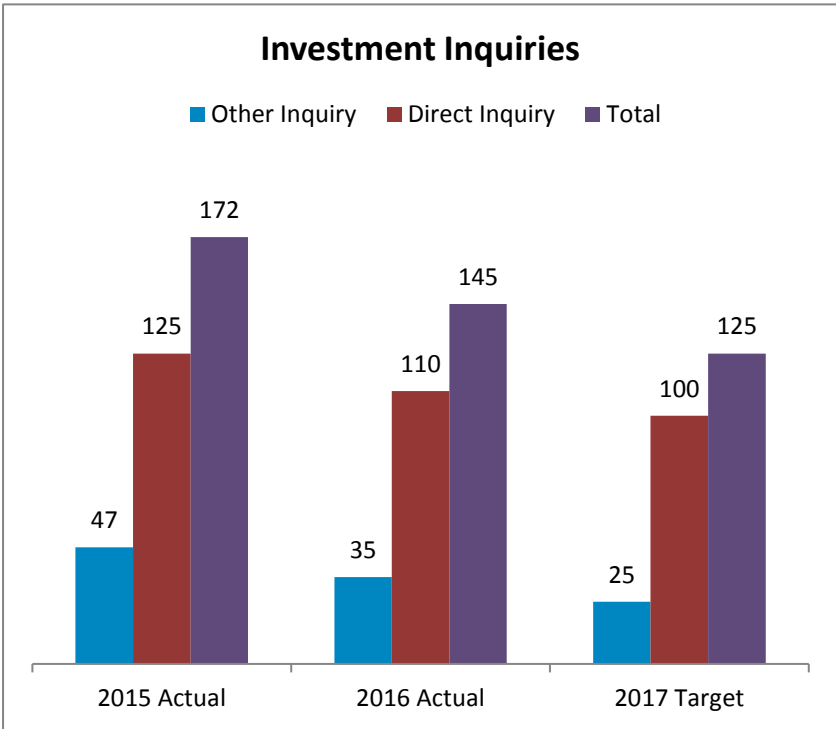
**Performance Measurements:**



**Promoting Durham Region internationally to attract Investment.**

Number of Investment Attraction missions in which Durham participated.

Note: Durham did not receive Invest Canada (ICCI) funding in 2016 and as a result did fewer missions than targeted.



**Investment Inquiries which demonstrated an interest in Durham Region and are provided ongoing follow-up.**

Direct Inquiry is as a result of Durham Region activities. Other Investment Inquiries come from Toronto Global, Province of Ontario, Global Affairs Canada and other sources.

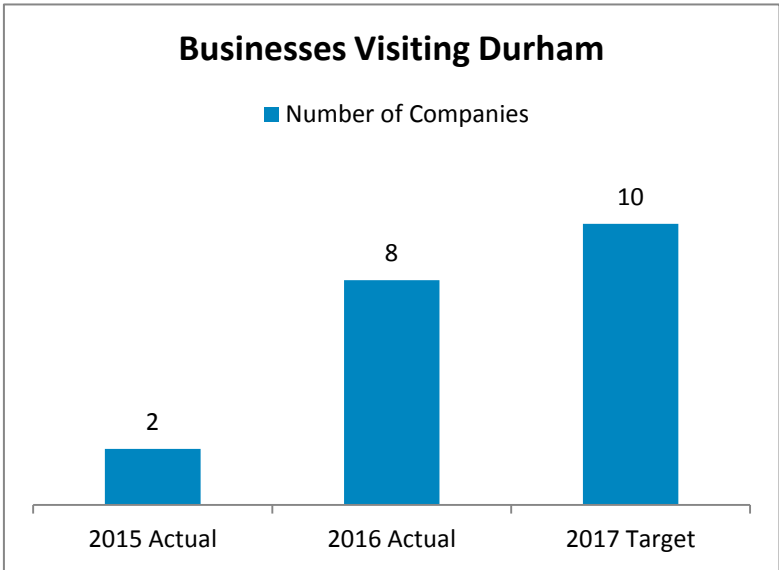
Note: Inquiries have decreased due to undertaking fewer missions in 2016.



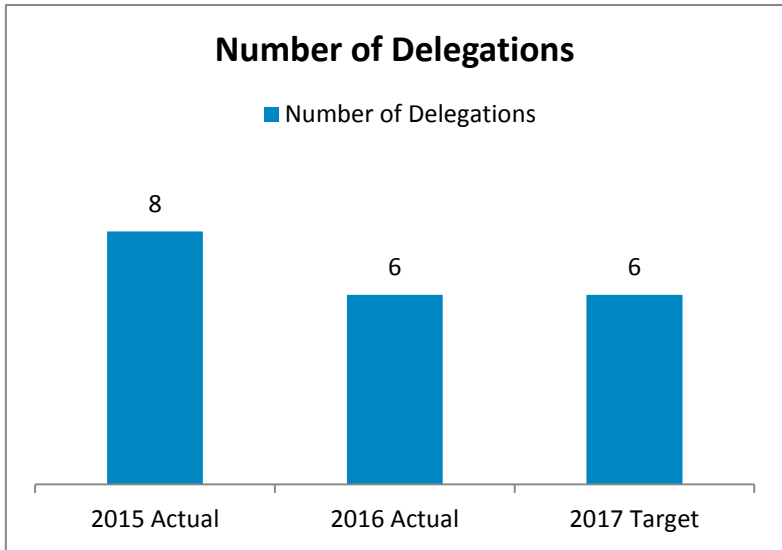
**2017 Program Detail**

**Economic Development &  
Tourism**

**Performance Measurements (Continued):**



*Number of Businesses visiting Durham to investigate investment potential.*



*Government Delegations and Intermediaries who visited Durham Region.*

**PROGRAM 2  
BUSINESS DEVELOPMENT**



**2017 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	207	289	297	-	297
Personnel Related	13	23	23	(4)	19
Communications	90	133	133	(11)	122
Professional Services	176	130	130	-	130
<b>Total Expenses</b>	<b>486</b>	<b>575</b>	<b>583</b>	<b>(15)</b>	<b>568</b>
<b>Revenues</b>					
Revenue from Municipalities	(30)	(30)	(30)	-	(30)
<b>Total Revenues</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>	<b>-</b>	<b>(30)</b>
<b>Net Program Expenses</b>	<b>456</b>	<b>545</b>	<b>553</b>	<b>(15)</b>	<b>538</b>



## **2017 Program Detail**

## **Economic Development & Tourism**

### **Purpose:**

- ◆ To attract and promote Durham Region as a destination for tourists, residents, meetings and conventions, sport events and festival goers.
- ◆ Strengthen the Region's role in the following areas: product development; engaging market-ready tourism partners; identifying, evaluating and bidding on new sport events and supporting existing events; coordinate and facilitate promotions and linkages to align with strategies of Central Counties Tourism (RTO6) and the Ontario Tourism Marketing Partnership Corporation (OTMPC).
- ◆ Promote and market Durham Region through a strong Marketing, Communications and Public Relations Plan.

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

#### **Implement programs from the 2017-2021 Tourism Strategy**

- ◆ Develop and implement new branding for Durham Tourism including updating Tourism website.
- ◆ Develop dedicated program to attract motor coach industry to increase overnight stays.
- ◆ Collaborate with Central Counties Tourism to develop and promote tourism experiences.
- ◆ Nurture ongoing partnerships with Central Counties Tourism, Economic Developers Council of Ontario / Canada (EDCO/ EDAC), Creative Community Networks, Tourism Industry Association Ontario (TIAO), Festival and Events Ontario (FEO), Destination Marketing Association International (DMAI), Ontario Culinary Tourism Alliance (OCTA), Ontario Motorcoach Association (OMCA) and the Canadian Sport Tourism Alliance (CSTA).
- ◆ Continue to implement culinary agri-tourism workplan including the creation of signature experiences.
- ◆ Continue to engage and promote festival producers and the arts community to showcase culture in Durham Region.

#### **Enhance and expand sport tourism**

- ◆ Develop updated Sport Durham strategic plan and associated work plan.
- ◆ Identify, evaluate and submit bids for new sport events that will generate positive economic impact for the Region.
- ◆ Develop and execute Sport Durham marketing and communications plans and tactics.

#### **Enhance and expand cycle tourism and promote Durham trails**

- ◆ Develop and implement plans to evolve and promote cycle tourism and Durham trails.

#### **Coordinate and distribute tourism publications**

- ◆ Produce the 2017 Discovery Guide, Mandarin Discovery Guide, Durham Region Fishing Guide, Durham Craft Beer Trail Brochure, Durham Trails Guide and launch the updated Durham Cycle Tours Map.

#### **Support and foster tourism networks throughout the Region**

- ◆ Provide ongoing educational opportunities to assist the tourism sector.
- ◆ Implement the findings of the Central Counties Tourism - Tourism Readiness Survey to better assist stakeholders with their current marketing and promotional needs.





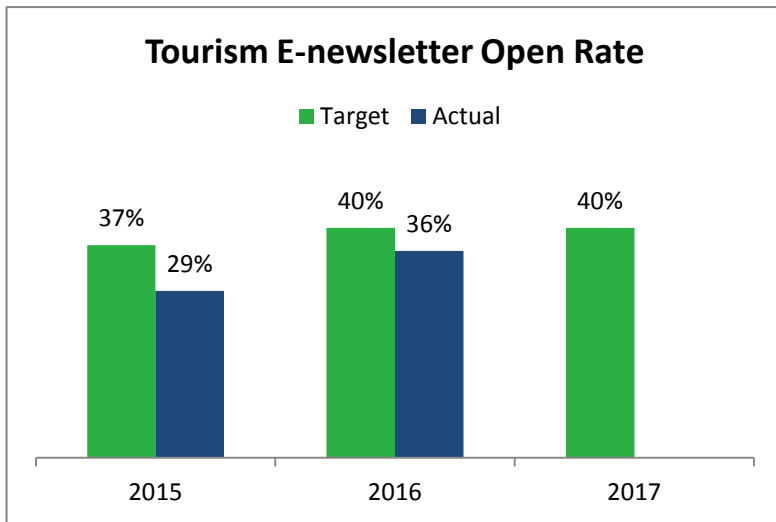
**2017 Program Detail**

**Economic Development & Tourism**

**Description of Program Resources:**

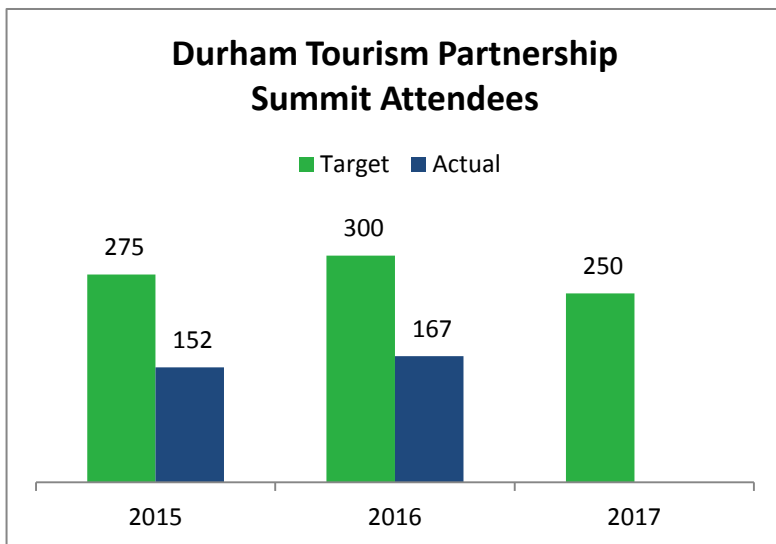
- ◆ 2017 Full Time Staff = 3
- 2016 Full Time Staff = 3

**Performance Measurements:**



**Note: The Industry average open rate for travel e-newsletters is 20% and the Tourism e-newsletter is trending significantly higher.**

*Open rate is a measure of what percentage of people on an email list open a particular email campaign.*



**Note: Durham Tourism hosts an annual tourism summit in partnership with Central Counties Tourism.**

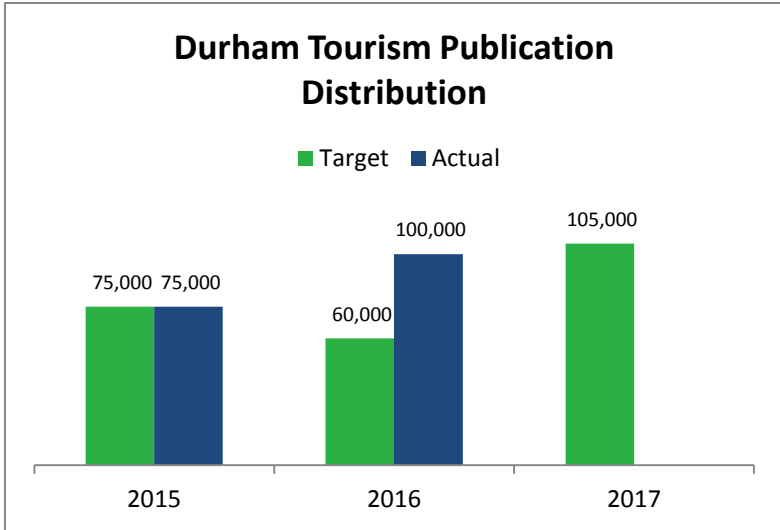
*Hosted the 4th annual Durham Tourism Partnership Summit in 2016.*



**2017 Program Detail**

**Economic Development & Tourism**

**Performance Measurements (Continued):**



**Note: 2017 distribution targets for Durham Tourism publications are:**

- Discovery Guide (English) - 60,000*
- (Mandarin) - 10,000*
- Durham Fishing Guide - 10,000*
- Durham Trails Map - 10,000*
- Durham Cycle Tours Map - 10,000*
- Durham Craft Beer Trail Guide - 5,000*

**PROGRAM 3  
TOURISM**



**2017 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	229	300	314	-	314
Personnel Related	17	22	23	(1)	22
Communications	184	237	237	18	255
Materials & Services	27	35	36	49	85
Professional Services	113	134	135	(1)	134
<b>Total Expenses</b>	<b>570</b>	<b>728</b>	<b>745</b>	<b>65</b>	<b>810</b>
<b>Revenues</b>					
Fees & Service Charges	(50)	(50)	(50)	-	(50)
Sundry Revenue	-	(1)	(1)	1	-
<b>Total Revenues</b>	<b>(50)</b>	<b>(51)</b>	<b>(51)</b>	<b>1</b>	<b>(50)</b>
<b>Net Program Expenses</b>	<b>520</b>	<b>677</b>	<b>694</b>	<b>66</b>	<b>760</b>

# PROGRAM 4A BUSINESS ADVISORY CENTRE DURHAM



## 2017 Program Detail

## Economic Development & Tourism

### Purpose:

- ♦ To provide core funding, in partnership with the Province, for staff resources and facilities, to maintain the operation of the Business Advisory Centre Durham (BACD).

### Description of Program Activities:

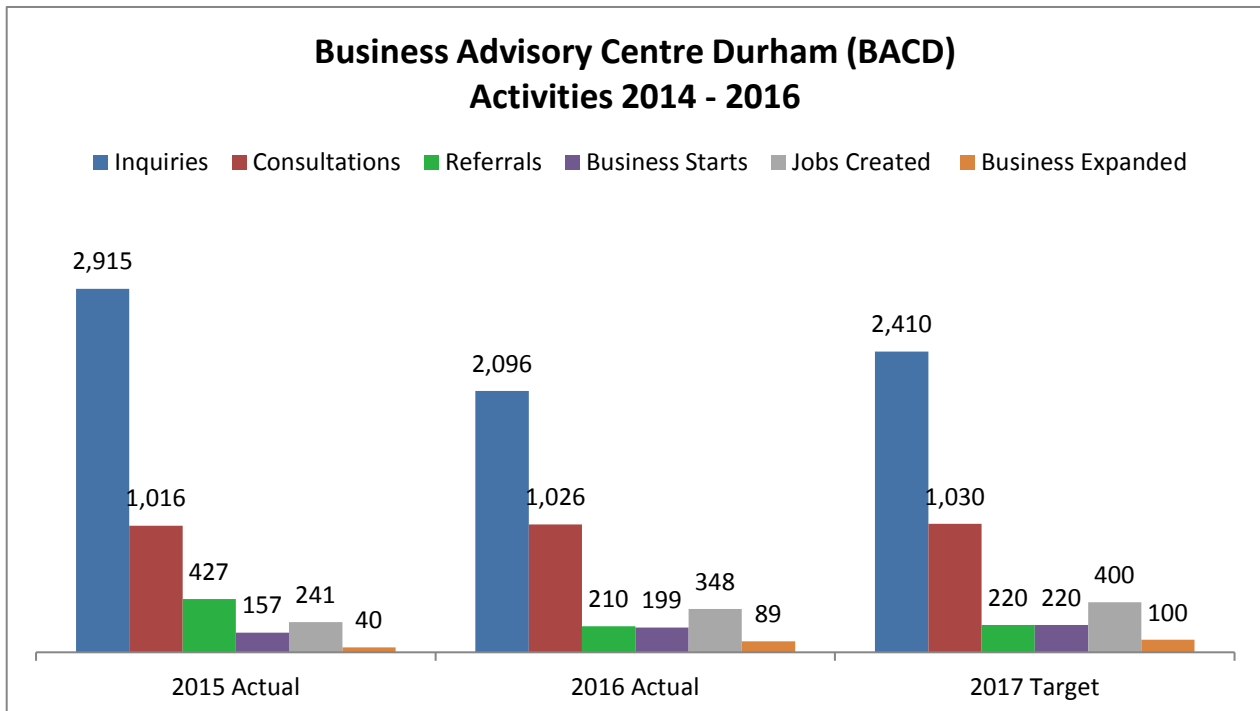
- ♦ Assist, advise, mentor and monitor start-up and existing businesses and business associations that seek guidance from the BACD on growing their business.
- ♦ Outreach to the Community with programs and participate in targeted business activities and functions.
- ♦ Monitor Centre operations, maintenance and upkeep.
- ♦ Liaise with the Provincial and Federal governments and private sector partners to deliver the services of the BACD.
- ♦ Deliver Provincial programs as required.
- ♦ Provide support and directions for new immigrants and displaced workers.

### Description of Program Resources:

- ♦ Staff resources are determined by Board of Directors with input from Region of Durham Board representative. The Director of Economic Development participates as an Advisor to the Board.

### Performance Measurement:

- ♦ Performance Measurements are tracked annually by the Province using their mandatory tracking system. Based on results, funding is determined for the following year. This includes outreach, consultations with new and existing businesses, seminar attendance, and jobs created.



**PROGRAM 4A  
BUSINESS ADVISORY CENTRE DURHAM**



**2017 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Outside Agency Expenses	140	140	140	20	160
<b>Net Program Expenses</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>20</b>	<b>160</b>



## **2017 Program Detail**

## **Economic Development & Tourism**

### **Purpose:**

- ♦ To provide operating space for the Business Advisory Centre Durham, operating since 1998.

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

- ♦ Costs reflect rental and maintenance for the facility.

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

- ♦ Staff resources (Economic Development; Works - Facilities Management to operate space).

**PROGRAM 4B  
FACILITIES - GARDEN STREET**



**2017 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Buildings & Grounds Operations	2	3	3	-	3
Contracted Services	6	6	6	-	6
Leased Facilities Expenses	60	62	62	-	62
Insurance	1	1	1	-	1
<b>Net Program Expenses</b>	<b>69</b>	<b>72</b>	<b>72</b>	<b>-</b>	<b>72</b>



## **2017 Program Detail**

## **Economic Development & Tourism**

### **Purpose:**

#### **Rural**

- ◆ To provide support and services for the attraction, retention and expansion of new and existing businesses within rural Durham.
- ◆ To promote and support the revitalization of the rural area downtowns and encourage the development of cultural and business opportunities, while inspiring and supporting entrepreneurship and fostering the preservation of their distinct natural, built and cultural heritage.
- ◆ To strengthen accessibility to services that build a stronger rural and small town identity.

#### **Agriculture**

- ◆ To strengthen and provide support and services for the attraction, retention and expansion of new and existing businesses within the agriculture industry.
- ◆ To work with the Investment Attraction Team to attract new investment in the Agri-food sector.
- ◆ To assist the agriculture sector in developing the necessary infrastructure and services to support the growth of the industry in Durham Region.
- ◆ To assist the agricultural sector in promoting outreach and education to the public and agricultural labour force.

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

#### **Implement the Region's Agricultural Strategy 2013-2018**

- ◆ Continue to investigate partnerships and research of new crops/bio-sources for value-added markets (i.e. non-traditional crops, biomass and alternative on-farm energy production).
- ◆ Work with agriculture, agri-food sector and government partners, to access funding opportunities for improvements in the application of technology and best practices.
- ◆ Liaise with the local food service sector, the public and local food producers, to build a strong network and infrastructure to support local food procurement.
- ◆ Support ongoing partner initiatives including: Federal Abattoir; Cold Storage Facility and Leading Livestock Genetics Export.

#### **Education Outreach**

- ◆ Provide workshops/sessions for manufacturers, food producers/processors, entry level farmers and volunteers.
- ◆ Support food processors and manufacturers by participating in trade show opportunities to assist in their marketing efforts.
- ◆ Continue to support the Durham Agricultural Advisory Committee.
- ◆ Advance the education/awareness of the Agriculture Industry by profiling the Region's agricultural and agri-food industry through student education programs, agricultural fairs and festivals/events, and industry tours.
- ◆ Encourage and support research and application of new products and technology by local businesses, in partnership with Durham College, University of Ontario Institute of Technology (UOIT) and Trent University, as well as identify training needs for the agriculture and agri-food industry.





**2017 Program Detail**

**Economic Development & Tourism**

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

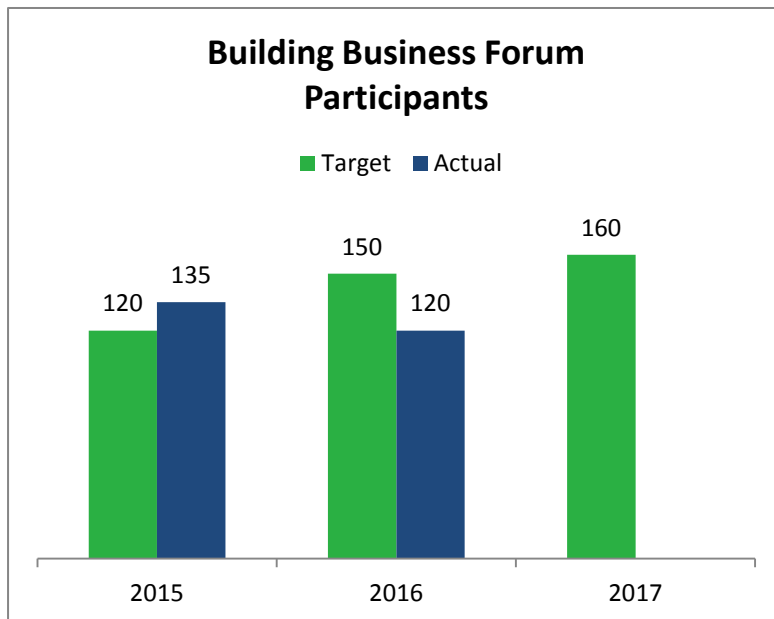
**Assist in implementation of the Vibrant North Durham Economic Development Plan 2013-2018**

- ◆ Building Business Forum annual event.
- ◆ Communicate with the business community through website, e-newsletter and print media.
- ◆ Monitor the availability of services necessary to support rural communities and identify gaps in services and infrastructure (e.g. broadband, water and sewer servicing opportunities, roads).
- ◆ Assist in implementing the actions of Township of Scugog Business Retention and Expansion (BR&E) program.
- ◆ Implement a business visitation program and business tours.
- ◆ Work with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to implement market analysis tools for downtown revitalization in north Durham.
- ◆ Support the development of the rural municipalities' industrial parks by marketing on website, maintaining current site data and responding to inquiries in a timely manner.
- ◆ Continue to support the Brock, Scugog and Uxbridge Economic Development Advisory Committees.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 3
- 2016 Full Time Staff = 3

**Performance Measurements:**



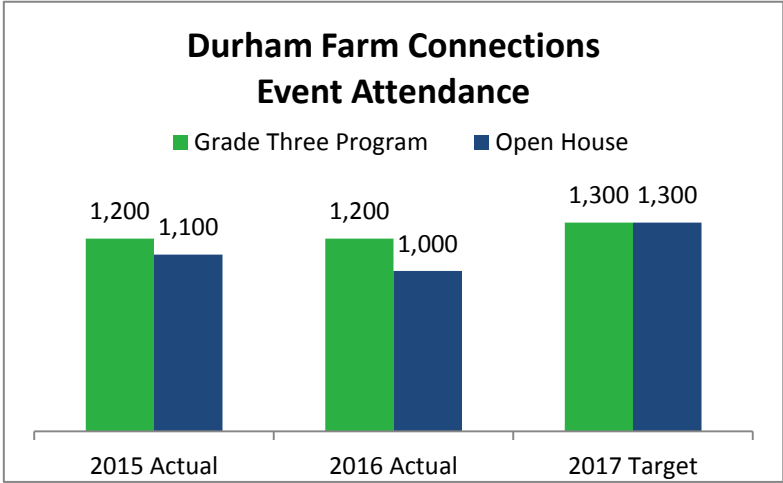
*Annual event held in rural Durham Region that brings together business leaders to share success stories and inspire rural entrepreneurs.*



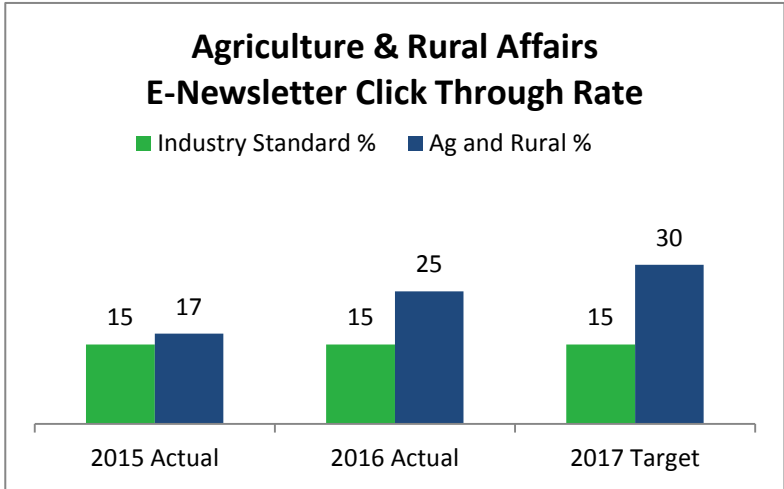
**2017 Program Detail**

**Economic Development & Tourism**

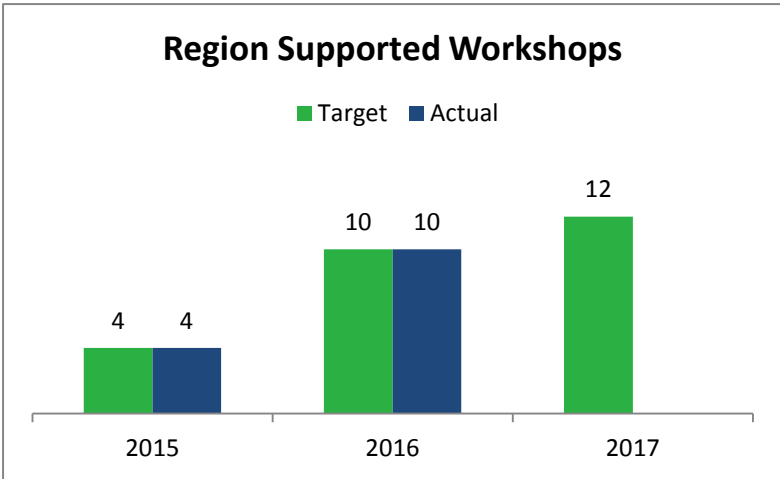
**Performance Measurements (Continued):**



*Provides agricultural education opportunities for the farm and non-farm communities in Durham Region to ensure the viability of the agriculture sector.*



*Click through rate is the ratio of clicks on the links appearing within a particular e-mail campaign to the number of unique contacts.*



*Number of workshops being offered with Region support. Topics for 2016 included Local Food Entrepreneurship and Social Media.*

**PROGRAM 5  
RURAL AND AGRICULTURE**



**2017 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	267	303	314	-	314
Personnel Related	20	20	20	1	21
Communications	37	50	50	(8)	42
Materials & Services	2	2	2	(2)	-
Outside Agency Expenses	40	40	40	(3)	37
Professional Services	45	58	58	(11)	47
<b>Net Program Expenses</b>	<b>411</b>	<b>473</b>	<b>484</b>	<b>(23)</b>	<b>461</b>

# PROGRAM 6 COMMUNITY PROMOTION RESOURCE



## 2017 Program Detail

## Economic Development & Tourism

### Purpose:

- ♦ Promote Regional and local community/cultural events.
- ♦ Recognize community volunteer organizations in appreciation of their efforts.

### Description of Program Activities:

- ♦ Support sporting/community/cultural events at the Tribute Communities Centre (formerly General Motors Centre).
- ♦ The Region's suite permits Durham to host important local, provincial, national and international clientele. In addition, this venue offers an opportunity to showcase the Tribute Communities Centre and profile Durham as a location for a wide range of activities and events.
- ♦ Local services clubs and non-profit organizations are given the opportunity to use the facility.
- ♦ The use by the Division is for business and volunteer appreciation.

### Performance Measurement:

<u>USAGE OF THE TRIBUTE COMMUNITIES CENTRE SUITE</u>		
<u>2016</u>		
	<u>Events</u>	<u>%</u>
Local Volunteer Organizations	48	92
Region of Durham	2	4
Economic Development & Tourism	2	4
	<u>52</u>	<u>100</u>

**PROGRAM 6  
COMMUNITY PROMOTION RESOURCE**



**2017 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Rentals - Tribute Communities Centre Box	20	25	25	-	25
<b>Net Program Expenses</b>	<b>20</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>25</b>



**2017 Program Detail**

**Economic Development &  
Tourism**

**Purpose:**

- ◆ To actively participate and represent the Region on special projects, initiatives and events with industry leaders, post-secondary institutions and various business stakeholders that complement or benefit economic development for the Region of Durham.
- ◆ To promote Durham Region as a great place to do business; foster relationships between the business community, academia, industry and various levels of government; and advocate for the needs of industry.
- ◆ To support Investment Attraction, Agriculture and Rural Affairs, and Tourism sector activities, by maintaining and providing data and statistical information, marketing collateral and supporting materials.

**Description of Program Activities:**

**Sector Development**

- ◆ Work closely with local partners, business groups, industry, various levels of government and other related parties to develop and implement sector specific projects that promote and enhance business opportunities, as well as measurably increase the economic well-being of the Region. This includes existing sectors of advanced manufacturing, digital technology, energy and film, as well as any other sectors identified as priority by the Economic Development Strategy.
- ◆ Undertake sector specific projects such as research, cluster studies, trends and economic impact analysis to determine programming and suitable partners for each sector.
- ◆ Develop long-term programming based on recommendations and outcomes from the Economic Development Strategy.
- ◆ Collaborate with Spark Centre, BACD and other relevant organizations to promote and support small business and innovation activities that encourage, develop and grow a culture of innovation and entrepreneurship among local industry. This includes, but is not limited to conferences, pitch competitions, international soft landing programs, networking opportunities and other relevant activities.

**Community Relations and Partnership Development**

- ◆ Facilitate collaboration and partnerships between industry, academia and various business support groups to grow, strengthen and diversify Durham's economic base.
- ◆ Collaborate with local stakeholders on various initiatives that benefit the local business community, encourage new business development and growth. This also includes promoting economic development activities through community outreach, networking and building relationships with other stakeholders.
- ◆ Actively represent the Region of Durham on boards and committees including: Durham Workforce Authority; Local Diversity and Immigration Partnership Council; Ajax-Pickering Board of Trade Government Relations Committee; Health and Safety Committee; Durham Immigration Portal; and Economic Developers Council of Ontario.
- ◆ Work with UOIT, Durham College and Trent University to facilitate program development that supports the needs of local industry.



**2017 Program Detail**

**Economic Development &  
Tourism**

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

**Marketing, Advertising and Promotional Collateral**

- ◆ Coordinate the development, design and distribution of the Division's marketing collateral. This includes sector brochures, social media, value proposition/lure brochures, advertisements, e-newsletters and other material.
- ◆ Continue to support relevant and targeted advertising opportunities for Economic Development.
- ◆ Continue to maintain the data and content on the Region's Economic Development website, including making the site mobile-friendly. This also includes developing three separate micro sites in languages that support the Division's activities in the key markets of Brazil, China and Germany.

**Data Collection and Statistics**

- ◆ Continue to work with the Data, Mapping and Graphics (DMG) Section, to maintain all datasets for Economic Development.
- ◆ Compile, coordinate, track and maintain multiple information systems, focusing on economic and key sector data. Information collected is used to support the following activities, but not limited to attracting investment; content for marketing and promotional collateral; information and Council reports; benchmarking and performance measurement.
- ◆ Administer the Contact Management System for divisional tracking of leads, inquiries and contacts, as well as the Economic Development Tools Site Selector database.

**Description of Program Resources:**

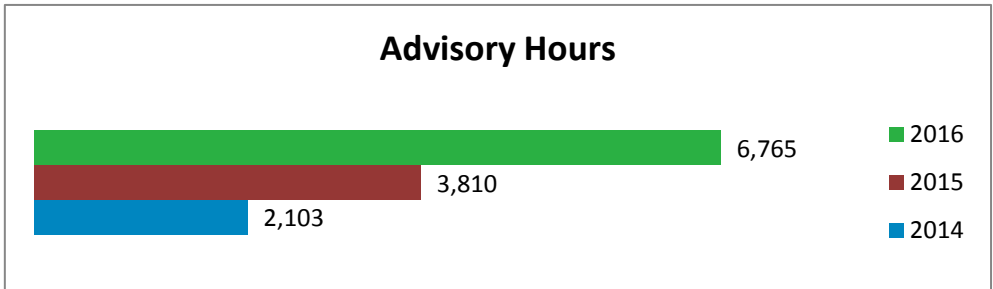
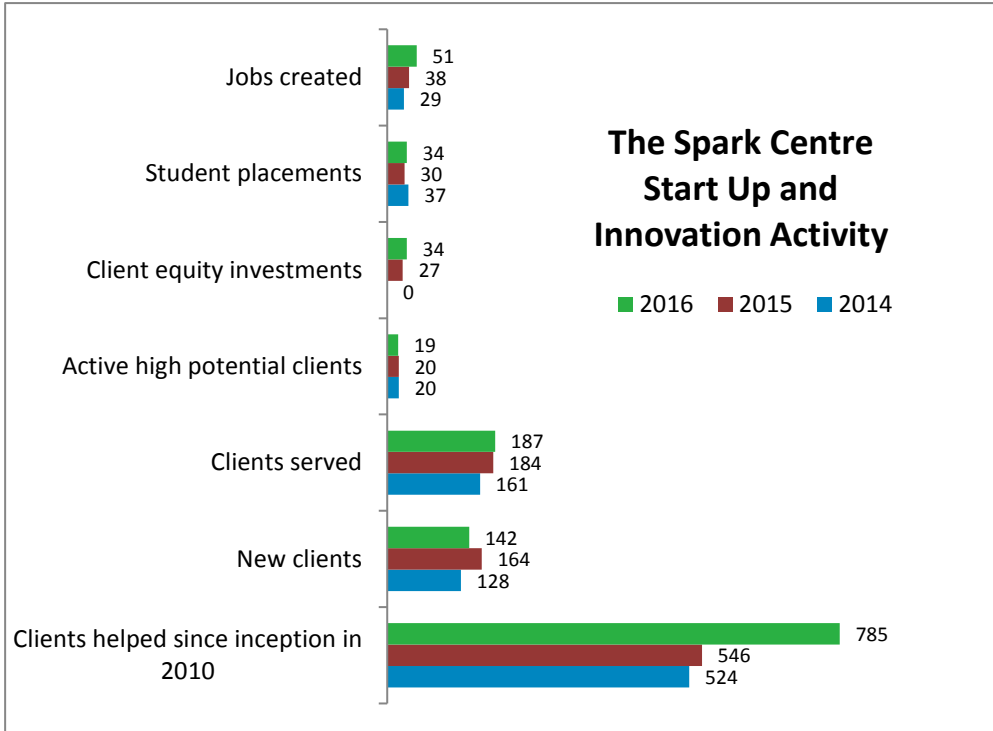
- ◆ 2017 Full Time Staff = 2  
2016 Full Time Staff = 2



**2017 Program Detail**

**Economic Development & Tourism**

**Performance Measurement:**





**PROGRAM 7  
STRATEGIC INITIATIVES**



**2017 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	215	217	225	-	225
Personnel Related	15	18	18	(1)	17
Communications	59	75	75	78	153
Outside Agency Expenses	135	160	160	(60)	100
Professional Services	59	30	30	47	77
<b>Net Program Expenses</b>	<b>483</b>	<b>500</b>	<b>508</b>	<b>64</b>	<b>572</b>

**PROGRAM 8  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Economic Development &  
Tourism**

Description	Qty	Unit Cost	Total
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**Administration - Program 1**

Description	Qty	Unit Cost	Total
1 Desktop Computers with Monitor	2	\$ 950	\$ 1,900
2 Convertible Laptops	2	2,400	4,800
			<b>6,700</b>

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**REGIONAL COUNCIL**

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# PROGRAM SUMMARY



## 2017 Business Plan

## Regional Council

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

Summary of Increase (Decrease)

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

### Summary of Base Budget Changes

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



**2017 Program Detail**

**Regional Council**

**Purpose:**

- ◆ According to the Municipal Act 2001, (Pt. 1, s.2) the purpose of the municipal government (Regional Council) is “to be responsible and accountable” for matters within their jurisdiction and carry out the powers and duties assigned to them by the Municipal Act including:
  - a) providing the service and other things the municipality considers necessary or desirable for the municipality;
  - b) managing and preserving the public assets of the municipality;
  - c) fostering the current and future economic, social and environmental well-being of the municipality; and
  - d) delivering and participating in Provincial programs and initiatives.

**Description of Program Activities:**

- ◆ Meets regularly in accordance with the Municipal Act, other applicable legislation and Council Rules and Regulations to conduct the business of the Region. Regular meetings are conducted every second Wednesday of the month.
- ◆ Constitutes such Committee of the Whole and Ad Hoc committees as necessary to provide an appropriate level of detailed study, consultation and leadership on various business areas in order to provide recommendations to Council.
- ◆ Listens to and represents concerns and perspectives of constituents and stakeholders.
- ◆ Elects members to various bodies and organizations to represent the Region’s position and perspective in the activities of those bodies e.g. Conservation Authorities, Police Services Board, Transit Commission.

**Description of Program Resources:**

- ◆ 28 members elected from the 8 local municipalities within the Region of Durham as follows:
  - ◆ Town of Ajax 3 members
  - ◆ Township of Brock 2 members
  - ◆ Municipality of Clarington 3 members
  - ◆ City of Oshawa 8 members
  - ◆ City of Pickering 4 members
  - ◆ Township of Scugog 2 members
  - ◆ Township of Uxbridge 2 members
  - ◆ Town of Whitby 4 members

**PROGRAM 1  
REGIONAL COUNCIL**



**2017 Program Detail**

**Regional Council**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,922	1,947	1,982	-	1,982
Personnel Related	221	254	254	-	254
Communications	13	17	17	-	17
Supplies	5	9	9	-	9
Materials & Services	1	1	1	-	1
Equipment Maintenance & Repairs	2	4	4	-	4
Professional Services	4	-	-	-	-
<b>Gross Operating Expenses</b>	<b>2,168</b>	<b>2,232</b>	<b>2,267</b>	<b>-</b>	<b>2,267</b>

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## PROGRAM SUMMARY



### 2017 Business Plan

### Regional Chair's Office

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

Summary of Increase (Decrease)

\$23
2.44%
\$23
2.44%

### Summary of Base Budget Changes

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





## **2017 Program Detail**

## **Regional Chair's Office**

### **Purpose:**

- ◆ The Regional Chair is the head of Regional Council and Chief Executive Officer of the Regional Corporation. This position is selected via direct election, in accordance with the Municipal Elections Act 1996.

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

- ◆ Presides over all meetings of Regional Council and Regional Committee of the Whole.
- ◆ Represents the Region on a variety of boards, committees and organizations.
- ◆ Advances the Regional position and perspective with other levels of government and other agencies.
- ◆ Meets with residents and community groups to understand their concerns and to make them aware of issues in the Region and actions being taken by Regional Council.

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

- ◆ 2017 Full Time Staff = 5  
2016 Full Time Staff = 5

**PROGRAM 1  
REGIONAL CHAIR'S OFFICE**



**2017 Program Detail**

**Regional Chair's Office**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	657	757	779	-	779
Personnel Related	35	50	50	-	50
Communications	18	19	19	-	19
Supplies	1	1	1	-	1
Materials & Services	1	2	2	-	2
Vehicle Operations	6	6	6	-	6
Rentals - Tribute Communities Centre Box	17	20	20	-	20
Financial Expenses	1	1	1	-	1
Contribution to Reserve & Reserve Funds	15	15	15	-	15
<b>Gross Operating Expenses</b>	<b>751</b>	<b>871</b>	<b>893</b>	<b>-</b>	<b>893</b>

**PROGRAM 2  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Regional Chair's  
Office**

Description	Qty	Unit Cost	Total
		\$	\$
1 Furniture & Fixtures (misc.)			<u>5,800</u>

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**2017 Business Plan**

**Chief Administrative Officer**

**Major Services & Activities**

**Chief Administrative Officer**

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

**Corporate Policy & Strategic Initiatives**

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

**Corporate Communications**

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



**2017 Business Plan**

**Chief Administrative  
Officer**

**The role of the CAO's Office is to support implementation for all of the goals of the Strategic Plan. The following information highlights the goals where the Department has the lead or co-lead responsibility.**

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Continue to advocate for the development of Pickering airport lands.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Develop business case and analysis for a Biofuel Strategy.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Advocate for, and support industry to develop and implement an Electric Vehicle Strategy.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Identify, remove and prevent accessibility barriers throughout Regional programs and services.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Strengthen existing Regional programs and services within the context of age-friendly community planning.
- ◆ Analyze data to create a comprehensive picture of Durham Region seniors.
- ◆ Develop an age-friendly strategy.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Develop strategies to address findings from staff diversity survey.
- ◆ Develop policy regarding use of Regional Headquarters for cultural celebrations and art shows.
- ◆ Increase staff knowledge around Aboriginal events and promote community Aboriginal events.



**2017 Business Plan**

**Chief Administrative Officer**

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Review and refresh the Community Local Action Plan and reprioritize programs.</li> <li>◆ Approve and begin implementing the Regional elements of the Community Climate Adaptation Plan.</li> <li>◆ Support Durham Region Roundtable on Climate Change.</li> </ul>	

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

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

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

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

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

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

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

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

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

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



**2017 Business Plan**

**Chief Administrative Officer**

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop an External Communications and Community Engagement Strategy.</li> <li>◆ Develop an internal customer service strategy.</li> <li>◆ Develop a new external website and internal Intranet site.</li> <li>◆ Increase the opportunities for Regional employees to learn about all Regional programs and services.</li> </ul>	

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

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

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

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

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

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

**Strategic Goals**

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



## PROGRAM SUMMARY

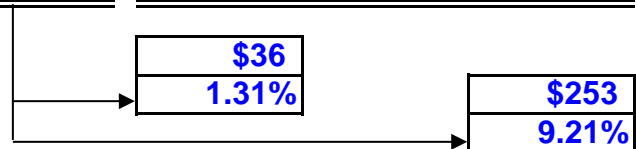


### 2017 Business Plan

### Chief Administrative Officer

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

#### Summary of Increase (Decrease)



#### Summary of Base Budget Changes

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Chief Administrative Officer

(\$,000's)

#### Corporate Communications

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

<ul style="list-style-type: none"> <li>◆ One-time increase in Temporary Salary and Benefits to provide resources required for corporate-wide accessibility training.</li> </ul>	<p>100</p> <hr style="border: 0.5px solid black;"/> <p>100</p>
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#### Tangible Capital Assets

**New:**

<ul style="list-style-type: none"> <li>◆ Refer to TCA New Schedule for further details.</li> </ul>	<p>3</p> <hr style="border: 0.5px solid black;"/> <p>3</p>
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<b>Total Program Changes</b>	<hr style="border: 0.5px solid black;"/> <p><b>217</b></p>
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**2017 Program Detail**

**Chief Administrative  
Officer**

**Purpose:**

- ◆ To provide leadership and work co-operatively with staff to ensure an effective and progressive management, providing quality advice and information to Regional Council, and ensuring Council directions are implemented effectively, efficiently and with high quality service delivery.

**Description of Program Activities:**

- ◆ Co-ordinate the implementation of Council programs and execution of Council directions in a timely, effective and efficient manner.
- ◆ Ensure Regional operations and management practices are efficient and promote co-operation, encourage a continuous quality improvement approach to the management and customer service role within Durham Region.
- ◆ Implement the new Strategic Plan to reflect the priorities of the Regional Council.
- ◆ Support the further development of in-service education programs designed to enhance the training and abilities of the current staff.
- ◆ Actively support the activities associated with sustainability, directing staff to meet Council's instruction that the Region become a municipal leader in such efforts, and participate as a full working member of the Durham Region Roundtable on Climate Change.
- ◆ Provide recommendations on senior staff resources for the Region of Durham.
- ◆ Provide positive Regional representation in public settings.
- ◆ Conduct regular meetings with Commissioners to plan, review and monitor Regional business.
- ◆ Meet with outside contacts such as other Regional Chief Administrative Officers, various community and business organizations and Provincial staff to maintain information sharing and joint policy/program planning.
- ◆ Participate in various Performance Management Programs (e.g. Municipal Benchmarking Network Canada, formerly OMBI).

**Description of Program Resources:**

- ◆ 2017 Full-Time Staff = 5  
2016 Full-Time Staff = 5

**PROGRAM 1  
CHIEF ADMINISTRATIVE OFFICER**



**2017 Program Detail**

**Chief Administrative  
Officer**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	790	813	842	-	842
Personnel Related	97	97	72	-	72
Communications	19	20	15	-	15
Supplies	8	9	7	-	7
Equipment Maintenance & Repairs	4	5	5	-	5
Professional Services	7	7	-	-	-
<b>Gross Operating Expenses</b>	<b>925</b>	<b>951</b>	<b>941</b>	<b>-</b>	<b>941</b>
<b>Tangible Capital Assets</b>					
Replacement	6	6	11	-	11
<b>Total Tangible Capital Assets</b>	<b>6</b>	<b>6</b>	<b>11</b>	<b>-</b>	<b>11</b>
<b>Total Expenses</b>	<b>931</b>	<b>957</b>	<b>952</b>	<b>-</b>	<b>952</b>
<b>Revenues</b>					
Provincial Subsidy	(43)	(43)	(6)	-	(6)
<b>Total Revenues</b>	<b>(43)</b>	<b>(43)</b>	<b>(6)</b>	<b>-</b>	<b>(6)</b>
<b>Net Program Expenses</b>	<b>888</b>	<b>914</b>	<b>946</b>	<b>-</b>	<b>946</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	946
Less: Tangible Capital Assets	(11)
Net Operating Program Expenses Per Program Summary	<u>935</u>



**2017 Program Detail**

**Chief Administrative  
Officer**

**Purpose:**

- ◆ To provide leadership, advice and professional services to the Corporation in the areas of: Strategic Communications (including marketing and education); Crisis Communications (including issues management and emergency information); Media Relations and Social Media, to keep the public, businesses, other levels of government, partner organizations, and Regional employees appropriately informed; and Corporate Identity initiatives (including Regional logo use and corporate brand visibility).

**Description of Program Activities:**

Consultation and leadership services in the areas of:

- ◆ Strategic communications, including development of project/program communications strategies and related materials for internal and external distribution (e.g. newsletters, factsheets, brochures, backgrounders, protocols, guides); development of web content strategies and materials (e.g. new sections, e-newsletters); training/guidance in the areas of writing, and creation of marketing materials.
- ◆ Media relations, including development and publishing of all Regional media materials; co-ordination of media inquiries/interviews, media conferences, media training and media monitoring.
- ◆ Social media, including the development of social media strategies and content to promote Regional programs and services. The management of social media accounts includes, but is not limited to, monitoring social media platforms and conversations, engaging in two-way communications and customer service interactions, records retention, analytics monitoring and account security.
- ◆ Crisis/issues communications, including development of issue-specific strategies and related materials; planning and information sharing activities (e.g. water supply issues, road closures, etc.).
- ◆ Emergency Information (EI), including media inquiry, public inquiry, media conference centre, media monitoring; all information publishing functions (media materials, web postings and social media postings) during declared and non-declared emergencies and during annual exercises, to ensure accurate and timely emergency information sharing with the public, businesses, other levels of government, partner organizations, and Regional employees.
- ◆ Corporate identity, including production of the Visual Identity Program (VIP) manual and guidance to staff and external partners on the use of the Region's official logo; coordination of employee uniforms, corporate displays, promotional/give-away items; and production and distribution of the Corporate Services Video, and related resources and learning materials for students and teachers. These initiatives all help promote the programs and services of the Region, and help effectively communicate Regional policies and decisions in a clear, consistent manner, strengthening our visibility to the public and increasing public understanding of Regional roles and responsibilities.

**Description of Program Resources:**

◆ 2017 Full-Time Staff = 13

New Position: 1 Social Media, Public Engagement & Special Projects Manager

2016 Full-Time Staff = 12

**PROGRAM 2  
CORPORATE COMMUNICATIONS**



**2017 Program Detail**

**Chief Administrative  
Officer**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,226	1,244	1,284	114	1,398
Personnel Related	46	53	53	-	53
Communications	172	232	232	-	232
Supplies	17	34	34	-	34
Equipment Maintenance & Repairs	1	2	2	-	2
Minor Assets & Equipment	2	5	7	-	7
<b>Operating Expenses Subtotal</b>	<b>1,464</b>	<b>1,570</b>	<b>1,612</b>	<b>114</b>	<b>1,726</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery from Water/Sewer/Waste	(354)	(354)	(361)	-	(361)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(354)</b>	<b>(354)</b>	<b>(361)</b>	<b>-</b>	<b>(361)</b>
<b>Gross Operating Expenses</b>	<b>1,110</b>	<b>1,216</b>	<b>1,251</b>	<b>114</b>	<b>1,365</b>
<b>Tangible Capital Assets</b>					
New	9	9	-	3	3
Replacement	11	11	16	-	16
<b>Total Tangible Capital Assets</b>	<b>20</b>	<b>20</b>	<b>16</b>	<b>3</b>	<b>19</b>
<b>Net Program Expenses</b>	<b>1,130</b>	<b>1,236</b>	<b>1,267</b>	<b>117</b>	<b>1,384</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,384
Less: Tangible Capital Assets	(19)
Net Operating Program Expenses Per Program Summary	<u>1,365</u>

## PROGRAM 3 ACCESSIBILITY IMPLEMENTATION



### 2017 Program Detail

Chief Administrative  
Officer

#### Purpose:

- ◆ To provide advice to Regional Council on accessibility issues as prescribed in the *Ontarians with Disabilities Act, 2001* and *Accessibility for Ontarians with Disabilities Act, 2005*.
- ◆ To ensure organizational compliance with the *Accessibility for Ontarians with Disabilities Act, 2005*.

#### Description of Program Activities:

- ◆ Prepare annual accessibility plans and reports.
- ◆ Provide advice to departments regarding implementation of stated initiatives.
- ◆ Review new regulations as they are introduced and develop a framework for staging implementation of new initiatives.
- ◆ Develop appropriate training for staff regarding accessibility issues.
- ◆ Liaise with, and provide support to, Durham's Accessibility Advisory Committee in carrying out its mandated functions.
- ◆ Liaise with area municipal staff and other municipalities to share information, best practices and reduce duplication.
- ◆ Assess audits of Regional facilities to determine barriers to accessibility.

#### Description of Program Resources:

- ◆ 2017 Full Time Staff = 1
- 2016 Full Time Staff = 1

#### Performance Measurements:

- ◆ Accessibility Report and Plan updated by December 31, 2017.
- ◆ Removal of barriers as identified in the Accessibility Plan.
- ◆ Training implemented as per Accessibility Standards.

**PROGRAM 3  
ACCESSIBILITY IMPLEMENTATION**



**2017 Program Detail**

**Chief Administrative  
Officer**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	140	147	111	100	211
Personnel Related	5	8	8	-	8
Communications	11	17	17	-	17
Supplies	1	1	1	-	1
Materials & Services	1	3	3	-	3
Professional Services	5	2	2	-	2
<b>Net Program Expenses</b>	<b>163</b>	<b>178</b>	<b>142</b>	<b>100</b>	<b>242</b>



# PROGRAM 4 ROUNDTABLE ON CLIMATE CHANGE



## 2017 Program Detail

Chief Administrative  
Officer

### Purpose:

- ◆ To support the activities of an ad hoc committee of Regional Council that will champion the Region's response to climate change in the form of a Community Climate Change Local Action Plan (LAP).

### Description of Program Activities:

- ◆ The Durham Region Roundtable on Climate Change (DRRCC) will: develop knowledge of what municipalities and its citizens can do to contribute to the global efforts to deal with Climate Change; review and provide input to Regional Staff Working Group on Regional activities.
- ◆ Staff from the Office of the CAO will support the activities of the DRRCC and continue to explore and implement initiatives/programs identified in the LAP. The Legislative Services Division of the Corporate Services Department will provide additional administrative support.
- ◆ Staff will liaise with the DRRCC and community partners to develop potential programs identified in the Community Climate Change Adaptation Plan approved in principle by Regional Council in 2016.
- ◆ Staff will liaise with area municipal staff, other municipalities and organizations to share information, best practices and to integrate initiatives where appropriate.
- ◆ Staff will engage community stakeholders and encourage participation with initiatives identified in the LAP.
- ◆ Staff will hold education sessions with the community to provide information about potential initiatives to reduce greenhouse gas emissions.
- ◆ Attendance at conferences by members of the Roundtable and the Staff Working Group on Climate Change is anticipated to remain informed and expand on understanding of relevant areas of climate change mitigation and adaptation.
- ◆ Staff will continue to monitor funding opportunities through the Federation of Canadian Municipalities (FCM) Green Municipal Fund and any other appropriate sources.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 2
- ◆ 2016 Full Time Staff = 2

### Performance Measures:

- ◆ LAP program implementation continuing.
- ◆ Community adaptation plan implementation phase underway.

**PROGRAM 4  
ROUNDTABLE ON CLIMATE CHANGE**



**2017 Program Detail**

**Chief Administrative  
Officer**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	216	231	239	-	239
Personnel Related	31	35	35	-	35
Communications	11	13	13	-	13
Supplies	1	1	1	-	1
Professional Services	40	50	50	-	50
<b>Net Program Expenses</b>	<b>299</b>	<b>330</b>	<b>338</b>	<b>-</b>	<b>338</b>

**PROGRAM 5  
TANGIBLE CAPITAL ASSETS - NEW**



**2017 Program Detail**

**Chief Administrative  
Officer**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Corporate Communications - Corporate - Program 2</u></b>			
1 Power Laptop Computer with monitors	1	3,000	<u><u>3,000</u></u>

**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Chief Administrative  
Officer**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>CAO - Administration - Program 1</u></b>			
1 Furniture & Fixtures (misc.)	n/a	5,800	5,800
2 Laptop Computer with Monitor	1	1,750	1,750
3 Desktop Computers with monitor	4	950	3,800
			11,350
<b><u>Corporate Communications - Administration - Program 2</u></b>			
4 Power Laptop Computers with Monitor	2	2,750	5,500
5 Printers	2	500	1,000
			6,500
<b><u>Corporate Communications - Corporate - Program 2</u></b>			
6 Power Laptop Computer with Monitor	1	2,750	2,750
7 Printer	1	500	500
			3,250
<b><u>Corporate Communications - Works - Program 2</u></b>			
8 Power Laptop Computer with Monitor	1	2,750	2,750
<b><u>Corporate Communications - Social Services/DEMO - Program 2</u></b>			
9 Power Laptop Computer with Monitor	1	2,750	2,750
10 Printer	1	500	500
			3,250
			<b>27,100</b>

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**LEGAL SERVICES**

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2017 Business Plan

Corporate Services -  
Legal Services

Major Services & Activities

Legal Services

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

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

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Corporate Services - Legal Services

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

Summary of Increase (Decrease)

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

### Summary of Base Budget Changes

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



## **2017 Program Detail**

## **Corporate Services - Legal Services**

### **Purpose:**

- ◆ Corporate Services - Legal Services is responsible for providing legal services to Regional Council, all Regional departments, in addition to supporting several external clients in a timely and cost effective manner.

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

- ◆ To fulfill its purpose, Legal Services undertakes the following:
  1. Provides legal opinions and legal advice to every department and division within the corporation on a wide variety of legal matters;
  2. Appears as counsel before courts of civil jurisdiction, provincial offences court and a wide variety of boards/tribunals;
  3. Acts as solicitor in all property matters and transactions;
  4. Assists in the preparation and approval of agreements and contracts;
  5. Prepares by-laws;
  6. Initiates civil proceedings;
  7. Undertakes the defence of claims on behalf of the Durham Insurance Pool; and,
  8. Oversees the appointment and functioning of outside counsel and their work.
- ◆ The legal services delivered by the staff of the division are a cost effective means for the Region to ensure that its actions will:
  - (a) comply with all applicable laws;
  - (b) have the desired legal effect; and,
  - (c) minimize exposure to legal liability.

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

- ◆ 2017 Full Time Staff = 14  
2016 Full Time Staff = 14

### **Performance Measurements:**

- ◆ Based upon the 2015 MBNCanada Performance Measurement Results, Durham's hourly rate for in-house legal costs is \$161 per hour.
- ◆ This measure provides evidence that Durham is obtaining excellent value through the use of in-house resources from Legal Services.



**PROGRAM 1  
LEGAL ADMINISTRATION**



**2017 Program Detail**

**Corporate Services -  
Legal Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,138	2,173	2,248	-	2,248
Personnel Related	143	87	87	-	87
Communications	29	38	38	-	38
Supplies	6	12	12	-	12
Materials & Services	24	21	21	-	21
Equipment Maintenance & Repairs	1	6	6	-	6
Professional Services	1	11	11	-	11
<b>Gross Operating Expenses</b>	<b>2,342</b>	<b>2,348</b>	<b>2,423</b>	<b>-</b>	<b>2,423</b>
<b>Tangible Capital Assets</b>					
Replacement	11	11	13	-	13
<b>Total Tangible Capital Assets</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>-</b>	<b>13</b>
<b>Total Expenses</b>	<b>2,353</b>	<b>2,359</b>	<b>2,436</b>	<b>-</b>	<b>2,436</b>
<b>Revenues</b>					
Sundry Revenue	(55)	(23)	(23)	-	(23)
<b>Total Revenues</b>	<b>(55)</b>	<b>(23)</b>	<b>(23)</b>	<b>-</b>	<b>(23)</b>
<b>Net Program Expenses</b>	<b>2,298</b>	<b>2,336</b>	<b>2,413</b>	<b>-</b>	<b>2,413</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	2,413
Less: Tangible Capital Assets	(13)
Net Operating Program Expenses Per Program Summary	<u>2,400</u>

**PROGRAM 2  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Corporate Services -  
Legal Services**

Description		Qty	Unit Cost	Total
			\$	\$
1	Desktop Computer	1	700	700
2	Power Laptops	3	2,500	7,500
3	Monitors	4	250	1,000
4	Printer	1	2,000	2,000
5	Chairs	3	500	1,500
				<b>12,700</b>

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**LEGAL SERVICES – PROVINCIAL OFFENCES ACT**

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**2017 Business Plan**

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

**Major Services & Activities**

**Administration**

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

**Prosecution**

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

**French Language  
Services**

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



**2017 Business Plan**

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

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

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

## PROGRAM SUMMARY



# 2017 Business Plan

## Corporate Services - Legal Services - Provincial Offences Act

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

### Summary of Base Budget Changes

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

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Administration

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

#### French Language Services

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

#### Tangible Capital Assets

**New:**

♦ Refer to TCA New Schedule for details.	5
	5

#### Revenue Program

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

	501
--	-----

**Total Program Changes**



## 2017 Program Detail

Corporate Services - Legal  
Services - Provincial Offences Act

### Purpose:

- ◆ To provide a quality local justice service for the Region of Durham to the public in cooperation with multiple justice stakeholders, enforcement agencies and the judiciary.

### Description of Program Activities:

- ◆ Provide customer service for administrative court service functions, related to the Provincial Offences charges issued within the Region of Durham.
- ◆ Receive and process offences and register payments to the offender's case.
- ◆ Maintain the records, original documents and electronic data in accordance with Memorandum of Understanding and established Provincial standards.
- ◆ Provide judicial support for all courtroom activities and prepare transcripts of court hearings as required.
- ◆ Develop, maintain and enhance a trial scheduling system to effectively utilize court time as provided by the Regional Senior Justice of the Peace for Central East Region.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 23.85      Position Transfer: 0.15 Manager, Court Services to French Language Services
- 2016 Full Time Staff = 24.00



**PROGRAM 1  
ADMINISTRATION**



**2017 Program Detail**

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

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,178	2,245	2,401	(24)	2,377
Personnel Related	9	12	12	-	12
Communications	42	78	78	-	78
Supplies	36	40	40	-	40
Computer Maintenance & Operations	203	250	250	-	250
Materials & Services	124	141	141	-	141
Equipment Maintenance & Repairs	11	25	25	-	25
Professional Services	742	993	993	-	993
Financial Expenses	97	94	94	-	94
<b>Gross Operating Expenses</b>	<b>3,442</b>	<b>3,878</b>	<b>4,034</b>	<b>(24)</b>	<b>4,010</b>
<b>Tangible Capital Assets</b>					
New	34	34	-	5	5
Replacement	-	-	3	-	3
<b>Total Tangible Capital Assets</b>	<b>34</b>	<b>34</b>	<b>3</b>	<b>5</b>	<b>8</b>
<b>Total Expenses</b>	<b>3,476</b>	<b>3,912</b>	<b>4,037</b>	<b>(19)</b>	<b>4,018</b>
<b>Revenues</b>					
Fees & Service Charges	(42)	(75)	(75)	-	(75)
<b>Total Revenues</b>	<b>(42)</b>	<b>(75)</b>	<b>(75)</b>	<b>-</b>	<b>(75)</b>
<b>Net Program Expenses</b>	<b>3,434</b>	<b>3,837</b>	<b>3,962</b>	<b>(19)</b>	<b>3,943</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	3,943
Less: Tangible Capital Assets	(8)
Net Operating Program Expenses Per Program Summary	<u>3,935</u>



## **2017 Program Detail**

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

### **Purpose:**

- ◆ Provide effective Provincial Offences prosecution services for the Region of Durham.

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

- ◆ Conduct prosecutions under the Provincial Offences Act (POA).
- ◆ Conduct (POA) Appeals at the Ontario Court of Justice.
- ◆ Develop and maintain communication lines and work with stakeholders.
- ◆ Consult with and assist in the training programs for local enforcement agencies.
- ◆ Emphasis on early resolution initiatives aimed at improving customer service and reducing wait times for more expensive trial services has resulted in greater demand for prosecution resources.
- ◆ Expand services to include early resolution meetings via telephone in compliance with new legislation.

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

- ◆ 2017 Full Time Staff = 9.00  
2016 Full Time Staff = 9.00

**PROGRAM 2  
PROSECUTION**



**2017 Program Detail**

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

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2016</b>		<b>2017</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	996	1,100	1,139	-	1,139
Personnel Related	14	13	13	-	13
Communications	5	4	4	-	4
Supplies	3	5	5	-	5
Equipment Maintenance & Repairs	2	4	4	-	4
<b>Net Program Expenses</b>	<b>1,020</b>	<b>1,126</b>	<b>1,165</b>	<b>-</b>	<b>1,165</b>

**PROGRAM 3  
DEFAULT FINES COLLECTION**



**2017 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Finance Department POA					
Default Fines Collection	949	949	949	-	949
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>949</b>	<b>949</b>	<b>949</b>	<b>-</b>	<b>949</b>
<b>Net Program Expenses</b>	<b>949</b>	<b>949</b>	<b>949</b>	<b>-</b>	<b>949</b>

## PROGRAM 4 FRENCH LANGUAGE SERVICES



### 2017 Program Detail

Corporate Services - Legal  
Services - Provincial Offences Act

#### Purpose:

- ◆ To provide justice service in both Official Languages to the public for the Region of Durham in compliance with Federal Regulations.

#### Description of Program Activities:

- ◆ Comply with Federal Regulation requiring designated POA sites to provide Bilingual service to the public.
- ◆ Provide all administrative court service functions in both official languages as required by public demand.
- ◆ Provide trained French language proficient bilingual staff to work in legal, bilingual court hearings.
- ◆ Ensure French language competency to work in legal, court environment.
- ◆ Provide bilingual staff in bilingual court proceedings.

#### Description of Program Resources:

- ◆ 2017 Full Time Staff = 2.15      Position Transfer: 0.15 Manager, Court Services from Administration  
2016 Full Time Staff = 2.00

**PROGRAM 4  
FRENCH LANGUAGE SERVICES**



**2017 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	185	187	193	24	217
Personnel Related	-	1	1	-	1
Materials & Services	-	5	5	-	5
<b>Operating Expenses Subtotal</b>	<b>185</b>	<b>193</b>	<b>199</b>	<b>24</b>	<b>223</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	28	28	29	4	33
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>28</b>	<b>28</b>	<b>29</b>	<b>4</b>	<b>33</b>
<b>Total Expenses</b>	<b>213</b>	<b>221</b>	<b>228</b>	<b>28</b>	<b>256</b>
<b>Revenues</b>					
Provincial Subsidy	(213)	(221)	(228)	(28)	(256)
<b>Total Revenues</b>	<b>(213)</b>	<b>(221)</b>	<b>(228)</b>	<b>(28)</b>	<b>(256)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 5  
TANGIBLE CAPITAL ASSETS - NEW**



**2017 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences  
Act**

Description	Qty	Unit Cost	Total
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**Administration - Program 1**

		\$	\$
1	Polycoms for Courtrooms	2,700	<u>5,400</u>

**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences  
Act**

Description	Qty	Unit Cost	Total
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**Administration - Program 1**

		\$	\$
1 Desktop Computer	1	700	700
2 Laptop	1	1,500	1,500
3 Monitors	2	250	500
			<b>2,700</b>



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**2017 Business Plan**

**Corporate Services-  
Human Resources**

**Major Services & Activities**

**Administration**

- ◆ Oversee all programs and services provided by all divisions within the Corporate Services Department: Human Resources, Information Technology, Legislative Services, and Legal Services.
- ◆ Provide excellence in service and deliver effective initiatives and programs for all divisions within Corporate Services, whereby contributing to the achievement of goals established by the corporation.
- ◆ Promote sharing and integration of streamlined services across the Region.
- ◆ Oversee the negotiation of collective agreements with eight bargaining units.
- ◆ Address issues and promote positive relations between Management and all eight Unions.
- ◆ Provide labour relations and Human Resources related legal advice and services.

**Departmental Services**

- ◆ Provide ongoing support to management relating to labour relations matters, such as conducting investigations into workplace matters including complaints pursuant to the Region's Workplace Harassment and Discrimination Prevention Policy.
- ◆ Oversee matters based on arbitral jurisprudence grievance process for all eight bargaining units; and support management in counselling and discipline.
- ◆ Interpret employment legislation and the Region's eight collective agreements.
- ◆ Provide attendance support advice and develop employee performance improvement plans.
- ◆ Conduct recruitment activities for up to 500 vacancies per year and provide training.

**Organization and Employee Services**

- ◆ Provide ongoing benefits and pensions, compensation, health and safety and wellness, workplace safety and insurance and disability management, Human Resources information system and learning and organization development services to the organization and its employees in order to meet legislative and organizational requirements.
- ◆ Ensure a healthy, safe, supportive, effective workplace and competitive employment practices and reward systems.
- ◆ Promote and enhance performance and succession management, as well as leadership and staff development.
- ◆ Provide increased information and support related to best practice disability management, mental health issues, workplace safety, recognition, e-learning and employee engagement.



**2017 Business Plan**

**Corporate Services-  
Human Resources**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal D.1 - Deliver Regional services in a financially prudent and sustainable manner.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Monitor and continuously enhance the Region's attendance support and disability management programs to reflect best practices.</li> <li>◆ Strengthen the Region's Health, Safety and Wellness program using the Healthy Workplace Model in order to better address workplace issues.</li> <li>◆ Enhance labour relation practices and expedite the grievance process.</li> <li>◆ Ensure Pay Equity compliance and competitive/effective compensation and benefits.</li> </ul>	

**Strategic Goal D.5 - Demonstrate accountability and transparency by measuring performance and reporting on results.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Strengthen the implementation and quality of Human Resources related performance measurement across the corporation.</li> <li>◆ Enhance data collection/analysis and metrics reporting.</li> </ul>	

**Strategic Goal D.6 - Invest in the organization by attracting and retaining a skilled and diverse workforce.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement changes to enhance the use of internships and apprenticeships.</li> <li>◆ Finalize and implement an Enhanced Talent Acquisition Strategy.</li> <li>◆ Strengthen the Region's Performance and Succession Management programs.</li> <li>◆ Strengthen flexible work practices.</li> <li>◆ Increase social media channels and outreach programs to develop a corporate brand for recruiting.</li> <li>◆ Enhance electronic communication with employees and e-learning.</li> <li>◆ Continuously improve the new employee orientation program.</li> <li>◆ Strengthen talent acquisition process and talent management integration with learning and organization development.</li> <li>◆ Develop and implement innovative and effective approaches to promote a healthy workplace.</li> </ul>	



**2017 Business Plan**

**Corporate Services-  
Human Resources**

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

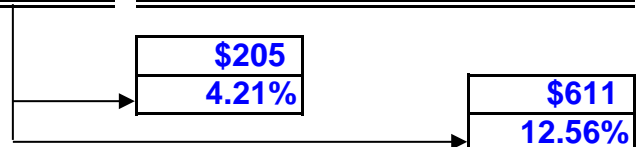


### 2017 Business Plan

### Corporate Services - Human Resources

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	498	519	534	-	534
2 Departmental Services	1,497	1,513	1,606	530	2,136
3 Organization and Employee Services	2,556	2,587	2,682	(172)	2,510
Headquarters Shared Cost	204	204	209	-	209
<b>Operating Subtotal</b>	<b>4,755</b>	<b>4,823</b>	<b>5,031</b>	<b>358</b>	<b>5,389</b>
<b>Tangible Capital Assets:</b>					
4 New	-	-	-	6	6
5 Replacement	41	41	38	42	80
<b>Tangible Capital Assets Subtotal</b>	<b>41</b>	<b>41</b>	<b>38</b>	<b>48</b>	<b>86</b>
<b>Net Program Expenses</b>	<b>4,796</b>	<b>4,864</b>	<b>5,069</b>	<b>406</b>	<b>5,475</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	191	Economic increases
Salaries & Benefits	45	Annualization - 1 position
Inter-departmental Recoveries	(33)	Economic increases
Operating Expenses	5	Headquarters shared cost
Tangible Capital Assets - Replacement	(3)	Remove one-time items
	<b>205</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Corporate Services - Human Resources

	(\$,000's)
<b>Departmental Services</b>	
◆ Position Transfers (4): Administrator, Consultant, Corporate Trainer, and Administrative Assistant, from Organization and Employee Services in order to realign the division's overall structure thereby enhancing service to the corporation.	408
◆ Temporary Consultant position requested by Social Services to support the growing demands and enhance the recruitment process for their department.	103
◆ Reclassification of Administrative Assistant to Coordinator to support the growing needs of the organization and to align with new division structure.	8
◆ Transfer of Education and Training (\$5k), Conferences (\$5k) and Memberships (\$1k) budgets from Organization and Employee Services as a result of position transfers.	11
	530
<b>Organization and Employee Services</b>	
◆ Position Transfers (2): Two Occupational Health Nurses transferred from Long Term Care to Corporate Services - Human Resources to complete the centralization of Disability Management.	247
◆ Transfer of 4 positions to Departmental Services (see Departmental Services above).	(408)
◆ Transfer of Education and Training (-\$5k), Conferences (-\$5k) and Memberships (-\$1k) budgets to Departmental Services as a result of position transfers.	(11)
	(172)
<b>Tangible Capital Assets</b>	
◆ Tangible Capital Assets - New.	6
◆ Tangible Capital Assets - Replacement.	42
	48
<b>Total Program Changes</b>	<b>406</b>



## 2017 Program Detail

## Corporate Services - Human Resources

### Purpose:

- ◆ The Administration Section of Corporate Services provides overall leadership, guidance and co-ordination between the sections of the Human Resources (HR) Division and between the divisions of the department (HR, Information Technology (IT), Legal Services (LG) and Legislative Services (LS)). It is the main point of contact for parties outside of the Corporate Services Department who do not know the specific individual, division or section to contact with an inquiry. This section has the principal communication role for the overall department which includes information gathering, researching and dissemination, building relations, and facilitating the flow of information within the department, with other departments, with the union locals and with the public. It also includes responsibility for HR related employee, legal and management communication activities. Finally, this section provides overall strategic planning guidance and direction in the implementation and integration of the various corporate services divisions.
- ◆ The administrative component of the IT, LG and LS divisions is also overseen by Administration with further information covered within their respective program detail pages.

### Description of Program Activities:

- ◆ Provides overall leadership, direction, guidance and co-ordination between divisions and sections of the department.
- ◆ The main point of contact for parties outside the department who do not know the specific individual or section to contact with an inquiry.
- ◆ The communication role which includes information gathering, researching and dissemination, building relations, and facilitating the flow of information within the department, other departments and the public.
- ◆ Responsibility for employee communiques and related activities.
- ◆ Policy and strategic plan development.
- ◆ Provide strategic direction regarding labour relations matters with the eight bargaining units including legal advice, bargaining, grievance processing, Human Rights matters and other employment-related legislation.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 3  
2016 Full Time Staff = 3

### Performance Measurements:

- ◆ Measures utilized include: Response Times, Turnaround Times for Completion of Job Competitions, Harassment and Workplace Violence Investigations, Costs, Achievement of Program and Service Goals, Accessibility/Availability, Quality of Service and Professionalism.
- ◆ Also use comparisons from participation in Municipal Benchmarking Network Canada (MBNCanada, formerly OMBI) and HR Benchmarking Network.
- ◆ Continuously survey municipal comparators regarding comparable, competitive HR and employment policies and practices.

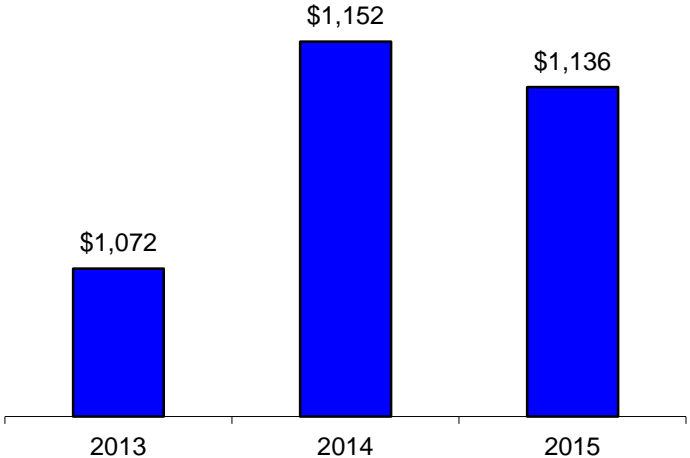


2017 Program Detail

Corporate Services -  
Human Resources

Performance Measurements (Continued):

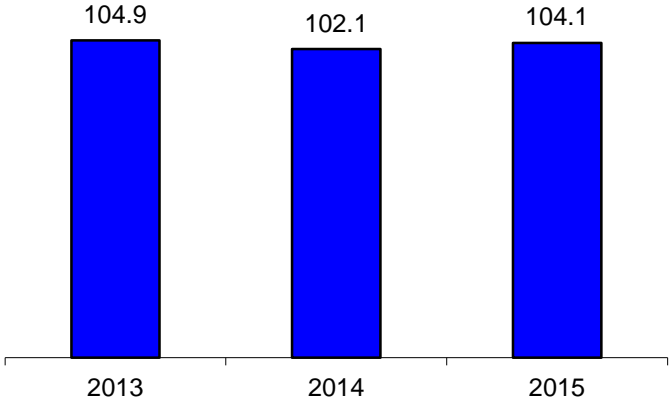
EFFECTIVENESS



*Cost of Human Resources Services per T4 supported.*

*MBN Canada Median = \$978 (2015)*

EFFICIENCY



*Number of T4's supported by each HR staff member.*

*Industry Standard Target 100 T4s per HR staff member.*



**PROGRAM 1  
ADMINISTRATION**



**2017 Program Detail**

**Corporate Services -  
Human Resources**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	437	433	448	-	448
Personnel Related	23	32	32	-	32
Communications	19	22	22	-	22
Supplies	38	51	51	-	51
Equipment Maintenance & Repairs	5	7	7	-	7
Professional Services	4	4	4	-	4
Minor Assets & Equipment	12	10	10	-	10
<b>Gross Operating Expenses</b>	<b>538</b>	<b>559</b>	<b>574</b>	<b>-</b>	<b>574</b>
<b>Tangible Capital Assets</b>					
Replacement	4	4	3	7	10
<b>Total Tangible Capital Assets</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>7</b>	<b>10</b>
<b>Total Expenses</b>	<b>542</b>	<b>563</b>	<b>577</b>	<b>7</b>	<b>584</b>
<b>Revenues</b>					
Recovery from Transit	(40)	(40)	(40)	-	(40)
<b>Total Revenues</b>	<b>(40)</b>	<b>(40)</b>	<b>(40)</b>	<b>-</b>	<b>(40)</b>
<b>Net Program Expenses</b>	<b>502</b>	<b>523</b>	<b>537</b>	<b>7</b>	<b>544</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	544
Less: Tangible Capital Assets	(10)
Net Operating Program Expenses Per Program Summary	<u>534</u>



## 2017 Program Detail

## Corporate Services- Human Resources

### Purpose:

- ◆ Provide Human Resources Departmental Services and Labour Relations expertise to the Region's client groups.

### Description of Program Activities:

- ◆ Facilitate the Region's Harassment and Conflict Resolution complaints and Violence and Harassment complaints (Ontario Health & Safety Act) in compliance with the Region's policy and the Ontario Human Rights Code which includes conducting workplace investigations which may be subject to scrutiny at arbitration, the Ontario Human Rights Commission or the Ministry of Labour.
- ◆ Support Management with current advice and representation on disciplinary matters, job performance and employment legislation including keeping abreast of arbitral decisions and various employment-law changes.
- ◆ Provide timely interpretation of collective agreements and other employment-related legislation.
- ◆ Develop and communicate HR policies and procedures that support Regional initiatives, current employment legislation and the Region's collective agreements.
- ◆ Develop and provide client specific training on various issues such as Resume Writing, Behavioural Event Interviewing, Gossip Training, Respect in the Workplace and Harassment.
- ◆ Provide ongoing support regarding employee attendance including support for the Region's Attendance Support Program.
- ◆ Facilitate the grievance process for eight collective agreements which amounts to approximately 172 grievances per year, including drafting responses on behalf of management and drafting Minutes of Settlement.
- ◆ Facilitate positive labour relations with the Regions' eight bargaining units by overseeing labour management meetings and providing, timely accurate responses and working collaboratively with the unions.
- ◆ Provide ongoing support to the Region's Permanent and Temporary Accommodation policies by providing job placement advice and support for disabled employees seeking alternative placement including assessing skill sets, participating in interview and job competitions and providing advise to management pursuant to the Region's policies and Ontario Human Rights Code.
- ◆ Monitor and provide timely, accurate data on all union related issues including grievances in order to assist the Region's Employment and Labour Solicitor with contract negotiations.
- ◆ Conduct and support management with workplace investigations which may include in-depth analysis relating to alleged misconduct to gross misconduct resulting in discipline and or termination. The investigations become part of the Region's case which may be subject to scrutiny in the event of arbitration, police investigations, or other employment related legal action.
- ◆ Provide accurate and current advise in relation to terminations of employment which includes recommendations on the Region's position, e.g. cause or no cause, costings based on the current case law and facilitate the termination process so as to protect the Region from legal action.
- ◆ Liaise with Legal Services as required on a number of employment related matters.
- ◆ Facilitate the Region's recruitment process which includes crafting job competition processes which are compliant with the collective agreement and other employment related requirements (e.g. Ontario Human Rights Code, Ontario Accessibility Act) and which will withstand scrutiny at arbitration.
- ◆ Provide guidance and support to develop leaders and staff, enhance organizational and staff performance, strategically plan for the future and celebrate employee achievements contributing to individual and organizational effectiveness.



**2017 Program Detail**

**Corporate Services-  
Human Resources**

**Description of Program Activities (Continued):**

- ◆ Administer contractual (collective agreements) activities required of Human Resources such as invoicing for union time off/union paid, and calculating pro-rated seniority dates, pro-rated vacation entitlements and assessing inclusions in address listings provided to the union.
- ◆ Provide ongoing administrative and Human Resources and Labour Relations Support to the Region's Employment and Labour Solicitor to ensure all statutory obligations are met by the Region in the event of arbitration or other employment related challenges.
- ◆ Develop, implement, manage and continuously improve learning programs related to the Region's Workforce Competencies and Corporate IT programs.
- ◆ Develop, implement, maintain and support the corporation with Performance and Succession Management and other Talent Development policies, programs and processes.
- ◆ Create and continuously improve Regional Leadership Development programs.
- ◆ Develop, promote and manage corporate Reward and Recognition programs, promotion and education.
- ◆ Provide the organization with change management expertise, advice and support.
- ◆ Coordinate New Employee Orientation programs and develop related Onboarding programs.
- ◆ Provide facilitation and consulting, education and resources related to Strategic Planning, Team Effectiveness and Employee Engagement.
- ◆ Conduct Employee Exit Interviews.
- ◆ Coordinate annual "Take Your Kid to Work Day".

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 26  
2016 Full Time Staff = 22
- Position Transfers (4): 1 Administrator; 1 Consultant; 1 Corporate Trainer; and 1 Administrative Assistant from Organization and Employee Services.

**PROGRAM 2  
DEPARTMENTAL SERVICES**



**2017 Program Detail**

**Corporate Services -  
Human Resources**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,387	2,403	2,529	519	3,048
Personnel Related	39	37	37	11	48
Communications	13	15	15	-	15
<b>Operating Expenses Subtotal</b>	<b>2,439</b>	<b>2,455</b>	<b>2,581</b>	<b>530</b>	<b>3,111</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(628)	(628)	(650)	-	(650)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(628)</b>	<b>(628)</b>	<b>(650)</b>	<b>-</b>	<b>(650)</b>
<b>Gross Operating Expenses</b>	<b>1,811</b>	<b>1,827</b>	<b>1,931</b>	<b>530</b>	<b>2,461</b>
<b>Tangible Capital Assets</b>					
Replacement	18	18	18	-	18
<b>Total Tangible Capital Assets</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>-</b>	<b>18</b>
<b>Total Expenses</b>	<b>1,829</b>	<b>1,845</b>	<b>1,949</b>	<b>530</b>	<b>2,479</b>
<b>Revenues</b>					
Recovery from Transit	(314)	(314)	(325)	-	(325)
<b>Total Revenues</b>	<b>(314)</b>	<b>(314)</b>	<b>(325)</b>	<b>-</b>	<b>(325)</b>
<b>Net Program Expenses</b>	<b>1,515</b>	<b>1,531</b>	<b>1,624</b>	<b>530</b>	<b>2,154</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	2,154
Less: Tangible Capital Assets	(18)
Net Operating Program Expenses Per Program Summary	<u>2,136</u>



**2017 Program Detail**

**Corporate Services-  
Human Resources**

**Purpose:**

**A) Health, Safety and Wellness (including Workplace Safety Insurance and Disability Management)**

- ◆ Develop, implement, manage and continually improve Corporate Health, Safety and Wellness policies, services and programs with the goal of proactively integrating safe and healthy workplace practices into all aspects of work.
- ◆ Support Regional departments to meet or exceed all Occupational Health and Safety Act requirements as well as other relevant, applicable legislation including assisting departments with health and safety education, prevention, audits and compliance.
- ◆ Promote the understanding among all employees of their personal responsibility to work in a healthy and safe manner and encourage them to proactively integrate safe and healthy personal practices into all aspects of their lives.
- ◆ Promote the understanding of the Internal Responsibility System and the important role of management and Joint Health & Safety Committees in creating a healthy and safe workplace.
- ◆ Develop and administer policies, programs and procedures related to the administration of corporate long term disability and sick leave benefits and disability case management.
- ◆ Provide advice, counsel and training to management, union and staff on disability issues and related Ontario Human Rights Code requirements including accommodation, return to work, and occupational/non-occupational disability benefit programs.
- ◆ Manage the Workplace Safety Insurance Board (WSIB) claims management and return to work programs, including preparing and presenting appeals and representing Durham Region at WSIB Tribunals.

**B) Compensation and Benefits**

- ◆ Manage the establishment and provision of fair and equitable compensation to Regional employees, including evaluating jobs and classifications to determine appropriate wage levels and to provide a consistent framework of internal comparisons.
- ◆ Benchmark and compare Durham Region's salary levels to determine and maintain a level of competitiveness.
- ◆ Develop and maintain compensation policies, processes and practices that include Pay Equity compliance.
- ◆ Develop and manage corporate benefit policies, programs and procedures and identify changes and improvements to ensure organizational benefit program, cost and service goals are met.
- ◆ Provide OMERS Administration services, information and expertise to ensure the corporation meets OMERS process and documentation requirements and provide OMERS and retirement-related information and support to individual employees.

**C) Human Resources Information Systems (HRIS)**

- ◆ Develop, configure, maintain and support PeopleSoft HRIS and other HR information systems (e.g. Parklane) to address HR related policy, process, information, records and functionality needs.
- ◆ Provide HRIS information, data analysis and support to the CS-HR Division, including coordinating HR Benchmarking information gathering and analysis, and developing HR queries and data reports.
- ◆ Liaise with Finance and Durham Regional Police Service on HRIS related matters including development and troubleshooting.



**2017 Program Detail**

**Corporate Services-  
Human Resources**

**Description of Program Activities:**

**A) Health, Safety and Wellness (including Workplace Safety Insurance and Disability Management)**

- ◆ Develop, implement and maintain corporate health and safety, wellness and disability management policies, programs and procedures that reflect and meet current legislative requirements and Healthy Workplace goals.
- ◆ Develop, deliver and evaluate a comprehensive wellness program including providing programs and information to the corporation that support healthy employee lifestyle choices and promote a healthy workplace.
- ◆ Educate and train employees to perform their work safely.
- ◆ Act as a resource to all employees and supervisory staff on the interpretation of Occupational Health and Safety legislative requirements and best practices.
- ◆ Educate supervisory staff and Joint Health and Safety Committees on their health and safety roles and responsibilities and the Internal Responsibility System.
- ◆ Enhance data management to identify trends with a greater emphasis on prevention of injuries.
- ◆ Provide employees with proactive health services including ergonomic assessments, respirator fit test medicals and audiometric testing.
- ◆ Provide medical accommodation advice and support related to the Attendance Support Program.
- ◆ Fund and manage the provision of Employee Assistance Program (EAP) services to Regional employees in conjunction with the EAP provider.
- ◆ Administer and adjudicate employee medical leaves and the Region's sick leave, Short Term Income Protection Program (STIPP) and Long Term Disability (LTD) programs.
- ◆ Manage the Region's WSIB function, including accident/incident reporting to WSIB, coordinating return-to-work programs, appealing claims where necessary, and representing the Region at appeal and Tribunal hearings.
- ◆ Advise, counsel and assist managers and staff with accommodated return-to-work programs and related Ontario Human Rights Code requirements.
- ◆ Manage, provide, promote and continuously improve Regional accommodation, return-to-work and occupational/non-occupational disability management programs.

**B) Compensation and Benefits**

- ◆ Manage and continuously improve the Management and Exempt Compensation and Job Evaluation Programs and the Job Evaluation Programs for CUPE Locals 1764 and 132; Chair the Management/Exempt Job Evaluation Committee and Co-chair the CUPE 1764 Joint Job Evaluation Committee, ensuring all new and changed jobs are evaluated and corresponding salaries/pay rates are determined on a timely, fair and consistent basis.
- ◆ Lead any new joint job evaluation studies and reviews with unions.
- ◆ Manage job documentation and maintain a database of up-to-date job information for use by staff.
- ◆ Conduct regular and ad hoc salary surveys and gather external data to provide a basis for market comparisons and to determine the Region's level of competitiveness.
- ◆ Provide expertise and advice to senior management on job and organization design and Pay Equity compliance.
- ◆ Provide assistance to staff in understanding compensation processes as well as how to complete job information documentation.



**2017 Program Detail**

**Corporate Services-  
Human Resources**

**Description of Program Activities (Continued):**

- ◆ Provide employee benefits and pension services, including assisting employees in complex pension and benefits issues.
- ◆ Provide financial analysis of claims experience and benefits premiums while negotiating rates and reserves with insurers and ensuring appropriate, effective funding and financial arrangements are in place.
- ◆ Administer the Region's pension plan, calculate service credits, maintain employee records and work closely with Finance and OMERS to maintain detailed records of remittances and credits including various T4 slip calculations and reconciliations.
- ◆ Continuously research and initiate ideas to modernize the Region's group benefits structure for the purpose of employee attraction and retention and cost efficiency and benefit program effectiveness.
- ◆ Maintain all employee records for benefit coverage as well as payroll and accounts payable information for insurance premium and Administrative Services Only (ASO) payments.

**C) Human Resources Information Systems (HRIS)**

- ◆ Provide Human Resources functional and technical support and analysis for the implementation and maintenance of HRIS systems including Parklane, PeopleSoft HCM and access to legacy HR systems (e.g. NetTerm).
- ◆ Provide subject matter expertise and HRIS advice, training and information to all levels of staff and assist with troubleshooting to correct errors or make improvements.
- ◆ Develop and implement customized reports, queries and applications and coordinate the completion of the HR Benchmarking Survey and MBNCanada HR measures.
- ◆ Research, analyze and create HR business process maps.
- ◆ Provide automated billing integration support for WSIB (through Parklane) and Benefits (through HCM) based on Regional claims/enrolment records.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 22                      Position Transfers (-2): 1 Administrator; 1 Consultant; 1 Corporate Trainer; and 1 Administrative Assistant to Departmental Services and 2 Occupational Health Nurses from Social Services Long Term Care.
  
- 2016 Full Time Staff = 24

**PROGRAM 3  
ORGANIZATION AND EMPLOYEE SERVICES**



**2017 Program Detail**

**Corporate Services -  
Human Resources**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	2,651	2,689	2,784	(161)	2,623
Personnel Related	68	68	68	(11)	57
Communications	19	12	12	-	12
Supplies	6	5	5	-	5
Materials & Services	6	7	7	-	7
Professional Services	67	67	67	-	67
<b>Operating Expenses Subtotal</b>	<b>2,817</b>	<b>2,848</b>	<b>2,943</b>	<b>(172)</b>	<b>2,771</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(261)	(261)	(261)	-	(261)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>	<b>-</b>	<b>(261)</b>
<b>Gross Operating Expenses</b>	<b>2,556</b>	<b>2,587</b>	<b>2,682</b>	<b>(172)</b>	<b>2,510</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	6	6
Replacement	19	19	17	35	52
<b>Total Tangible Capital Assets</b>	<b>19</b>	<b>19</b>	<b>17</b>	<b>41</b>	<b>58</b>
<b>Net Program Expenses</b>	<b>2,575</b>	<b>2,606</b>	<b>2,699</b>	<b>(131)</b>	<b>2,568</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	2,568
Less: Tangible Capital Assets	(58)
Net Operating Program Expenses Per Program Summary	<u>2,510</u>



**PROGRAM 4  
TANGIBLE CAPITAL ASSETS - NEW**



**2017 Program Detail**

**Corporate Services -  
Human Resources**

Description	Qty	Unit Cost	Total
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**Organization and Employee Services - Program 3**

		\$	\$
1 Power Laptop Computer	1	2,500	2,500
2 Laptop Computers	2	1,500	3,000
3 Monitors	2	250	500
			<b>6,000</b>

**PROGRAM 5  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Corporate Services -  
Human Resources**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1 Laptop Computers	4	1,500	6,000
2 Monitors	4	250	1,000
3 Printer	1	3,000	3,000
			10,000
<b><u>Departmental Services - Program 2</u></b>			
4 Desktop Computers	4	700	2,800
5 Laptop Computers	7	1,500	10,500
6 Monitors	11	250	2,750
7 Furniture & Fixtures	2	1,000	2,000
			18,050
<b><u>Organization and Employee Services - Program 3</u></b>			
8 Power Laptop Computer	1	2,500	2,500
9 Laptop Computers	8	1,500	12,000
10 Monitors	9	250	2,250
11 Confined space equipment	1	10,000	10,000
12 Portacount (respirator fit testing)	1	25,000	25,000
			51,750
			<b>79,800</b>

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**2017 Business Plan**

**Corporate Services-  
Information Technology**

**Major Services & Activities**

**Information  
Technology  
Operations**

- ◆ Ensure Regional Electronic Data is protected, backed up and secure.
- ◆ Manage the Regional hardware and software network ensuring that departments have appropriate IT bandwidth to complete operations.
- ◆ Provide application services such as email and data sharing services to Regional departments.
- ◆ Support computer infrastructure throughout the Region from Desktop to Server ensuring business service levels are achieved.

**Governance/  
Security**

- ◆ Improve the use of management information technologies to obtain higher levels of timeliness, efficiency and effectiveness.
- ◆ Ensure that Regional Mobile Equipment follows the Information and Privacy Commissioner guidelines of strong encryption.
- ◆ Communicate and educate Regional staff on the requirements of information and data security.
- ◆ Manage the network security protecting Regional equipment and information.

**Business  
Solutions**

- ◆ Develop strategies for effective use of technology and the Regional direction of IT use.
- ◆ Assist Regional departments in the implementation and support of applications meeting their business requirements and needs.
- ◆ Work with departmental partners on expanding the use of IT to meet client demands.
- ◆ Enhance the Regional presence on the web promoting effective use of technology.



**2017 Business Plan**

**Corporate Services-  
Information Technology**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal C.4 - Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.**

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Promote innovation framework including the piloting of new technologies, subject to business case review.
- ◆ Continue to implement virtual server technology to reduce the energy draw and cooling requirements for the Corporate Data.

**Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.**

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Develop a new external website and internal intranet site which incorporate modern technology, are mobile friendly, enable internal and external client interaction and enhance the use of social media.

**Strategic Goal D.4 - Promote a culture of openness and encourage public engagement in governance and decision making.**

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Expand and enhance the Open Data Initiative to full implementation.

**Strategic Goal D.7 - Focus resources on continuous improvement and innovation.**

**Key Deliverables**

**Responsibility - Lead**

- ◆ Continue to invest in and implement technology improvements and innovation.

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	

## PROGRAM SUMMARY



### 2017 Business Plan

### Corporate Services - Information Technology

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	689	690	703	-	703
2 Application Services	2,017	2,272	2,371	59	2,430
3 Geographic Information Services	1,142	1,204	1,079	71	1,150
4 Technical Services	1,241	1,217	1,258	26	1,284
5 Service Delivery	960	994	1,045	15	1,060
6 Security	598	689	723	21	744
7 Wide Area Network (WAN)	1,334	1,334	1,334	-	1,334
8 Data and Infrastructure Protection	494	461	461	-	461
9 Corporate IT Support Headquarters Shared Cost	2,255 332	2,255 332	1,955 338	496 -	2,451 338
<b>Operating Subtotal</b>	<b>11,062</b>	<b>11,448</b>	<b>11,267</b>	<b>688</b>	<b>11,955</b>
<b>Tangible Capital Assets:</b>					
New	70	70	-	-	-
10 Replacement	1,405	1,405	927	-	927
<b>Tangible Capital Assets Subtotal</b>	<b>1,475</b>	<b>1,475</b>	<b>927</b>	<b>-</b>	<b>927</b>
<b>Net Program Expenses</b>	<b>12,537</b>	<b>12,923</b>	<b>12,194</b>	<b>688</b>	<b>12,882</b>

### Summary of Increase (Decrease)

(\$729)	-5.64%	(\$41)
-	-	-0.32%

## PROGRAM SUMMARY



### 2017 Business Plan

### Corporate Services - Information Technology

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	222	Economic increases
Salaries & Benefits	39	Job reclassifications
Operating Expenses	(444)	One-time including computer maintenance and professional services
Operating Expenses	6	Headquarters shared cost
Tangible Capital Assets - New	(70)	Remove one-time items
Tangible Capital Assets - Replacement	(478)	Remove one-time items
Recovery from Transit	(4)	Economic increases
	<u>(729)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Corporate Services - Information Technology

(\$,000's)

#### Application Services

♦ Increase in Salaries and Benefits to reinstate funding for a Business Analyst position, effective July 1, 2017, to support an increase in project work load and service demands. (Annualized cost is \$118k)	59
	59

#### Geographic Information Services

♦ Increase in Overtime. Increased support by CS-IT team for 24/7 support.	1
♦ Contract with First Base Solutions for Orthophotography and Digital Terrain Model (DTM) for additional products.	45
♦ Increase in License costs for new Enterprise Licensing Agreement (ELA) with affiliate.	25
	71

#### Technical Services

♦ Increase in Overtime. Increased support by CS-IT team for 24/7 support of applications.	26
	26

#### Service Delivery

♦ Increase in Overtime. Increased support and on call for 3,600 employees and 70 locations.	15
	15

#### Security

♦ Increase in Overtime. Increased support by CS-IT team 24/7 across 70 locations.	21
	21

#### Corporate IT Support

♦ Additional fees for licensed product installed on Regional Desktop Equipment utilized by the various departments (Adobe: \$7k); Additional installation of Server Licenses and SQL database instances used in Corporate IT for support of Regional Applications (Microsoft: \$30k); Increase in Enterprise Agreement for Microsoft products (\$130k); Continuation of Disaster Recovery setup (\$175k); Increase for annual support costs for Regional Website hosted in the Cloud as approved in RFP (\$29k).	371
♦ Professional services for Technical Assistance for projects and activities during the year.	125
	496

<b>Total Program Changes</b>	<b>688</b>
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## **2017 Program Detail**

## **Corporate Services - Information Technology**

### **Purpose:**

- ◆ Corporate Services - Information Technology is the primary source for Information Technology (IT) for the Region, which develops and ensures that Regional goals and objectives are met through the proper use of IT. IT management and operations must align with departmental and Regional objectives.
- ◆ Develop and implement strategies and practices to provide comprehensive IT technical and business solutions that are cost effective, efficient and reliable.
- ◆ Work closely with senior levels of management across the organization (Regional departments) to ensure that their technology needs are met while looking for possible process improvements and synergies that could be gained with the assistance of technology.

### **Description of Program Activities:**

- ◆ Provide overall guidance and coordination to the Information Technology division: operations, policies, procedures, best practices, resources, technology direction and budgets.
- ◆ Responsible for Application Services, Corporate GIS, IT Service Desk, Desktop Support, Security, and IT Infrastructure.
- ◆ Provide advice to Regional Council and Committee of the Whole on IT matters.
- ◆ Ensure strong communication and working relationships with clients and departmental staff.
- ◆ Provide IT business and technical advice to departmental clients.
- ◆ Represent the Region on IT matters and interests with local municipalities, school boards, utilities, vendors, associations and provincial agencies, and the national Public Sector Chief Information Officer Committee.
- ◆ Meet with Municipal IT area managers and facilitate the development of collective contracts for the benefit of all. In 2017 agreements for Esri will be negotiated and available to area municipalities and Durham Regional Police Service.
- ◆ Monitor program activities and spending to ensure objectives are met within budget.
- ◆ Development of IT policies on behalf of the organization.

### **Description of Program Resources:**

- ◆ 2017 Full Time Staff = 2
- ◆ 2016 Full Time Staff = 2

**PROGRAM 1  
ADMINISTRATION**



**2017 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	480	478	491	-	491
Personnel Related	83	74	74	-	74
Communications	43	54	54	-	54
Supplies	26	26	26	-	26
Equipment Maintenance & Repairs	1	1	1	-	1
Professional Services	53	54	54	-	54
Insurance	3	3	3	-	3
<b>Gross Operating Expenses</b>	<b>689</b>	<b>690</b>	<b>703</b>	<b>-</b>	<b>703</b>
<b>Tangible Capital Assets</b>					
Replacement	7	7	9	-	9
<b>Total Tangible Capital Assets</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>-</b>	<b>9</b>
<b>Net Program Expenses</b>	<b>696</b>	<b>697</b>	<b>712</b>	<b>-</b>	<b>712</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	712
Less: Tangible Capital Assets	(9)
Net Operating Program Expenses Per Program Summary	<u>703</u>



## **2017 Program Detail**

## **Corporate Services - Information Technology**

### **Purpose:**

- ♦ The Application Services section plans, implements, develops and maintains a wide range of business applications and web sites that support the internal/external business needs of the Region of Durham. These services include the development and/or maintenance of over 100 software applications.
- ♦ Application Services also assists with the in-house development, and/or acquisition, and implementation of new applications through a project management framework to enhance and improve the effective delivery of services to Regional department clients.

### **Description of Program Activities:**

- ♦ Ongoing maintenance and support of over 100 business applications, including Customer Relationships Management (Legislative Services, Works, Transit), Bidding Opportunities (Finance), Job Evaluation Management Systems (Human Resources), TrapezePASS (Transit), Fleet Scheduler (Works), Land Division Office (Planning), Liberty (POA), CaseWorks (Social Services), Zylmage (Legislative Services) and Encounter (Health).
- ♦ Provide support to Regional legacy applications such as Maintenance Management, Water Billing and Fleet Management to ensure efficient operation and customer satisfaction.
- ♦ Provide Business Analysis support to Regional departments looking for IT business solutions through consultation and vendor selection, or application development.
- ♦ Support and maintain Regional Oracle and Microsoft SQL Server databases for enterprise applications.
- ♦ Training for support staff to manage Microsoft Azure cloud services.

### **2017 Action Plan:**

- ♦ Implement new public website design using the selected CMS (Content Management System). Rollout of the content management to enable departments to update information without having to involve technical staff to make changes.
- ♦ Ensure that all websites created and maintained by Durham Region meet the requirements of the Accessibility Act.
- ♦ Ensure that all production environments have a testing environment in order to allow staff to make changes and test outside of the production environment.
- ♦ Identify business applications due for replacement/refresh and work with Regional partners to formulate a replacement strategy for 2018.
- ♦ Investigate and initiate the migration of Regional business applications to Microsoft Azure cloud services.
- ♦ Work towards common enterprise-wide shared applications to address inter-departmental dependencies.
- ♦ Standardize programming languages and continue to grow Application Services skill sets.
- ♦ Continue to follow and improve on industry best practices in application development and business analysis.
- ♦ Continue to improve the management of projects, meeting set out goals and objectives, and managing the priorities among key constraints (timeline, budget, requirements).



## **2017 Program Detail**

**Corporate Services -  
Information Technology**

### **Description of Program Resources:**

- ♦ 2017 Full Time Staff = 18
- 2016 Full Time Staff = 18

### **Performance Measurements:**

- ♦ 1.6M connections to Regional Website - 91% external connections - 9% internal office connections
- ♦ 5.8M page views on Regional Website - 58% by external individuals

**PROGRAM 2  
APPLICATION SERVICES**



**2017 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,634	1,858	1,957	59	2,016
Personnel Related	62	72	72	-	72
Communications	-	1	1	-	1
Supplies	6	8	8	-	8
Computer Maintenance & Operations	49	67	67	-	67
Professional Services	266	266	266	-	266
<b>Gross Operating Expenses</b>	<b>2,017</b>	<b>2,272</b>	<b>2,371</b>	<b>59</b>	<b>2,430</b>
<b>Tangible Capital Assets</b>					
New	70	70	-	-	-
Replacement	16	16	16	-	16
<b>Total Tangible Capital Assets</b>	<b>86</b>	<b>86</b>	<b>16</b>	<b>-</b>	<b>16</b>
<b>Net Program Expenses</b>	<b>2,103</b>	<b>2,358</b>	<b>2,387</b>	<b>59</b>	<b>2,446</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	2,446
Less: Tangible Capital Assets	(16)
Net Operating Program Expenses Per Program Summary	<u>2,430</u>



## 2017 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ To provide internal and external access to a Corporate Geographic Information framework, enabling effective use of data, resources, analysis and technology.
- ♦ To foster the use of Geographic Information Services (GIS) across Regional partners in order to encourage data sharing, data standards, data consistency and the growth of GIS initiatives.

### Description of Program Activities:

- ♦ Data Programs:
  - ♦ Provide ongoing acquisition, administration and maintenance of 500+ datasets, such as parcels, Regional addresses, drainage, and orthophotography within a centralized GIS warehouse.
  - ♦ Provide daily updates of key GIS data such as the Single Line Road Network, for integration with Bell 911, all Regional departments, and external partners.
- ♦ GIS Infrastructure:
  - ♦ Provide a fault tolerant enterprise GIS architecture that supports all GIS data and software application needs of the Region.
  - ♦ Purchase or develop Corporate GIS tools to increase the functionality of the system.
- ♦ Partnerships:
  - ♦ Develop new and ongoing partnerships with internal departments, government organizations and various external organizations.
  - ♦ Assist the Northern Municipalities with GIS requirements.
  - ♦ Manage and inventory the dissemination of digital GIS data including executing data sharing agreements, formatting, packaging and provision of data.
  - ♦ Provide expertise and resources to departments implementing GIS projects.
- ♦ Standards:
  - ♦ Continuous improvement and implementation of Corporate GIS best practices and policies across the Region.
  - ♦ Define and house a single "official" copy of GIS data to reduce duplication between departments.
- ♦ Application Development:
  - ♦ Develop and enhance Web GIS functionality for both the Region and its citizens, including the provision of geographical analysis capabilities, cartographic capabilities, and notification tools.
  - ♦ Provide custom online interactive maps, i.e. Construction, Design and Environmental Assessment Projects, Development Approvals, Works Data Portal (WDP).
  - ♦ Develop departmental specific applications for GIS functionality and analysis.
- ♦ Training:
  - ♦ Continue to upgrade the skills and knowledge of staff in GIS to implement and support newer GIS technology.
  - ♦ Provide GIS information sessions to Durham GIS Partnership and the Region's internal GIS Working Group.



## **2017 Program Detail**

## **Corporate Services - Information Technology**

### **Program Highlights:**

- ♦ Maintenance of the Region's Open Data portal for public use of select datasets.
- ♦ Procurement of an Enterprise License Agreement for GIS software.
- ♦ Continued enhancement of corporate/public interactive web maps.
- ♦ Continued support of Transit System Map and yearly route planning.
- ♦ Support of GIS operations in Durham Emergency Management Office.
- ♦ Provision of the Single Line Road Network for Bell 911, Police Services and Ministry of Health for Emergency Dispatch.

### **2017 Action Plan:**

- ♦ Provide GIS staff at the Region with ArcGIS Pro, the latest desktop software from Esri.
- ♦ Implement an accessible interactive web map with the Geocortex Essentials product.
- ♦ Expand use of ArcGIS Online interactive maps tailored to Regional business units and customers.
- ♦ In partnership with the Works Department, develop templates for tablet-based workflows and plan migration from ArcPad software.
- ♦ Evaluate Esri's cloud-based infrastructure for enterprise GIS.

### **Description of Program Resources:**

- ♦ 2017 Full Time Staff = 6  
2016 Full Time Staff = 6

### **Performance Measurements:**

- ♦ Total Open Data downloads (March through August, 2016): 766
- ♦ Datasets available for download on Open Data portal: 14
- ♦ Web mapping services available via Open Data: 13
- ♦ Public interactive mapping sites maintained: 9
- ♦ Internal-only interactive mapping sites maintained: 6

**PROGRAM 3  
GEOGRAPHIC INFORMATION SERVICES**



**2017 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	577	660	683	1	684
Personnel Related	22	26	26	-	26
Supplies	3	3	3	-	3
Computer Maintenance & Operations	685	688	544	70	614
Professional Services	15	15	15	-	15
<b>Gross Operating Expenses</b>	<b>1,302</b>	<b>1,392</b>	<b>1,271</b>	<b>71</b>	<b>1,342</b>
<b>Tangible Capital Assets</b>					
Replacement	18	18	19	-	19
<b>Total Tangible Capital Assets</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>-</b>	<b>19</b>
<b>Total Expenses</b>	<b>1,320</b>	<b>1,410</b>	<b>1,290</b>	<b>71</b>	<b>1,361</b>
<b>Revenues</b>					
Sundry Revenue	(67)	(60)	(60)	-	(60)
Revenue from Municipalities	-	(35)	(35)	-	(35)
Recovery from Transit	(93)	(93)	(97)	-	(97)
<b>Total Revenues</b>	<b>(160)</b>	<b>(188)</b>	<b>(192)</b>	<b>-</b>	<b>(192)</b>
<b>Net Program Expenses</b>	<b>1,160</b>	<b>1,222</b>	<b>1,098</b>	<b>71</b>	<b>1,169</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,169
Less: Tangible Capital Assets	(19)
Net Operating Program Expenses Per Program Summary	<u>1,150</u>





## 2017 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ The Technical Services Program offers a wide complement of services for the Region of Durham. The primary purpose for the Technical Services Program is to provide administration and technical expertise for the corporate IT infrastructure. The Technical Services Program is also responsible for providing leadership and guidance by evaluating new technologies that would benefit the Region.
- ♦ The IT infrastructure is comprised of Data Servers, Storage and Email Services. Working with other IT support staff within the Region, the IT infrastructure supports the many unique needs of all customers.
- ♦ The Technical Services Program is also responsible for providing leadership and guidance by evaluating new technologies that would benefit the Region.

### Description of Program Activities:

#### IT Infrastructure - Data Server, Storage and Email Services:

- ♦ The Data Infrastructure operates on a heterogeneous Internet Protocol (IP) based network system and is comprised of approximately 280 server instances in production, development and staging environments. The primary purpose of these servers are to host and support the Region's corporate email, file and print services, applications, databases, and web sites. The physical and logical makeup of the servers are rackmount, blade and virtual. The primary operating system is Microsoft Windows 2008/2012, with all user accounts, workstations and printers residing in Active Directory.
- ♦ As its primary enterprise backup solution Corporate Services - Information Technology (CS-IT) operates a technology that is a combination of both hardware and software. The hardware consists of a Linear Tape-Open (LTO) Library, LTO tape drives and LTO tapes along, Storage Area Network (SAN), and De-Duplication technology. NetBackup Enterprise 7.7 is the software that is used to manage the backup environment in terms of device allocation, backup policy creation, job execution, file restore and tape retention.
- ♦ The Region's email system is Microsoft Exchange/Outlook 2010 and CS-IT currently uses Blackberry Enterprise Server (BES 12) as a mobile device management platform to manage over 900 Blackberry smartphones. IBM MaaS360 is used to manage other mobile devices such as tablets.

#### Corporate responsibilities include:

- ♦ Research, evaluate, recommend, procure and install hardware components and equipment to host corporate and department specific applications and programs.
- ♦ Provide corporate email services. This communication service is extended to include IT support for hand held devices such as Blackberries and remote access of email via the web.
- ♦ Present electronic file sharing, data storage and print services to Regional staff.
- ♦ Assist with desktop management of PCs via Active Directory.
- ♦ Protection of data via backup and restore methodologies and the coordination of offsite media storage.
- ♦ Provide consultation services, project management and IT support to the CAO, Corporate Services - Human Resources, Legislative Services and Legal Services, DEMO, Planning & Economic Development, Works, Social Services, Health, and Transit departments.
- ♦ Inventory, maintain and upgrade hardware / software components and equipment: Servers - Traditional and Blade, Operating Systems, Disk Arrays, Storage Area Network (SAN), Uninterrupted Power Supplies (UPS), Virtual Technologies.
- ♦ Increasing uptime through the design and implementation of fault tolerant solutions such as clustered services.



## 2017 Program Detail

## Corporate Services - Information Technology

### Description of Program Activities (Continued):

#### General IT Infrastructure Activities:

- ♦ Management of the Corporate Data Centre.
- ♦ Implement and uphold IT standards, policies and procedures adopted by Corporate Services - Information Technology as industry best practices.
- ♦ Continue providing IT Infrastructure support to program areas in IT (Application Services, GIS Services, Security and Service Delivery) as part of the initiatives and projects their respective programs are involved in.
- ♦ Infrastructure modeling.

### Program Highlights:

- ♦ Began initiative to move Microsoft Exchange/Outlook from in-house application to Office 365 cloud solution in Canadian based Microsoft Data Centres.
- ♦ Train Technical Support staff to manage Microsoft Azure cloud services and Office 365.
- ♦ Continued with the server replacement plan with emphasis on virtualizing where possible for the rapid deployment of new departmental initiatives. Over 60% of the environment is virtualized.
- ♦ Continued upgrading the server O/S to Windows 2012 to ensure that the Region is on a supported platform for years to come. This will also allow the Region to take advantage of the latest features and functionality that Microsoft has to offer.
- ♦ Deployed new management software to better assist CS-IT in the overall management of the Region's IT infrastructure.
- ♦ Upgraded from BES 10 to BES 12 for continued support of smartphones. Introduced support of Blackberry PRIV (Android) devices. Implementation of MaaS360 for management of other mobile devices.
- ♦ Migration of existing development server and storage to the new CS-IT Development environment, to enhance the performance and capacity for current and future initiatives.
- ♦ Increased the capacity of the Region's corporate Storage Area Network.
- ♦ NetBackup Enterprise software was upgraded from version 7.5 to 7.7. The upgrade in backup software prepares CS-IT to support the latest technologies and has introduced greater functionality and capability to the product.

### 2017 Action Plan:

- ♦ Continue movement of Microsoft Exchange/Outlook from in-house application to Office 365 cloud based in Canadian based Microsoft Data Centres.
- ♦ Continue with the server and storage hardware replacement plan with emphasis on virtualizing where possible for the rapid deployment of new departmental initiatives. This includes replacement of converged server/storage network. Virtualize an additional 15 per cent of the corporate infrastructure.
- ♦ In conjunction with server replacements, provide assistance in identifying applications/services that are due for replacement/refresh and work with partners to develop a replacement strategy.



**2017 Program Detail**

**Corporate Services -  
Information Technology**

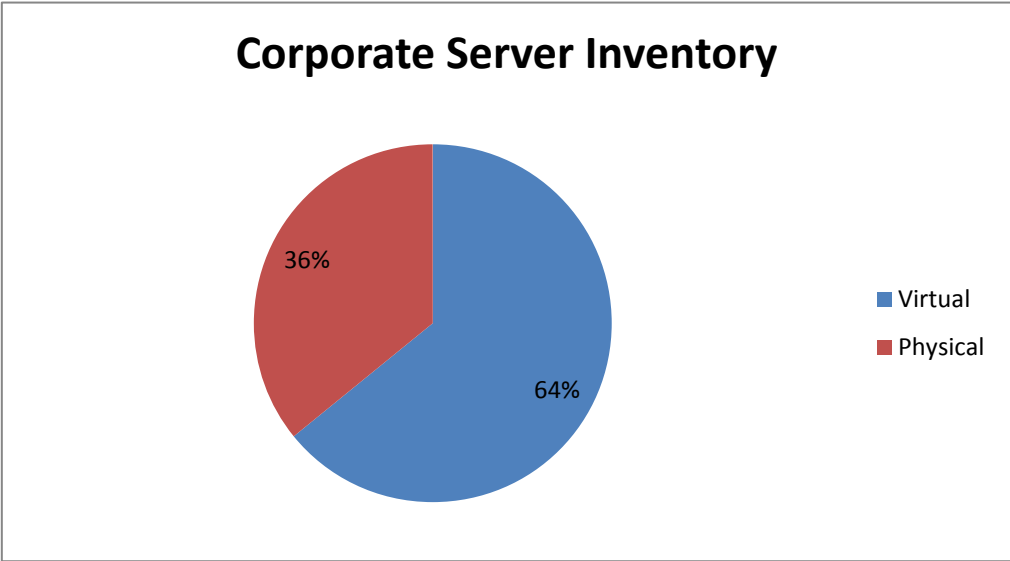
**2017 Action Plan (Continued):**

- ◆ Investigate, provision and assist with the migration of Regional business applications and work loads to Microsoft Azure cloud services in support of a cloud-first strategy.
- ◆ Continue upgrading the server O/S to Windows 2012 to ensure that the Region is on a supported platform for years to come. This will also allow the Region to take advantage of the latest features and functionality that Microsoft has to offer.
- ◆ Continue to research, test and deploy new software tools and methods for management of IT Infrastructure.
- ◆ Continue to reorganize the file directory structure for the Corporate network.
- ◆ Upgrade and enhance the internal SharePoint server technologies to provide greater fault tolerance and functionality to support departmental intranet sites and network file stores.
- ◆ Continue to reorganize the file directory structure for the Corporate network.
- ◆ Replace the existing corporate backup hardware.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 11  
2016 Full Time Staff = 11

**Performance Measurements:**

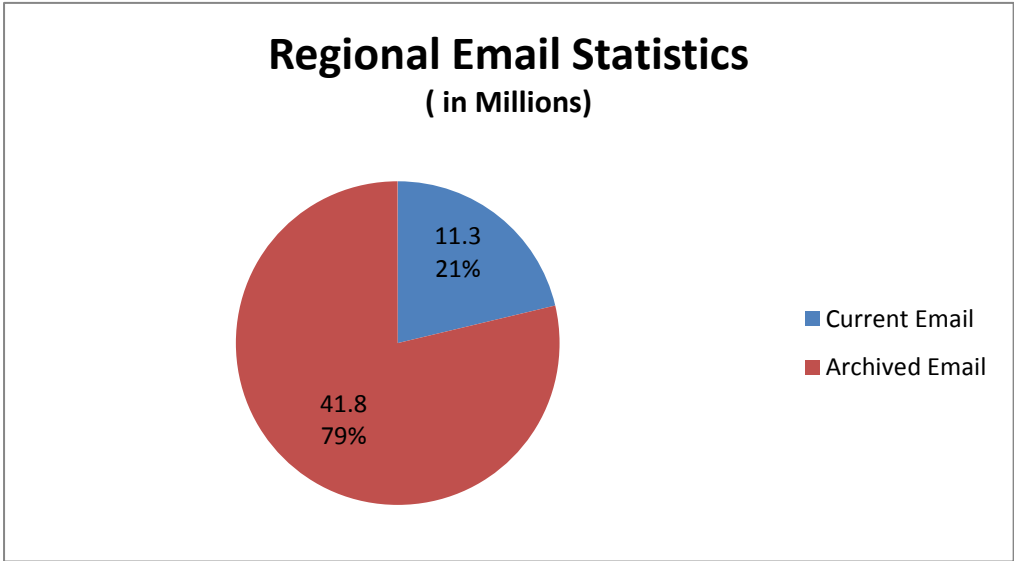




**2017 Program Detail**

**Corporate Services -  
Information Technology**

**Performance Measurements (Continued):**



**PROGRAM 4  
TECHNICAL SERVICES**



**2017 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,197	1,172	1,213	26	1,239
Personnel Related	59	57	57	-	57
Supplies	2	4	4	-	4
Computer Maintenance & Operations	61	60	60	-	60
Equipment Maintenance & Repairs	-	2	2	-	2
<b>Operating Expenses Subtotal</b>	<b>1,319</b>	<b>1,295</b>	<b>1,336</b>	<b>26</b>	<b>1,362</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(78)	(78)	(78)	-	(78)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(78)</b>	<b>(78)</b>	<b>(78)</b>	<b>-</b>	<b>(78)</b>
<b>Gross Operating Expenses</b>	<b>1,241</b>	<b>1,217</b>	<b>1,258</b>	<b>26</b>	<b>1,284</b>
<b>Tangible Capital Assets</b>					
Replacement	26	26	25	-	25
<b>Total Tangible Capital Assets</b>	<b>26</b>	<b>26</b>	<b>25</b>	<b>-</b>	<b>25</b>
<b>Net Program Expenses</b>	<b>1,267</b>	<b>1,243</b>	<b>1,283</b>	<b>26</b>	<b>1,309</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,309
Less: Tangible Capital Assets	(25)
Net Operating Program Expenses Per Program Summary	<u>1,284</u>



## 2017 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ Service Delivery provides the first level of interface to over 3,900 users in the Region for IT related issues and provides desktop support and technology research for both hardware, software and audio visual. Service Delivery staff is comprised of staff dedicated to Desktop Support, Help Desk, data entry as well as operations.
- ♦ Service Delivery manages itHelp, the Region's IT Help Desk, which provides users a central point to receive help on various computer issues. The Help Desk typically manages its requests via help desk software (RemedyForce), that allows them to track user requests with a unique ticket number which have been received by either voice or email.
- ♦ Help Desk staff will resolve and answer most commonly asked questions. If the issue isn't resolved at the first-level, the ticket is escalated to a second, higher level specialized staff. Specialized technical staffing is comprised of GIS, Applications, Technical Services, Security or Desktop within Corporate Services - Information Technology.
- ♦ Desktop Support is also responsible for the desktops, laptops, and peripherals. The help desk will assign the desktop team the second level desktop issues that the first level was not able to solve. They set up and configure computers for new users and are typically responsible for any physical work relating to the computers such as repairing software or hardware issues and moving workstations to another location.
- ♦ The Service Delivery - Operations and Data entry teams maintain and manages the scheduled required functions of the Region's Water Billing, Fleet and Maintenance applications as well as providing data entry resources.
- ♦ As the Service Delivery team provides individual customer service to those that are not able to perform their daily function, staff must have agility, speed, flexibility and broad hardware and software support skills to cover a wide-range of support issues on the spot.

### Description of Program Activities:

The Service Delivery Program performs the following activities:

#### IT Service Support

- ♦ Physical and logical perspective of the IT infrastructure and IT services being provided.
- ♦ Standard methods and procedures for effective managing of all changes.
- ♦ Testing, verification and release of changes to the IT environment.
- ♦ Day-to-day process that restores normal acceptance service with a minimal impact on business.
- ♦ Diagnosis of the root causes of incidents in an effort to proactively eliminate and manage them.
- ♦ Help Desk provides a central point of contact between users and IT.
- ♦ Management and support of all audio visual within the Region including Committee and Council.

#### IT Service Delivery

- ♦ Optimize IT infrastructure capabilities, services and support to minimize service outages and provide sustained levels of service to meet business requirements.
- ♦ Maintain and improve the level of service to the organization.
- ♦ Managing the cost associated with providing the organization with the resources needed to meet requirements.
- ♦ Provide computer deployment to users in the Region. The computers deployed to Regional staff are imaged with standard corporate applications like Microsoft Office and Outlook.



## **2017 Program Detail**

## **Corporate Services - Information Technology**

### **Description of Program Activities (Continued):**

- ♦ Computer operations support including: production tasks, data backup and restore, operations control, printing and distribution of large scale print jobs (water bills, payroll) and after hours support.
- ♦ Handle requests from users requiring assistance with technical issues from first contact to resolution. Incidents and Work Orders are managed by Help Desk staff and logged, tracked and monitored using IT Help Desk software called RemedyForce.
- ♦ Provide data entry function for legacy applications (Water Billing, Fleet, and Maintenance Management).
- ♦ Provide desktop support to the users in the Region.
- ♦ Maintain Audio Visual equipment at Regional Headquarters and provide assistance to users having technical difficulties using the equipment.
- ♦ Develop and improve client service and relationship management on behalf of CS-IT.

### **Program Highlights:**

- ♦ Implemented new Help Desk software to provide self service to clients, as well as improving performance of Help Desk.
- ♦ Supported departmental operations through in-person support for all Regional Headquarters Audio visual components.
- ♦ Support all Regional Council and Committee meetings with in-person support.
- ♦ Refinement of software implementation of System Centre Configuration Management (SCCM).
- ♦ Creation of a centralized inventory of PC's and laptops in the Region using SCCM to track and monitor.
- ♦ Continued the Window 7 deployments and application testing. Completed 80 per cent of Windows 7 rollout.
- ♦ Began piloting centralized deployment strategy, advising departments of out of warranty assets and ordering replacements on their behalf.
- ♦ Deployed Office 2010 to all Regional equipment.

### **2017 Action Plan:**

- ♦ Begin piloting Windows 10 OS on Regional equipment, and plan movement to Office 2016 for Regional desktops.
- ♦ Upgrade audio visual equipment in Regional Headquarters meeting rooms.
- ♦ Continue the implementation of a managed desktop environment to reduce the number of incidents of desktops becoming unstable.
- ♦ Implement Problem module in RemedyForce to link related incidents to a single root cause for resolution.
- ♦ Assist in the migration to Exchange Online, and the move to centralized Microsoft Archiving.
- ♦ Upgrade images and software deployment packages to support new equipment platform.
- ♦ Upgrade to the most current version of System Centre Configuration Management (SCCM) and integrate Microsoft Deployment Toolkit (MDT) to streamline and improve the deployment process.
- ♦ Research end user technology for assisting departments in mobile processing.
- ♦ Enhance Help Desk services with rollout of streamlined process, revised first level support, and better communication between client and support area.



## **2017 Program Detail**

## **Corporate Services - Information Technology**

### **Description of Program Resources:**

- ♦ 2017 Full Time Staff = 15
- 2016 Full Time Staff = 15

### **Performance Measurements:**

- ♦ Records keyed by data entry staff for legacy applications - 734,613
- ♦ Total number of Desktop/Laptop/Tablet Computers supported - 3,028
- ♦ Total number of Blackberry devices supported - 986
- ♦ Total number of Networked printers supported - 490+
- ♦ Water Billing cards, slips, bills, cheques, notices, printed and bursted - 1.4 million+
- ♦ Number of IT Help Desk calls closed during 2016 - 24,780 or average of 98 per working day
- ♦ Average number of calls per Service Desk employee - 1,179 per year



**PROGRAM 5  
SERVICE DELIVERY**



**2017 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,318	1,350	1,401	15	1,416
Personnel Related	36	38	38	-	38
Supplies	4	4	4	-	4
Computer Maintenance & Operations	12	12	12	-	12
<b>Operating Expenses Subtotal</b>	<b>1,370</b>	<b>1,404</b>	<b>1,455</b>	<b>15</b>	<b>1,470</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(410)	(410)	(410)	-	(410)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(410)</b>	<b>(410)</b>	<b>(410)</b>	<b>-</b>	<b>(410)</b>
<b>Gross Operating Expenses</b>	<b>960</b>	<b>994</b>	<b>1,045</b>	<b>15</b>	<b>1,060</b>
<b>Tangible Capital Assets</b>					
Replacement	42	42	36	-	36
<b>Total Tangible Capital Assets</b>	<b>42</b>	<b>42</b>	<b>36</b>	<b>-</b>	<b>36</b>
<b>Net Program Expenses</b>	<b>1,002</b>	<b>1,036</b>	<b>1,081</b>	<b>15</b>	<b>1,096</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,096
Less: Tangible Capital Assets	(36)
Net Operating Program Expenses Per Program Summary	<u>1,060</u>



## 2017 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ The IT Security Program is responsible for ensuring the confidentiality, integrity, and availability of the IT assets of the Region through the administration of multiple threat management systems.
- ♦ The IT Security Program is responsible for the administration of the Regional Local and Wide Area Networks (LAN/WAN) servicing approximately 70 Regional sites.

### Description of Program Activities:

The Security Program performs the following activities:

- ♦ Manage and maintain the daily activities of the IT Security Program.
- ♦ Manage and maintain the Regional IT Security Policies including: Access Control, Antivirus, Asset Management, Backup & Recovery, Compliance, Data Protection, Personal Computer, Incident Management, Network Security, Physical & Environmental, and Wireless.
- ♦ Manage and maintain the IT Security Risk Management activities including Business Impact Analysis, and Security Risk Assessments.
- ♦ Manage and maintain the IT Security Architecture including recommendations for additional technical controls on new and existing systems.
- ♦ Perform IT Security Assurance on the Regional firewalls, including change authorization, configuration change assessments and periodic configuration reviews.
- ♦ Provide Corporate Services - IT representation on the Regional Enterprise Risk Management committee.
- ♦ Provide Corporate Services - IT management representation on the Regional Joint Health & Safety committee.
- ♦ Manage and maintain the Region's external Digital Certificates.
- ♦ Manage and maintain the Region's Internet Domain Names.
- ♦ Manage Corporate Services - IT physical access to the Corporate Services - IT office, Regional Headquarters data centre, and Regional Headquarters cabling closets.
- ♦ Manage the access to all data entrusted to Corporate Services - IT by the designated owner in accordance with the directions provided by the data owner.
- ♦ Maintain and manage the intrusion detection systems and respond to all threats or potential threats.
- ♦ Maintain and manage the Region's antivirus software ensuring that all Regional IT assets are protected against known viral/spyware, potentially unwanted programs and threats.
- ♦ Manage and maintain the Region's Internet monitoring tools to ensure Regional staff are not subjected to unwanted Internet content, are protected from infected web-sites, and to monitor for unexpected mail traffic from Regional assets.
- ♦ Manage and maintain the IT Security Incident Response for all unexpected/inappropriate/malicious IT activity, from all sources.
- ♦ Manage and maintain the Regional wireless network ensuring access is available when requested, to authorized staff or guests only.
- ♦ Manage and maintain the Regional Internet email security system, ensuring that all emails are appropriately classified and managed i.e. SPAM is blocked or End User Quarantined (EUQ), viral email is blocked, and known MS Windows program files are administratively quarantined.



## **2017 Program Detail**

## **Corporate Services - Information Technology**

### **Description of Program Activities (Continued):**

- ♦ Manage and maintain the Region's strong encryption system managing both full-disk and removable electronic media.
- ♦ Plan, design, implement and maintain the Wide Area Network (WAN) and Local Area Network (LAN) for 70 Regional offices.
- ♦ Evaluate, recommend, acquire, inventory and install data communications equipment (i.e. switches, routers, firewalls) for the Region of Durham.
- ♦ Measure/Monitor network performance and proactively respond to network connectivity issues, to minimize any impact on the services provided by the Region.
- ♦ Grant remote access to Regional systems via Virtual Private Network (VPN) technology for Regional staff and program consultants.
- ♦ Make internet connectivity available to Regional staff for the purpose of research and remote access to internal resources and external entities.
- ♦ Liaise with Province of Ontario to facilitate network access to provincial applications used by Departments such as Health, Social Services, and Provincial Offences Act.
- ♦ Coordinate copper and fibre cable installations to facilitate the expansion of Regional resources.
- ♦ Offer technical assistance where wireless data access is required.
- ♦ Provide consultation services and capacity planning to support the changing demands of the Region.
- ♦ Execute change management requests to serve and protect the business needs of the organization.

### **Program Highlights:**

- ♦ Implementation of updated email security gateway and web security gateway.
- ♦ Implementation of additional web security controls to Regional workstations.
- ♦ Completed malware management system upgrades.
- ♦ Regional WiFi is now available in 35 of 70 sites, for Regional staff only.
- ♦ On-going VoIP projects for Orono Depot, Durham Region Transit (DRT) new maintenance facility, and Lakeview Manor.
- ♦ New Headquarters Fibre Optic network cabling installed.
- ♦ Increased staff subject matter expertise by attending Information Security & Privacy conferences, seminars, and workshops held by Municipal Information Systems Association (MISA), Information Privacy Commissioner/Ontario (IPC), and the International Association of Privacy Professionals (IAPP).
- ♦ Maintained staff subject matter expertise by attending Information Security, Networking, and Project Management education and training sessions.
- ♦ On-going Vulnerability Patch Management.
- ♦ Wide Area Network security improvements completed.
- ♦ New site setups - Regional Emergency Operations Centre alternate site, and Sunderland Child-Care connected to Regional WAN.
- ♦ Improved LAN security on select VoIP networks.
- ♦ Secure file transfer solution in use by all Regional departments.
- ♦ Completed Cisco network management system upgrades.
- ♦ Started Cisco firewall upgrades.
- ♦ Increased awareness of Critical Infrastructure cybersecurity concerns.



## 2017 Program Detail

## Corporate Services - Information Technology

### Program Highlights (Continued):

- ♦ Planning started for DRT Whitby move.
- ♦ Start training IT Security staff on cloud security.
- ♦ Started WAN fibre optic cable upgrades to 12 sites.
- ♦ Improved project delivery by standardizing workgroup use of Project Management tools and methodology.

### 2017 Action Plan:

- ♦ Review, revise and publish updated Information Security Policies to reflect changing business needs and to ensure Regional Information Security Policies are aligned with legislation.
- ♦ Conduct email phishing campaigns.
- ♦ Conduct security awareness sessions with every Corporate Services - IT section.
- ♦ Offer security awareness sessions for Regional departments.
- ♦ Create standards for each policy to ensure that procedures and guidelines comply with Regional Information Security policies.
- ♦ Maintain Information Security technical controls, i.e. Email Security system, Malware Security system, and Web Security system while tuning these systems for optimal effectiveness.
- ♦ Evaluate current security controls for effectiveness and possible replacement.
- ♦ Continue to promote continuous learning and Information Privacy & Security certification for staff.
- ♦ Finalize WAN upgrades to 12 Regional sites.
- ♦ Initiate WAN upgrades to 10 Regional sites.
- ♦ Maintain secure file transfer solution.
- ♦ Continue to scan Information Security horizon for changes and developments.
- ♦ Complete the Core and Campus Switch Replacement Projects at Regional Headquarters.
- ♦ Assess Internet reverse proxy systems for future use with the Regional networks.
- ♦ Implement PC hardware and software compliance reporting system.
- ♦ Implement PC vulnerability scanning system.
- ♦ Determine security controls required to protect Critical Infrastructure networks.
- ♦ Continue scanning all external websites for vulnerabilities.
- ♦ Upgrade web and email security gateways.
- ♦ Complete Regional firewall upgrades.
- ♦ Complete network refresh in all sites.
- ♦ Start new Sunderland paramedic station VoIP network planning.
- ♦ Implement cloud security controls.

### Description of Program Resources:

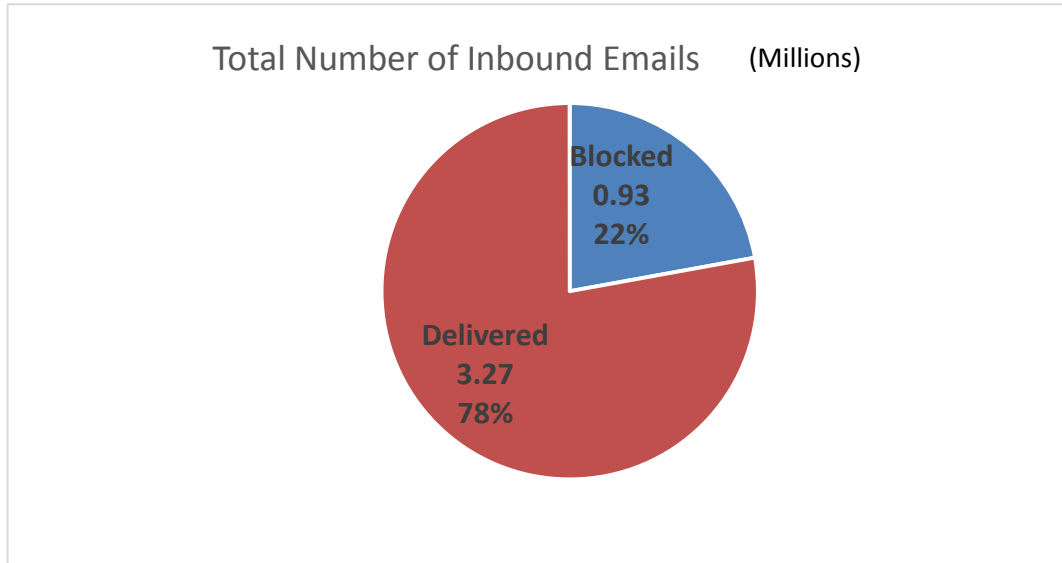
- ♦ 2017 Full Time Staff = 9
- 2016 Full Time Staff = 9



**2017 Program Detail**

**Corporate Services -  
Information Technology**

**Performance Measurements:**



- ♦ Monitored 410 GB of internet traffic daily (over 161TB on an annual basis)
- ♦ Total number of inbound emails: 4.20M
- ♦ Total number of outbound emails: 1.80M

**PROGRAM 6  
SECURITY**



**2017 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	869	974	1,008	21	1,029
Personnel Related	34	19	19	-	19
Supplies	3	4	4	-	4
<b>Operating Expenses Subtotal</b>	<b>906</b>	<b>997</b>	<b>1,031</b>	<b>21</b>	<b>1,052</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(308)	(308)	(308)	-	(308)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(308)</b>	<b>(308)</b>	<b>(308)</b>	<b>-</b>	<b>(308)</b>
<b>Gross Operating Expenses</b>	<b>598</b>	<b>689</b>	<b>723</b>	<b>21</b>	<b>744</b>
<b>Tangible Capital Assets</b>					
Replacement	16	16	19	-	19
<b>Total Tangible Capital Assets</b>	<b>16</b>	<b>16</b>	<b>19</b>	<b>-</b>	<b>19</b>
<b>Net Program Expenses</b>	<b>614</b>	<b>705</b>	<b>742</b>	<b>21</b>	<b>763</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	763
Less: Tangible Capital Assets	(19)
Net Operating Program Expenses Per Program Summary	<u>744</u>



**2017 Program Detail**

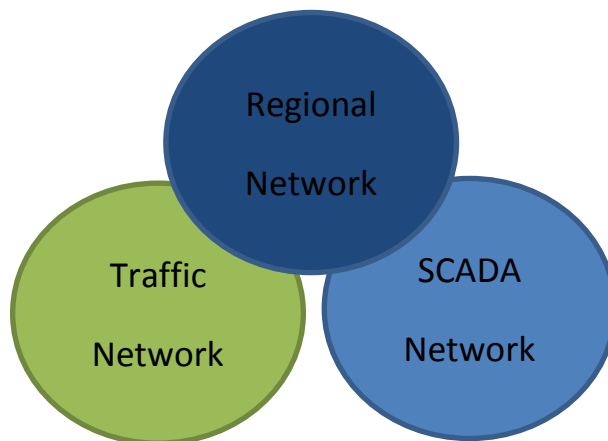
**Corporate Services -  
Information Technology**

**Purpose:**

- ◆ Operate and maintain the Regional Local and Wide Area Networks in 70 Regional sites. Operate and maintain the Regional Network Security and Remote Access equipment. Monitor and maintain Regional Internet Access.

**Description of Program Activities:**

- ◆ Administer telecommunication charges for wide area network and internet connection.
- ◆ Maintenance of program support systems, software and hardware, including Distributed Sniffer Systems, CiscoWorks, Paessler Router Traffic Grapher, Internet Protocol Monitor and LAN/WAN equipment maintenance.
- ◆ Provisioning of wired and wireless networking equipment used to interconnect Regional Information Technology resources across 70 Regional sites, and the Internet; including site assessments, network design, equipment procurement, equipment installation and maintenance.
- ◆ Administration and maintenance of Regional network security equipment, including firewalls and the Regional Virtual Private Network (VPN).
- ◆ Network monitoring and analysis to ensure optimal usage of bandwidth/communication services at all Regional sites and to ensure system availability is maintained.
- ◆ Network address management including network address assignments, Domain Name (URL) administration, and external Domain Name Services Administration.
- ◆ Per the diagram below manage interconnections and secure access points between Regional administrative network, Traffic Systems Network and the SCADA plants network. Provide support, assistance and administration to all areas of the network.



## PROGRAM 7 WIDE AREA NETWORK (WAN)



### 2017 Program Detail

### Corporate Services - Information Technology

#### 2017 Action Plan:

- ◆ Work with our network provider on the upgrades/enhancements of the Regional WAN.
- ◆ Upgrade/implement wireless systems at Regional sites where network improvements are completed. This will allow Regional staff to work seamlessly in any location without having to directly connect to a network port.
- ◆ Review the Regional Internet access for opportunities to reduce complexity and increase security.
- ◆ Replace and upgrade various network security access components to ensure the Region's vital communication network is secure.
- ◆ Implement additional internet sources for satellite offices for redundancy and access to cloud systems.
- ◆ Continue the upgrade of CiscoWorks system to Cisco Works Prime.

#### Performance Measurements:

- ◆ Manage over 40 Core, Distribution and Data Centre networking components
- ◆ Manage over 233 network switches to connect computers, printers, phones etc.
- ◆ Manage over 470 wireless access points throughout Regional locations capable of wireless
- ◆ Manage 9 wireless controllers covering 22 Regional sites



**PROGRAM 7  
WIDE AREA NETWORK (WAN)**



**2017 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Supplies	15	15	15	-	15
Computer Maintenance & Operations	1,319	1,319	1,319	-	1,319
<b>Gross Operating Expenses</b>	<b>1,334</b>	<b>1,334</b>	<b>1,334</b>	<b>-</b>	<b>1,334</b>
<b>Tangible Capital Assets</b>					
Replacement	753	753	466	-	466
<b>Total Tangible Capital Assets</b>	<b>753</b>	<b>753</b>	<b>466</b>	<b>-</b>	<b>466</b>
<b>Net Program Expenses</b>	<b>2,087</b>	<b>2,087</b>	<b>1,800</b>	<b>-</b>	<b>1,800</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,800
Less: Tangible Capital Assets	(466)
Net Operating Program Expenses Per Program Summary	<u>1,334</u>

# PROGRAM 8 DATA AND INFRASTRUCTURE PROTECTION



## 2017 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ◆ This program focuses on managing and protecting the Region's data and infrastructure against unauthorized access and loss. Tools and systems purchased under this program will tighten security and provide protection from data loss.

### Description of Program Activities:

- ◆ Maintenance of software and services that support this program (McAfee, Oracle, Veritas, M+Archive, VMWare, Recall etc.).

### 2017 Action Plan:

- ◆ Migration of key Regional infrastructure to virtual environment. This will reduce maintenance costs and complexity of the Region's environment.
- ◆ Expand server virtualization environment to include production servers.
- ◆ Continued and ongoing replacement of servers through a managed replacement program.
- ◆ Investigate alternatives for cloud backup and continue to reduce the overall volume of data being backed up through the administration of de-duplication technology.
- ◆ Ensure electronic data conforms to the Regional Records Management data retention policies for storage, disposal, and security.

**PROGRAM 8  
DATA AND INFRASTRUCTURE PROTECTION**



**2017 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Supplies	20	20	20	-	20
Computer Maintenance & Operations	424	390	390	-	390
Professional Services	50	51	51	-	51
<b>Net Program Expenses</b>	<b>494</b>	<b>461</b>	<b>461</b>	<b>-</b>	<b>461</b>



## **2017 Program Detail**

## **Corporate Services - Information Technology**

### **Purpose:**

- ◆ General maintenance program for the operations and support of Regional information technology systems.

### **Description of Program Activities:**

- ◆ Purchase of additional standard desktop licenses (Microsoft, Adobe, etc.) as required.
- ◆ Continue to look for ways to reduce the number of servers in the new data centre at Regional Headquarters. Consolidating these servers will improve efficiencies and service levels to the departments that depend on the applications.
- ◆ Microsoft Office Software Assurance (maintenance) for over 3,300 MS Office licenses across the Region. This protection allows the Region to upgrade and standardize all current licenses to any version available, and maintain the right to licenses of the current version at the expiry of the program. This would allow an upgrade at some future time. The Durham Regional Police Service has signed onto the Corporate Enterprise Agreement and CS-IT is looking to expand to Area Municipalities.
- ◆ Manage an expanded remote access program to allow mobile workers to stay in touch with the office. The program consists of Virtual Private Networks (VPN), investigation of thin client technology, and internet access to e-mail for all Regional staff that require access.
- ◆ Software maintenance and licenses for ZyLabs - ZylImage, Oracle Database and monitoring tools, Oracle Web Tools, Oracle GRID/RAC control, Esri-GIS, Microsoft Exchange, Microsoft SQL, Adobe, Telus Data, Veritas, VMWare, Rogers Cable, Microsoft SharePoint, McAfee Total Endpoint Protection Security Software (encryption & anti-virus), McAfee Email Security Software, McAfee Web Security Gateway, McAfee Secure Vulnerability Scanning, Lagan - CRM, and CISCO wired, wireless, and security management systems.
- ◆ Implementation of management tools for tracking, installing and maintaining software and versions. This will ensure the Region is able to manage the number of licenses required of the various standard desktop products.

**PROGRAM 9  
CORPORATE IT SUPPORT**



**2017 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Computer Maintenance & Operations	2,303	2,303	2,128	371	2,499
Professional Services	250	250	125	125	250
Major Repairs & Renovations	10	10	10	-	10
<b>Operating Expenses Subtotal</b>	<b>2,563</b>	<b>2,563</b>	<b>2,263</b>	<b>496</b>	<b>2,759</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(308)	(308)	(308)	-	(308)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(308)</b>	<b>(308)</b>	<b>(308)</b>	<b>-</b>	<b>(308)</b>
<b>Gross Operating Expenses</b>	<b>2,255</b>	<b>2,255</b>	<b>1,955</b>	<b>496</b>	<b>2,451</b>
<b>Tangible Capital Assets</b>					
Replacement	527	527	337	-	337
<b>Total Tangible Capital Assets</b>	<b>527</b>	<b>527</b>	<b>337</b>	<b>-</b>	<b>337</b>
<b>Net Program Expenses</b>	<b>2,782</b>	<b>2,782</b>	<b>2,292</b>	<b>496</b>	<b>2,788</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	2,788
Less: Tangible Capital Assets	(337)
Net Operating Program Expenses Per Program Summary	<u>2,451</u>

**PROGRAM 10  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Corporate Services -  
Information Technology**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1 Power Laptop Computers	3	2,500	7,500
2 Desktop Computer	1	700	700
3 Furniture	1	500	500
4 Desktop Accessories	1	210	210
		<b>Subtotal</b>	<b>8,910</b>
<b><u>Application Services - Program 2</u></b>			
5 Power Laptop Computers	6	2,500	15,000
6 Desktop Accessories	1	1,170	1,170
		<b>Subtotal</b>	<b>16,170</b>
<b><u>Geographic Information Services - Program 3</u></b>			
7 Power Laptop Computers	4	2,500	10,000
8 GIS Display Units/Graphic Dev	2	4,500	9,000
9 Desktop Accessories	1	210	210
		<b>Subtotal</b>	<b>19,210</b>
<b><u>Technical Services - Program 4</u></b>			
10 Power Laptop Computers	7	2,500	17,500
11 Desktop Computers	5	700	3,500
12 Desktop Accessories	1	4,420	4,420
		<b>Subtotal</b>	<b>25,420</b>
<b><u>Service Delivery - Program 5</u></b>			
13 Power Laptop Computers	11	2,500	27,500
14 Desktop Computers	10	700	7,000
15 Desktop Accessories	1	1,980	1,980
		<b>Subtotal</b>	<b>36,480</b>
<b><u>Security - Program 6</u></b>			
16 Power Laptop Computers	6	2,500	15,000
17 Desktop Computers	3	700	2,100
18 Desktop Accessories	1	1,570	1,570
		<b>Subtotal</b>	<b>18,670</b>
<b><u>Wide Area Network - Program 7</u></b>			
19 Switch Replacements/Upgrades	1	175,000	175,000
20 Wireless Replacement/Upgrades	1	110,000	110,000
21 Fibre Install - Regional Sites	10	18,083	180,830
		<b>Subtotal</b>	<b>465,830</b>
<b><u>Corporate IT Support - Program 9</u></b>			
22 Server Replacement	8	10,350	82,800
23 SAN/Disk Replacement	2	21,250	42,500
24 Remote Site Server Upgrades	4	6,030	24,120
25 Audio Visual Replacement Hdqtr	1	187,500	187,500
		<b>Subtotal</b>	<b>336,920</b>
			<b>927,610</b>

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**LEGISLATIVE SERVICES**

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## 2017 Business Plan

## Corporate Services- Legislative Services

### Major Services & Activities

#### Council Services

- ◆ Provide secretariat support to Regional Council, Committee of the Whole and seven Advisory Committees, 9-1-1 Management Board and to Durham Region Transit Commission and its two Committees.
- ◆ Provide agenda packages to members of Council, senior staff, area municipal staff, media and subscribers.
- ◆ Prepare Regional Council agendas.
- ◆ Publish Council and Committee agendas, minutes, reports and by-laws on the Region's Website.
- ◆ Provide notification of Regional Official Plan and Regional Development Charges By-law amendments and prepare and submit appeal packages to the Ontario Municipal Board pursuant to legislation.
- ◆ Receive tenders, Request For Proposals (RFP), Request for Qualifications (RFQ), attend openings and record the results.
- ◆ Prepare and publish office consolidations of various by-laws.
- ◆ Co-ordinate Council appointments to Committees.
- ◆ Provide certified copies of Regional By-law and resolutions.
- ◆ Receive and process the Regional website's Info mail, insurance claim letters, letters addressed to the Region, including coordinating delegation requests to Regional Council, Committee of the Whole and Transit Committees.
- ◆ Receive complaints pursuant to Regional Development Charges By-law and arrange, attend and record the proceedings of hearings in accordance with the Development Charges Act, 1997.
- ◆ Conduct Elections for the Office of Regional Chair.
- ◆ Prepare and publish the office consolidation of the Regional Official Plan.
- ◆ Execute the Corporation's legal documents with the Regional Chair.
- ◆ Prepare and publish the Council Highlights Newsletter.
- ◆ Co-ordinate official corporate functions and events.
- ◆ Accept service of legal documents served on the Corporation.

#### Records and Information Management

- ◆ Keep the official records of the Corporation, as delegated by the Regional Clerk.
- ◆ Manage the Records and Information Management (RIM) Program of the Corporation, ensuring that official records are managed from creation to final disposition.
- ◆ Maintain the Region's Records Retention By-law and Corporate Classification Scheme (CCS).
- ◆ Promote and provide information management best practices throughout the Region.
- ◆ Develop the Archives program of the Corporation, ensuring the identification, preservation, and accessibility of the permanent, historically significant Regional records.
- ◆ Provide privacy support to the Regional Clerk in administering the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Personal Health Information Protection Act (PHIPA) and processing requests for information, complaints and appeals under MFIPPA and PHIPA.





**2017 Business Plan**

**Corporate Services-  
Legislative Services**

**Major Services & Activities (Continued)**

**Public Counter**

- ◆ Provide general information to the public on Regional programs or direct them to the appropriate department, municipality, other levels of government or agency for service.
- ◆ Prepare and publish the Durham Municipal Directory.
- ◆ Prepare and publish the on-line Regional Meeting Calendar.
- ◆ Manage and maintain the telephone contact information in the on-line employee telephone directory.
- ◆ Manage the common meeting rooms and display area bookings.

**Corporate Call Centre**

- ◆ Provide first-tier, live-answer response for the Region's main telephone number and provide information on Regional programs or transfer to the appropriate department, municipality, other levels of government or agency for service.

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

<b>Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.</b>	
<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop and implement a Regional Customer Service Strategy.</li> <li>◆ Develop an internal Customer Service Strategy.</li> </ul>	



**2017 Business Plan**

**Corporate Services-  
Legislative Services**

**Strategic Goal D.4 - Promote a culture of openness and encourage public engagement in governance and decision making.**

**Key Deliverables**

**Responsibility - Lead**

- ◆ Develop a Regional Information Management Strategy addressing issues including storage, management and privacy.
- ◆ Improve the openness and transparency of the governance process and decisions of the corporation (e.g., E-agenda, web streaming, public complaint process, Regional Ombudsman & Integrity Commissioner, closed meeting protocol, Council & staff codes of conduct).

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY



### 2017 Business Plan

### Corporate Services - Legislative Services

By Program	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Council Services	1,414	1,428	1,470	45	1,515
2 Records and Information Management	856	886	914	-	914
3 Public Counter*	-	-	-	-	-
4 Corporate Call Centre* Headquarters Shared Cost	105	105	107	-	107
<b>Operating Subtotal</b>	<b>2,375</b>	<b>2,419</b>	<b>2,491</b>	<b>45</b>	<b>2,536</b>
<b>Tangible Capital Assets*:</b>					
5 New	100	100	-	-	-
6 Replacement	22	22	13	-	13
<b>Tangible Capital Assets Subtotal</b>	<b>122</b>	<b>122</b>	<b>13</b>	<b>-</b>	<b>13</b>
<b>Net Program Expenses</b>	<b>2,497</b>	<b>2,541</b>	<b>2,504</b>	<b>45</b>	<b>2,549</b>

#### Summary of Increase (Decrease)

	(\$37)	
	-1.46%	
		\$8
		0.31%

\* Tangible Capital Assets Included in Program Detail Page

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	95	Economic increases
Operating Expenses	2	Headquarters shared cost
Tangible Capital Assets - New	(100)	Remove one-time item
Tangible Capital Assets - Replacement	1	Increased requirement
Recoveries For Public Counter & Corporate Call Centre	(35)	Economic increases
	(37)	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Corporate Services - Legislative Services

#### Council Services

♦ Increase in Computer Maintenance & Operations to fund annual maintenance costs for electronic agenda application.	45
	45

#### Public Counter and Corporate Call Centre

♦ New Position (50% Corporate Call Centre / 50% Public Counter): 1 Customer Service Supervisor, effective July 1, 2017. This position will assume a lead/supervisory role in an effort to enhance and maintain customer service standards and to assist with the integration of a centralized customer service system, as well as ensure that a consistent complaint documentation/tracking system is in place. (Annualized cost is \$95k)	48
♦ Tangible Capital Assets - New: Computer and Furniture for new position.	7
♦ Increase in recovery related to the above.	(55)
	-
<b>Total Program Changes</b>	<b>45</b>



## 2017 Program Detail

## Corporate Services - Legislative Services

### Purpose:

- ◆ Provide secretariat support to Regional Council, Committee of the Whole, Advisory Committees, 9-1-1 Management Board and to Durham Region Transit Commission and its two Committees.
- ◆ Prepare Regional Council and Committee of the Whole agendas.
- ◆ Distribute agenda packages to members of Council, senior staff, area municipal staff, media and subscribers.
- ◆ Publish Council, Committee of the Whole and Transit Commission agendas, minutes, reports and By-laws on the Region's website for viewing, searching, downloading and printing.
- ◆ Respond to enquiries related to the responsibilities of the Council Services section.
- ◆ Prepare and maintain the Council Policy Manual and the Transit Policy Manual.
- ◆ Receive and process the Region's Info mail, insurance claim letters and letters addressed to the Region, including delegation requests.
- ◆ Receive, record and make every effort to resolve complaints about services provided by the Region, using established complaint procedures.
- ◆ Act as Ombudsman Liaison for the Region in order to appropriately respond to inquiries from the Ontario Ombudsman's Office in a timely and effective manner, or direct the inquiry to the appropriate department for a response.
- ◆ Administer Regional Closed Meeting Protocol.
- ◆ Receive tenders, RFP's and RFQ's, attend openings and record results.
- ◆ Receive complaints regarding the imposition of a development charge under the Region's Development Charges By-law, arrange hearings and prepare hearing reports.
- ◆ Execute the Corporation's legal documents together with the Regional Chair.
- ◆ Provide certified copies of Regional By-laws, resolutions and other documents.
- ◆ Accept service of legal documents served on the Corporation.
- ◆ Provide notification of Regional Official Plan and Regional Development Charges By-law amendments and prepare and submit appeal packages to the Ontario Municipal Board (OMB) pursuant to legislation.
- ◆ Prepare and publish office consolidations of various by-laws and the Regional Official Plan.
- ◆ Coordinate official corporate functions and special events.
- ◆ Co-ordinate Council appointments to committees.
- ◆ Conduct the election for the office of Regional Chair in accordance with the Municipal Elections Act, 1996.

### Description of Program Activities:

#### **2016 Accomplishments:**

- ◆ Completed Regional Official Plan Amendment Notices of Adoption, and Regional Official Plan Amendment appeal packages for submission to the OMB.
- ◆ Completed and published Regional by-law consolidations, and the Regional Official Plan consolidation.
- ◆ Prepared various reports to Council related to Bill 8: The Public Sector and MPP Accountability and Transparency Act, 2014 including a report on the procurement of an Integrity Commissioner and update on the draft Council Code of Conduct; and on the necessity of a Lobbyist Registrar.
- ◆ Implemented pilot Committee of the Whole structure project and provided secretariat support to Committee of the Whole, including the preparation of Committee of the Whole agendas.
- ◆ Awarded RFP for Municipal Ombudsman Services for the Region and the eight area municipalities.



## 2017 Program Detail

## Corporate Services - Legislative Services

### Description of Program Activities (Continued):

#### **2016 Accomplishments (Continued):**

- ◆ Implemented Corporate and Departmental complaint procedure/policy.
- ◆ Implemented Regional Closed Meeting Protocol.
- ◆ Attended various internal and external training courses and workshops.
- ◆ Continued input on accessible agendas, minutes, reports and by-law templates for use corporate wide.

#### **2017 Activities:**

- ◆ Update policy and procedures manual for Council Services.
- ◆ Review and update departmental policies and procedures in response to Bill 8 legislation.
- ◆ Continue to develop an e-agenda solution for implementation in 2017.
- ◆ Continue to administer the Regional Closed Meeting Protocol.
- ◆ Continue to implement the Corporate and Departmental complaint procedure/policy.
- ◆ Continue to review and update Council policies and procedures in response to Bill 8 legislation.

### Description of Program Resources:

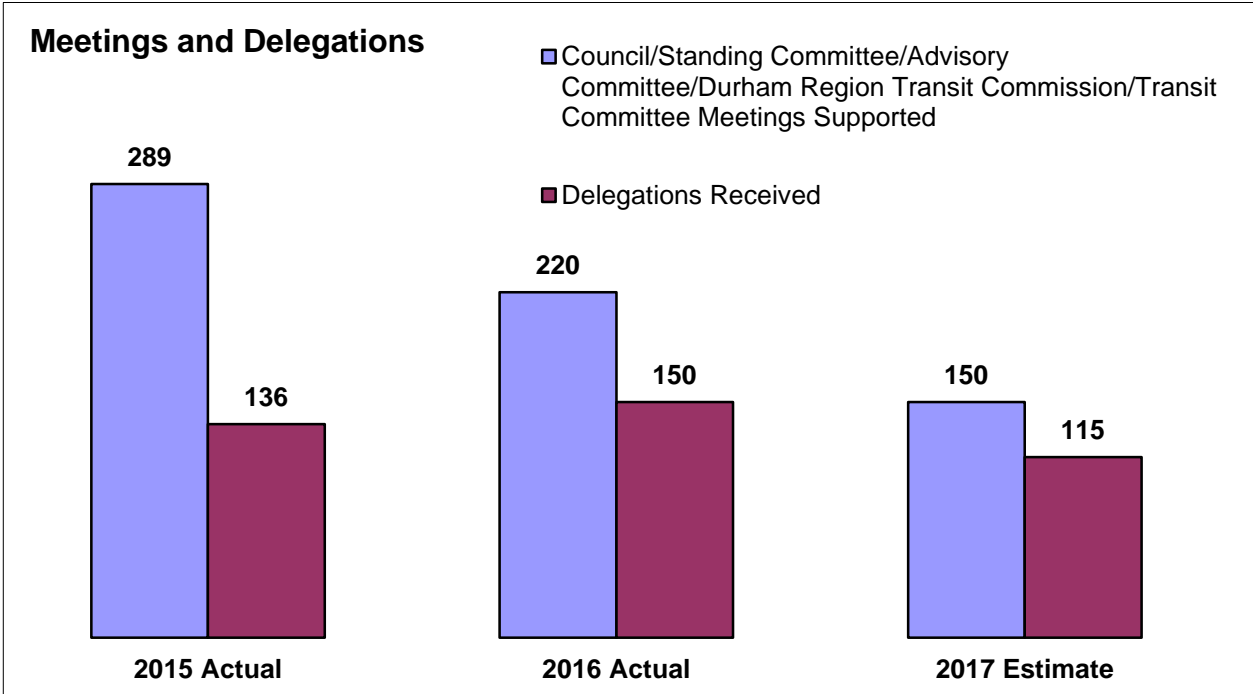
- ◆ 2017 Full Time Staff = 13.1  
2016 Full Time Staff = 13.1



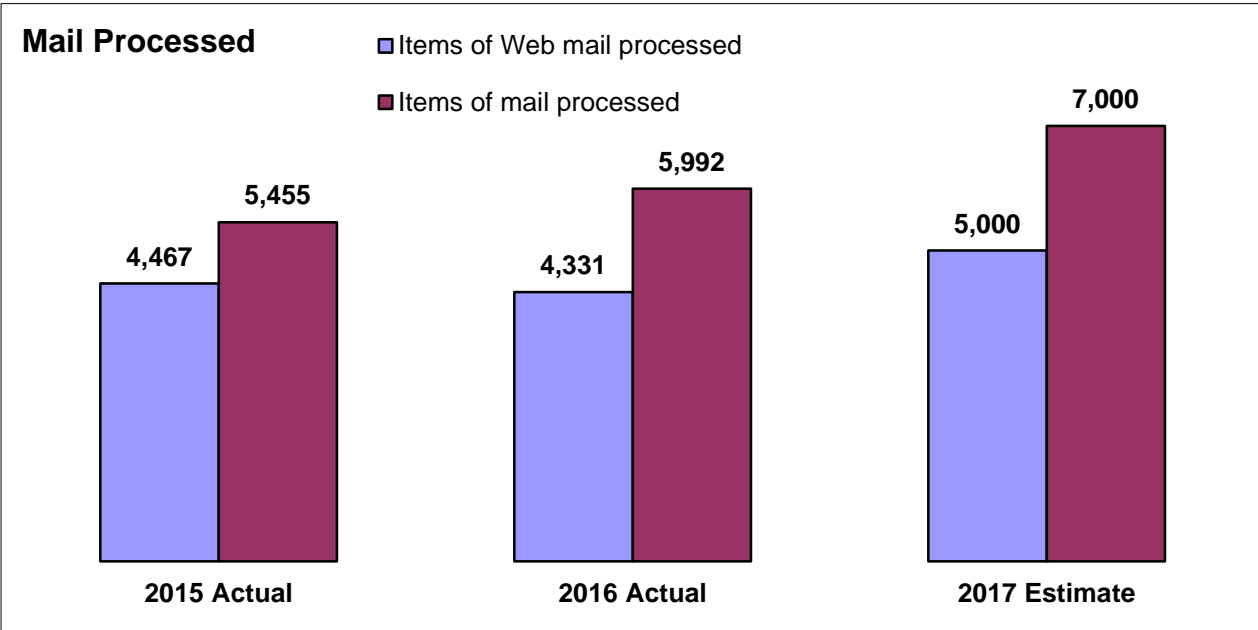
**2017 Program Detail**

**Corporate Services -  
Legislative Services**

**Performance Measurements:**



Note: Decrease in Meetings and Delegations in 2016 is due to the change to a Committee of the Whole governance structure.



**Events Coordinated:**

2015 Actual - 25

2016 Actual - 25

2017 Estimate - 25

**PROGRAM 1  
COUNCIL SERVICES**



**2017 Program Detail**

**Corporate Services -  
Legislative Services**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,306	1,309	1,353	-	1,353
Personnel Related	24	39	39	-	39
Communications	61	76	76	-	76
Supplies	16	16	16	-	16
Computer Maintenance & Operations	40	9	9	45	54
Materials & Services	6	9	9	-	9
Equipment Maintenance & Repairs	4	9	9	-	9
Professional Services	8	9	9	-	9
Minor Assets & Equipment	-	1	1	-	1
<b>Gross Operating Expenses</b>	<b>1,465</b>	<b>1,477</b>	<b>1,521</b>	<b>45</b>	<b>1,566</b>
<b>Tangible Capital Assets</b>					
New	100	100	-	-	-
Replacement	12	12	3	-	3
<b>Total Tangible Capital Assets</b>	<b>112</b>	<b>112</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Total Expenses</b>	<b>1,577</b>	<b>1,589</b>	<b>1,524</b>	<b>45</b>	<b>1,569</b>
<b>Revenues</b>					
Sale of Publications	(8)	(6)	(6)	-	(6)
Recovery from Transit	(43)	(43)	(45)	-	(45)
<b>Total Revenues</b>	<b>(51)</b>	<b>(49)</b>	<b>(51)</b>	<b>-</b>	<b>(51)</b>
<b>Net Program Expenses</b>	<b>1,526</b>	<b>1,540</b>	<b>1,473</b>	<b>45</b>	<b>1,518</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,518
Less: Tangible Capital Assets	(3)
Net Operating Program Expenses Per Program Summary	<u>1,515</u>



# PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



## 2017 Program Detail

## Corporate Services - Legislative Services

### Purpose:

- ◆ Manage the Records and Information Management (RIM) Program of the Corporation, ensuring that official records are managed from creation to final disposition.
- ◆ Maintain the Region's Records Retention By-law and Corporate Classification Scheme (CCS) in accordance with Sections 254 and 255 of the Municipal Act and submit changes to the Regional Auditor for approval and Regional Council for endorsement.
- ◆ Promote and educate staff on records and information management best practices throughout the Region.
- ◆ Manage the archival information of the Corporation, ensuring the identification, preservation and accessibility of permanent, historically significant Regional records.
- ◆ Provide access and privacy support to the Regional Clerk in administering the Municipal Freedom of Information & Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA).

### Description of Program Activities:

#### 2016 Accomplishments

- ◆ Identified and assisted departments in managing Regional records from creation to final disposition according to the Corporate Classification Scheme (CCS), which forms part of the Records Retention By-law.
- ◆ Promoted and trained staff on Versatile Enterprise records management file tracking software system, Zylmage, MFIPPA and PHIPA and RIM Awareness on information management best practices throughout the Region that comply with the Records Retention By-Law.
- ◆ Managed ongoing departmental projects; developed information management systems that included procedural analysis (workflow) to identify key business functions and activities, information sharing opportunities, provide process improvements; customized RIM policies and procedures, consistent naming conventions on shared drives, and implemented Versatile records management software.
- ◆ Processed requests for information, complaints and appeals under the MFIPPA/PHIPA and advised departments on compliance with the Act in conjunction with the Legal Department.
- ◆ Managed an on-site inactive storage facility Records Retention Center (RRC) by coordinating the transfer of inactive records to the RRC or the Region's offsite records storage facility.
- ◆ Managed the annual destruction of Regional records according to the Region's Records Retention By-law.
- ◆ Updated the Regional Archives display in the Upper Galleria throughout the year.
- ◆ Developed RIM Newsletter (The Information Exchange).
- ◆ Drafted a strategic plan for the development of a Privacy Management Program within the Corporate Services Department, Legislative Services Division.

#### 2017 Activities

- ◆ Upgrade Versatile Enterprise records management software to latest version.
- ◆ Develop training toolkit surrounding Access and Privacy of Regional information.
- ◆ Work with consultant to develop an Enterprise Information Management Strategy.

# PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



## 2017 Program Detail

## Corporate Services - Legislative Services

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 9
- 2016 Full Time Staff = 9

### Performance Measurements:

#### Inactive Records Services

##### Effectiveness

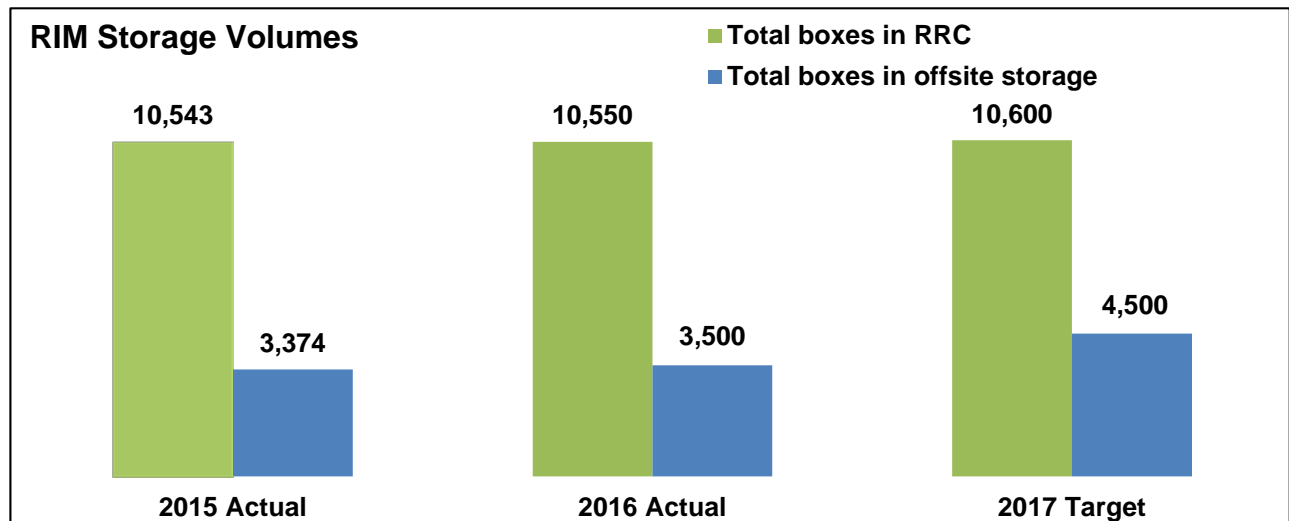
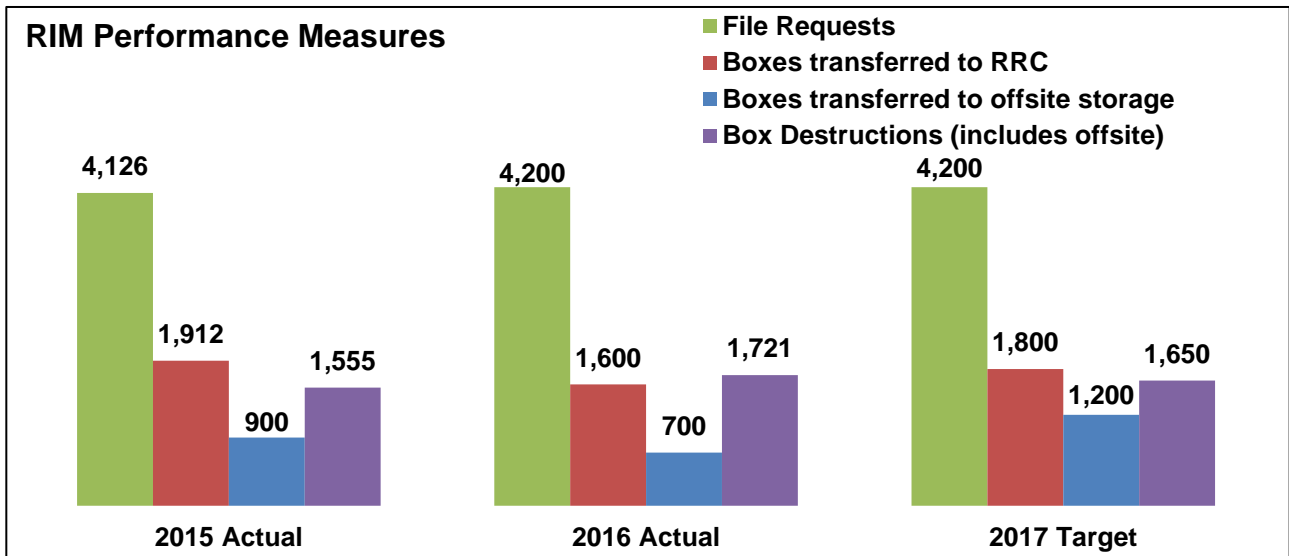
Continuing high number of retrievals shows the existence of an active records centre.

##### Efficiency

Response timelines remain consistent as established service levels are consistently met.

##### Community

Archival inventory projects will improve availability for citizen engagement.



# PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



## 2017 Program Detail

## Corporate Services - Legislative Services

### Performance Measurements (Continued):

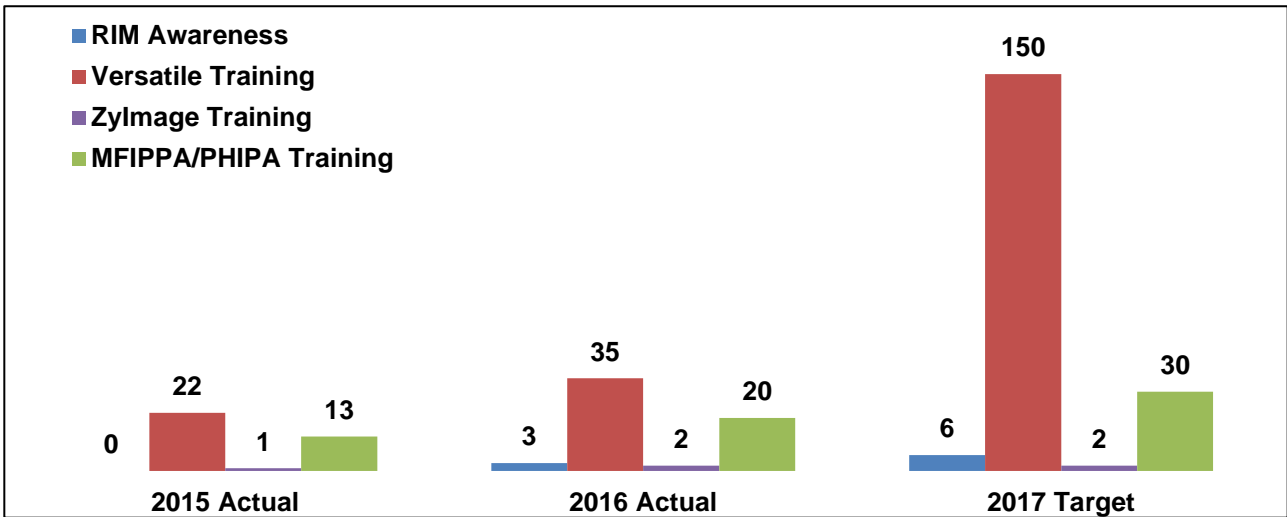
#### RIM Training

##### Effectiveness

Training sessions attended by various departments

##### Efficiency

Training is primarily done with implementation of projects and on an as needed basis.



#### FOI Requests

##### Effectiveness

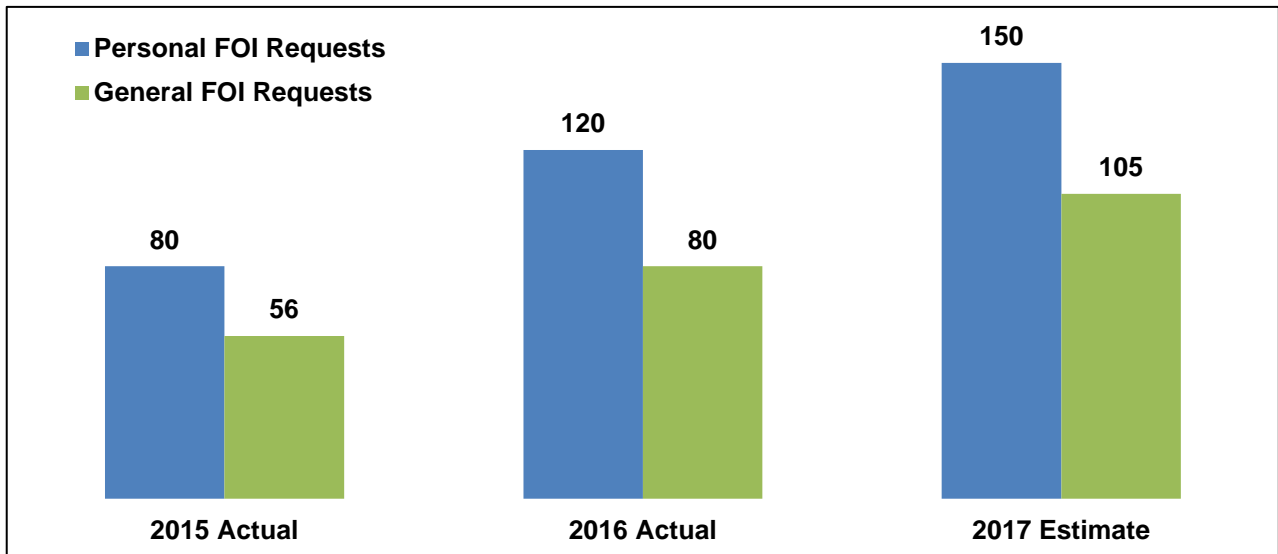
Compliance with MFIPPA & PHIPA well supported. Routine disclosure made through the normal course of business minimizes the number of requests.

##### Efficiency

87% of requests completed within 30 days.

##### Community

Continued to meet the Public's expectation to have 'open and accessible' records.



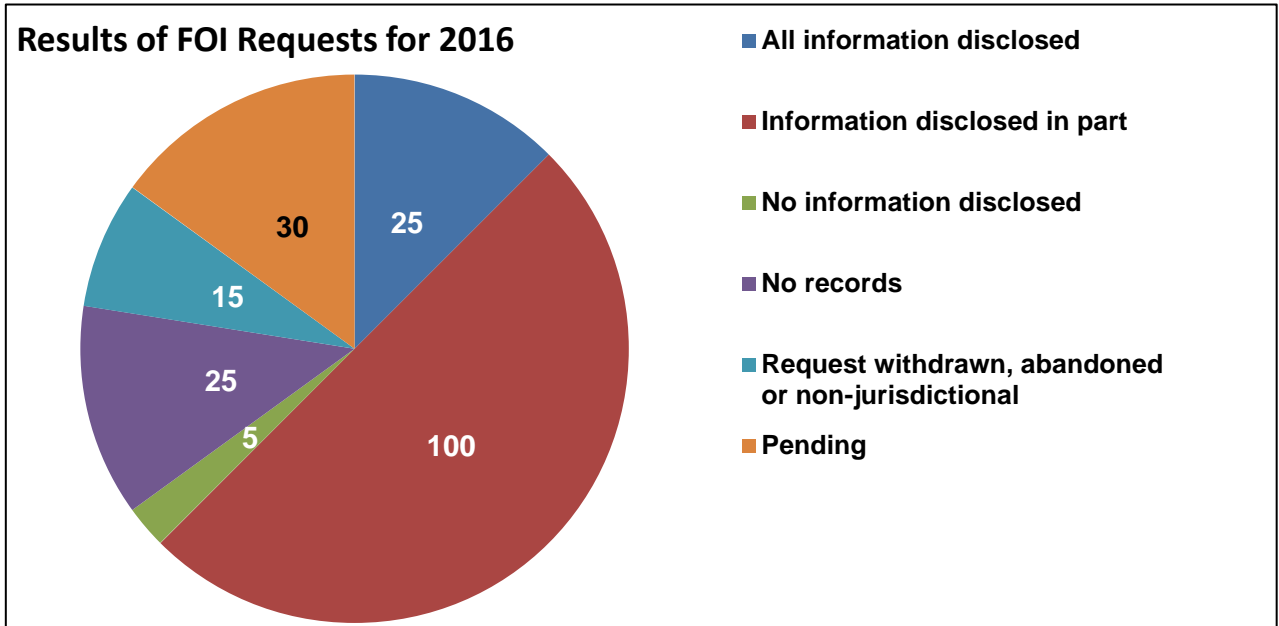
PROGRAM 2  
RECORDS AND INFORMATION MANAGEMENT



2017 Program Detail

Corporate Services -  
Legislative Services

Performance Measurements (Continued):



**PROGRAM 2  
RECORDS AND INFORMATION MANAGEMENT**



**2017 Program Detail**

**Corporate Services -  
Legislative Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	773	788	816	-	816
Personnel Related	17	21	21	-	21
Communications	7	9	9	-	9
Supplies	5	7	7	-	7
Computer Maintenance & Operations	14	13	13	-	13
Materials & Services	40	45	45	-	45
Equipment Maintenance & Repairs	-	3	3	-	3
<b>Gross Operating Expenses</b>	<b>856</b>	<b>886</b>	<b>914</b>	<b>-</b>	<b>914</b>
<b>Tangible Capital Assets</b>					
Replacement	10	10	10	-	10
<b>Total Tangible Capital Assets</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>10</b>
<b>Net Program Expenses</b>	<b>866</b>	<b>896</b>	<b>924</b>	<b>-</b>	<b>924</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	924
Less: Tangible Capital Assets	(10)
Net Operating Program Expenses Per Program Summary	<u>914</u>



## 2017 Program Detail

## Corporate Services - Legislative Services

### Purpose:

- ◆ The Public Counter staff provide first tier customer service by managing internal and external inquiries through multiple channels (in-person, phone, email, etc.). Staff manage all matters relating to common meeting rooms on the main floor and lower level at Regional Headquarters, and prepare a variety of correspondence such as the Durham Region Directory, Bell Telephone Directories and on-line Employee Directory. Staff also administer the 911 notification phone in order to assist First Responders during medical emergencies.

### Description of Program Activities:

#### **2016 Accomplishments:**

- ◆ Assisted the public by providing general information on Regional programs or directing them to the appropriate department, municipality, other levels of government or agency for service.
- ◆ Hosted the first Customer Service Week initiative that highlighted two areas within the organization that provide service to staff and members of the public.
- ◆ Enhanced procedures around the use of the Outlook Room Booking Program for the common meeting rooms and displays.
- ◆ Completed Councillors' meeting attendance records and mileage expense claim forms.
- ◆ Managed and maintained the telephone contact information in the on-line Regional Employee Phone Directory.
- ◆ Prepared and published the 2016/17 Durham Municipal Directory in an accessible format.

#### **2017 Activities:**

- ◆ Work in coordination with other departments to enhance the way in which customer service contact areas provide information to members of the public.
- ◆ Update the Municipal Directory to reflect changes in organizational structure, including staffing changes and amendments to Committee structure.
- ◆ Work in coordination with the Corporate Call Centre during peak period and staffing shortages to ensure that the standard of customer service is maintained.

### Description of Program Resources:

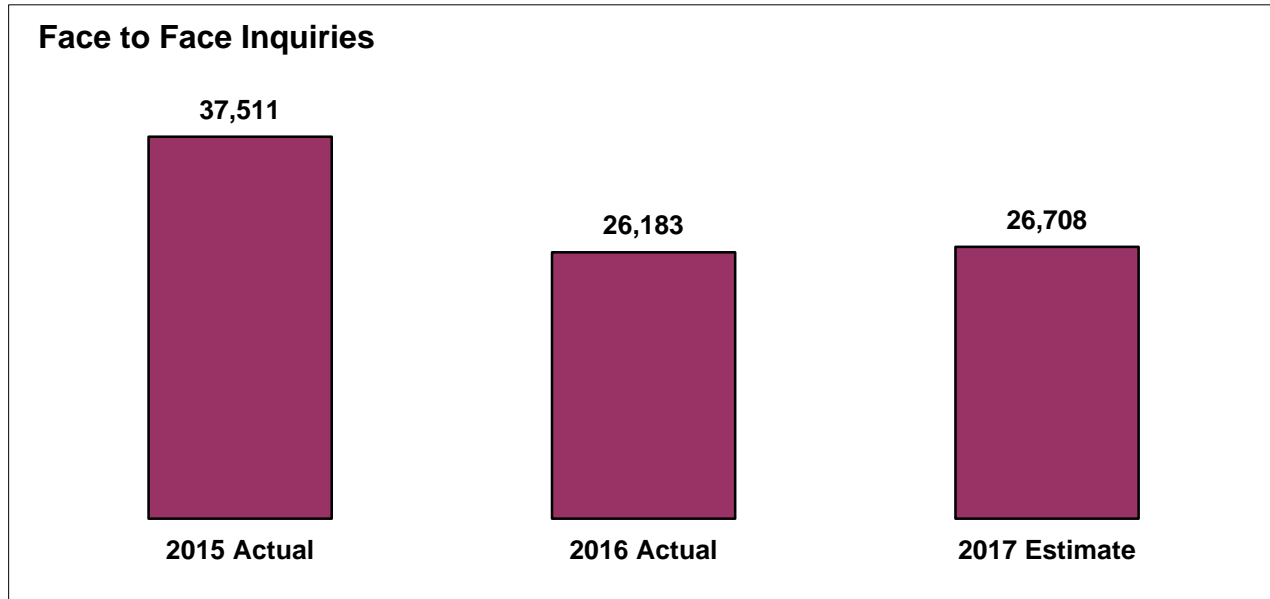
- ◆ 2017 Full Time Staff = 3.95                      New Position: 0.50 Customer Service Supervisor  
2016 Full Time Staff = 3.45



**2017 Program Detail**

**Corporate Services -  
Legislative Services**

**Performance Measurements:**



**PROGRAM 3  
PUBLIC COUNTER**



**2017 Program Detail**

**Corporate Services -  
Legislative Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	246	268	277	24	301
Personnel Related	1	4	4	-	4
Communications	4	15	15	-	15
Supplies	5	5	5	-	5
Headquarters Shared Costs	(282)	(322)	(334)	(31)	(365)
Materials & Services	1	2	2	-	2
Equipment Maintenance & Repairs	-	3	3	-	3
<b>Gross Operating Expenses</b>	<b>(25)</b>	<b>(25)</b>	<b>(28)</b>	<b>(7)</b>	<b>(35)</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	7	7
Replacement	25	25	28	-	28
<b>Total Tangible Capital Assets</b>	<b>25</b>	<b>25</b>	<b>28</b>	<b>7</b>	<b>35</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





## 2017 Program Detail

## Corporate Services - Legislative Services

### Purpose:

- ◆ Provide first-tier, live-answer response to anyone calling the Region's main telephone number.
- ◆ Update the Legislative Services section of the external web site as required.

### Description of Program Activities:

#### 2016 Accomplishments:

- ◆ Assisted the public calling into the Region's main telephone number by providing general program information or transferring them to the appropriate department, municipality, organization or agency for service.
- ◆ Updated the Corporate Call Centre's Policies and Procedures where required.
- ◆ Updated and expanded the electronic telephone Knowledgebase (CRM system) to provide improved functionality.
- ◆ Assisted the Public Counter by communicating any changes to staff telephone contact information as identified.
- ◆ Completed updates to the Legislative Services section of the external web site.
- ◆ Updated the greeting on the Region's main telephone line and automated attendant line.

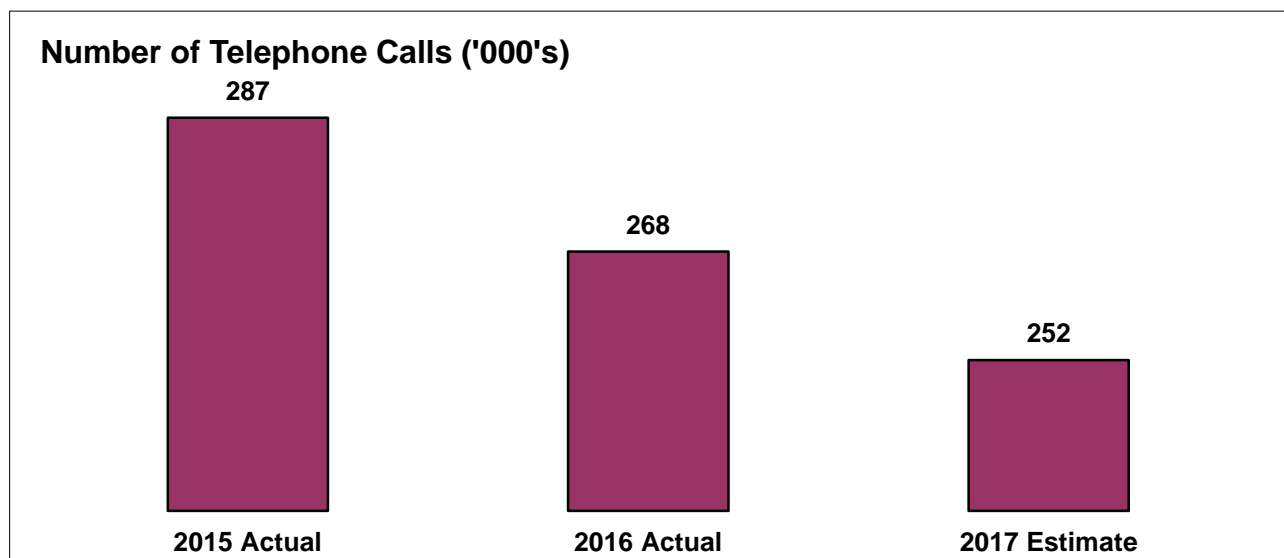
#### 2017 Activities:

- ◆ Work with applicable departments to develop an Emergency Plan for the Corporate Call Centre.
- ◆ Change the music "on-hold" on the Region's telephone system.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 6.95      New Position: 0.50 Customer Service Supervisor  
2016 Full Time Staff = 6.45

### Performance Measurements:



**PROGRAM 4  
CORPORATE CALL CENTRE**



**2017 Program Detail**

**Corporate Services -  
Legislative Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	440	458	474	24	498
Personnel Related	-	4	4	-	4
Communications	-	3	3	-	3
Supplies	3	5	5	-	5
Headquarters Shared Costs	(470)	(501)	(524)	(24)	(548)
Computer Maintenance & Operations	26	26	26	-	26
Materials & Services	1	2	2	-	2
Equipment Maintenance & Repairs	-	3	3	-	3
<b>Gross Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>(7)</b>	<b>-</b>	<b>(7)</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	7	-	7
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>7</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 5  
TANGIBLE CAPITAL ASSETS - NEW**



**2017 Program Detail**

**Corporate Services -  
Legislative Services**

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

		\$	\$
<b><u>Public Counter - Program 3 (Included in Program Detail Page)</u></b>			
1 Laptop Computer	1	1,500	1,500
2 Monitor	1	250	250
3 Furniture & Fixtures	1	5,000	5,000
		<b>Total</b>	<b><u><u>6,750</u></u></b>

**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Corporate Services -  
Legislative Services**

Description	Qty	Unit Cost	Total
<b><u>Council Services - Program 1</u></b>			
1 Printers	5	500	2,500
		<b>Subtotal</b>	<b><u>2,500</u></b>
<b><u>Records &amp; Information Management - Program 2</u></b>			
2 Desktop Computers	10	700	7,000
3 Monitors	10	250	2,500
		<b>Subtotal</b>	<b><u>9,500</u></b>
<b><u>Public Counter - Program 3 (Included in Program Detail Page)</u></b>			
4 Desktop Computers	3	700	2,100
5 Monitors	3	250	750
6 Table/Chairs-Mtg Rm	1	20,000	20,000
7 Accessories Mtg Rm	1	5,000	5,000
		<b>Subtotal</b>	<b><u>27,850</u></b>
<b><u>Corporate Call Centre - Program 4 (Included in Program Detail Page)</u></b>			
8 Desktop Computers	6	700	4,200
9 Monitors	12	250	3,000
		<b>Subtotal</b>	<b><u>7,200</u></b>
		<b>Total</b>	<b><u><u>47,050</u></u></b>

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<b>PROGRAM DETAILS</b>	
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2017 Business Plan

Durham Emergency Management Office

Major Services & Activities

Durham  
Emergency  
Management  
Office

- ◆ Emergency Plan and Emergency Support Functions (ESF's).
- ◆ Risk Specific Plans: Particular emphasis on nuclear.
- ◆ Training Program: Develop and deliver.
- ◆ Exercise Program: Design and conduct.
- ◆ Coordinate with Local Municipalities and Fire Services.
- ◆ Public Education Program: Design, produce and distribute.
- ◆ Critical Infrastructure Inventory.
- ◆ Hazard Identification and Risk Assessment (HIRA).
- ◆ Maintain compliance with Provincial Act and Regulations, including nuclear elements.
- ◆ Promote collaborative emergency management.
- ◆ Regional Emergency Operations Centre (REOC): Maintain and operate.
- ◆ 24/7 on-call Duty Officer availability.
- ◆ Major Special Event consequence management planning.
- ◆ Administrative meetings.

The following information highlights the Department's focus on the Durham Region Strategic Plan:

Strategic Goal B.3 - Cultivate strong, safe and secure communities and healthy workplaces.

Key Deliverables

Responsibility - Lead

- ◆ Continue to promote emergency preparedness measures for the community (e.g. residents, businesses, institutions).
- ◆ Implement Regional Emergency Management Program.
- ◆ Train Regional staff on emergency operations and plans.
- ◆ Conduct emergency simulation exercises.
- ◆ Promote emergency personal preparedness for residents and businesses.

Strategic Goals

Goal	Description	Responsibility: Support
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

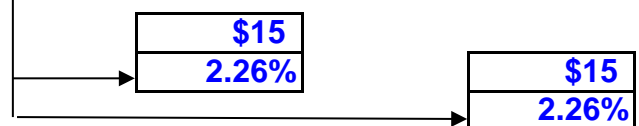


### 2017 Business Plan

### Durham Emergency Management Office

By Program	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Durham Emergency Management Office	1,032	1,107	1,140	-	1,140
2 Public Alerting System Maintenance	150	150	150	52	202
Headquarters Shared Cost	51	51	52	-	52
<b>Operating Subtotal</b>	<b>1,233</b>	<b>1,308</b>	<b>1,342</b>	<b>52</b>	<b>1,394</b>
<b>Tangible Capital Assets:</b>					
New	19	19	-	-	-
3 Replacement	15	15	15	-	15
<b>Tangible Capital Assets Subtotal</b>	<b>34</b>	<b>34</b>	<b>15</b>	<b>-</b>	<b>15</b>
<b>Total Program Expenses</b>	<b>1,267</b>	<b>1,342</b>	<b>1,357</b>	<b>52</b>	<b>1,409</b>
<b>Revenue Programs</b>					
Ontario Power Generation (OPG) Grant	(527)	(527)	(527)	-	(527)
OPG Grant - Public Alerting System Maintenance	(150)	(150)	(150)	(52)	(202)
<b>Total Revenue Programs</b>	<b>(677)</b>	<b>(677)</b>	<b>(677)</b>	<b>(52)</b>	<b>(729)</b>
<b>Net Program Expenses</b>	<b>590</b>	<b>665</b>	<b>680</b>	<b>-</b>	<b>680</b>

### Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	32	Economic increases
Operating Expenses	1	Inflationary increases
Operating Expenses	1	Headquarters shared cost
Tangible Capital Assets - New	(19)	Remove one-time items
	<b>15</b>	

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Durham Emergency Management Office

(\$,000's)

### Public Alerting System Maintenance

◆ Increase in Purchased Services for system maintenance.	52
◆ Increase in OPG Grant Revenue to offset above increase in system maintenance.	(52)
	<hr/>
	-
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	-
	<hr/>
<b>Total Program Changes</b>	<b>-</b>
	<hr/> <hr/>



# PROGRAM 1 DURHAM EMERGENCY MANAGEMENT OFFICE



## 2017 Program Detail

## Durham Emergency Management Office

### Purpose:

- ◆ To reduce the risks to the Region and build resiliency by coordinating and integrating those activities necessary to mitigate against, prepare for, respond to and recover from potential or actual natural, technological, and/or human induced risks.

### Description of Program Activities:

Durham Emergency Management Office (DEMO) must ensure the Region is compliant for 2017 with the Municipal Standards required by Regulation 380/04 under the Emergency Management & Civil Protection Act, including nuclear legislation. These standards include:

#### Plans and Procedures:

- Formulate, coordinate and produce emergency plans, support functions and procedures
- Update emergency contact lists and databases
- Maintain a Regional hazard identification and risk assessment
- Maintain a critical infrastructure inventory
- Test communications and emergency public alerting systems on a regular basis

#### Training and Exercises:

- Develop and deliver emergency management courses for Regional staff, and the Regional Control Group
- Design and conduct annual Emergency Operations Centre exercises; Design and conduct an annual exercise for local municipalities

#### Operations:

- Provide an on-call Duty Officer on a 24/7/365 basis
- Initiate emergency notifications to staff
- Set-up and manage the Regional Emergency Operations Centre
- Maintain an effective emergency response structure

#### Public Education:

- Develop and distribute public education materials to Regional residents and businesses
- Communicate emergency risks to the public
- Promote personal preparedness
- Maintain a current and accessible web site

#### Administration:

- Administer the activities of the:
  - Durham Emergency Management Coordinating Committee
  - Regional Nuclear Emergency Management Coordinating Committee
  - Emergency Management Working Group
  - Emergency Exercise Design Team
- Departmental administration for DEMO staff, Financial Information Management System, Human Capital Management, Human Resources, Procurement, Accessibility for Ontarians with Disabilities Act compliance

### Program Resources:

- ◆ 2017 Full Time Staff = 8
- 2016 Full Time Staff = 8

**PROGRAM 1  
DURHAM EMERGENCY MANAGEMENT OFFICE**



**2017 Program Detail**

**Durham Emergency  
Management Office**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	888	913	945	-	945
Personnel Related	19	25	25	-	25
Communications	103	144	144	-	144
Supplies	11	14	14	-	14
Equipment Maintenance & Repairs	7	7	7	-	7
Vehicle Operations	1	1	1	-	1
Minor Assets & Equipment	1	1	1	-	1
<b>Operating Expenses Subtotal</b>	<b>1,030</b>	<b>1,105</b>	<b>1,137</b>	<b>-</b>	<b>1,137</b>
<b>Transfers from Related Entities</b>					
NextGen Charge	2	2	3	-	3
<b>Transfers from Related Entities Subtotal</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Gross Operating Expenses</b>	<b>1,032</b>	<b>1,107</b>	<b>1,140</b>	<b>-</b>	<b>1,140</b>
<b>Tangible Capital Assets</b>					
New	19	19	-	-	-
Replacement	15	15	15	-	15
<b>Total Tangible Capital Assets</b>	<b>34</b>	<b>34</b>	<b>15</b>	<b>-</b>	<b>15</b>
<b>Total Expenses</b>	<b>1,066</b>	<b>1,141</b>	<b>1,155</b>	<b>-</b>	<b>1,155</b>

\* Tangible Capital Assets are stated separately on the Program Summary

## PROGRAM 2 PUBLIC ALERTING SYSTEM MAINTENANCE



### 2017 Program Detail

Durham Emergency  
Management Office

#### Purpose:

- ◆ Maintenance of the public alerting siren system (34 sirens), and auto-dialer, for a 10km zone around both Pickering and Darlington Nuclear Stations.

#### Description of Program Activities:

- ◆ Preventative maintenance twice per year.
- ◆ On-call maintenance.
- ◆ Auto dialer service provider.
- ◆ Telephone data set purchase/maintenance.
- ◆ **NOTE: Fully funded by Ontario Power Generation.**

**PROGRAM 2  
PUBLIC ALERTING SYSTEM MAINTENANCE**



**2017 Program Detail**

**Durham Emergency  
Management Office**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Materials & Services	150	150	150	52	202
<b>Total Expenses</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>52</b>	<b>202</b>

**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Durham Emergency  
Management Office**

Description		Qty	Unit Cost	Total
			\$	\$
1	Laptop Computers	10	1,500	<u>15,000</u>

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**2017 Business Plan**

**Emergency 9-1-1 Telephone System**

**Major Services & Activities**

**Emergency 9-1-1**

- ◆ To actively promote and ensure that the residents and public in Durham Region have immediate access to all emergency services through one central number: 9-1-1.
- ◆ To ensure that adequate resources (personnel and equipment) respond to any and all emergency calls for Police, Fire and Ambulance.
- ◆ Central answering point for all Emergency 9-1-1 telephone calls received from the public requesting a response from Police, Fire and Ambulance.
- ◆ Transfer calls to the appropriate responding emergency service (Police, Fire or Ambulance).
- ◆ To facilitate training for Emergency 9-1-1 personnel to enhance/advance their call taking skills.
- ◆ To ensure that the newest technology trends are researched and made available to the citizens of Durham Region. Text with 9-1-1 is now available in Durham Region for the Deaf, Hard of Hearing and Speech Impaired (DHHSI) Community through the Primary Safety Answering Point.

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

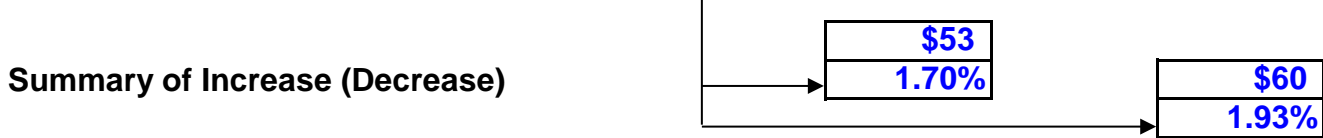
**PROGRAM SUMMARY**



**2017 Business Plan**

**Emergency 9-1-1 Telephone System**

By Program (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Emergency 9-1-1 Telephone System	2,980	3,012	3,065	7	3,072
1 Asset Replacement Reserve	100	100	100	-	100
<b>Net Program Expenses</b>	<b>3,080</b>	<b>3,112</b>	<b>3,165</b>	<b>7</b>	<b>3,172</b>



**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	53	Economic increases
	<u>53</u>	



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Emergency 9-1-1 Telephone System

(\$,000's)

#### Emergency 9-1-1 Telephone System

- ◆ Increase in Conferences for staff to attend semi-annual Emergency Service Working Group Conferences. This will provide staff the opportunity to forecast future changes, while staying current and participating in new technology. 3
- ◆ Increase in Professional, Technical and Consulting to expand Mental Wellness training for 911 Call Centre staff to ensure that as many members as possible are able to receive PTSD (Post Traumatic Stress Disorder) and mental well-being training to help cope with stressful workplace events. 4

**Total Program Changes** 7

# PROGRAM 1 EMERGENCY 9-1-1 TELEPHONE SYSTEM



## 2017 Program Detail

## Emergency 9-1-1 Telephone System

### Purpose:

- ◆ 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.

### Description of Program Activities:

- ◆ Durham Region provides quality 24-hour emergency telephone service through a 9-1-1 call centre.
- ◆ The 9-1-1 Board completed a three year staffing increase plan to ensure the 9-1-1 answer target is met.
- ◆ The call centre is governed by a 9-1-1 Management Board who oversee the operating policies and procedures exclusive to 9-1-1 service delivery.
- ◆ While co-located in a Police facility, the 9-1-1 call response mandate is governed by Durham Region and is not included in Policing Operations.
- ◆ 9-1-1 statistics reflect the level of 9-1-1 telephone work.
- ◆ Only 9-1-1 telephone workload is considered for staffing and public safety analysis.
- ◆ The 9-1-1 call centre transfers callers to the appropriate emergency response agency.
- ◆ Technology is available to provide Text with 9-1-1 to the citizens of Durham Region and implementation of this service was launched in September of 2015.
- ◆ Expansion of Text with 9-1-1 features at Fire and Paramedic Services answer points is not a priority at this time, but has been made available to the Deaf, Hard of Hearing and Speech Impaired (DHHSI) Community.
- ◆ Technology is also available to accept Internet handled telephone calls (VoIP).
- ◆ Technology upgrades in early 2015 allows tracking of 9-1-1 "hang up" calls. These callers are called back to verify if an emergency exists.

### Description of Program Resources:

- ◆ 26 resources are cross charged from Police - 21 Communicators and 5 Supervisors.
- ◆ The resources cross charged from Police represent 21 of 64 Communicators and 5 of 12 Supervisors. These positions are required to maintain the required number of 9-1-1 operator positions 24 hours a day.

### Performance Measurements:

- ◆ 9-1-1 Joint Powers of Agreement signed by each of the 8 Municipalities in the Region of Durham.
- ◆ Public Safety Answering Point Standards - minimum of 6 call takers 24 / 7.
- ◆ National Emergency Number Association (NENA) Standards.
- ◆ The 9-1-1 centre target is to answer 9-1-1 calls within 2 rings.

# PROGRAM 1 EMERGENCY 9-1-1 TELEPHONE SYSTEM

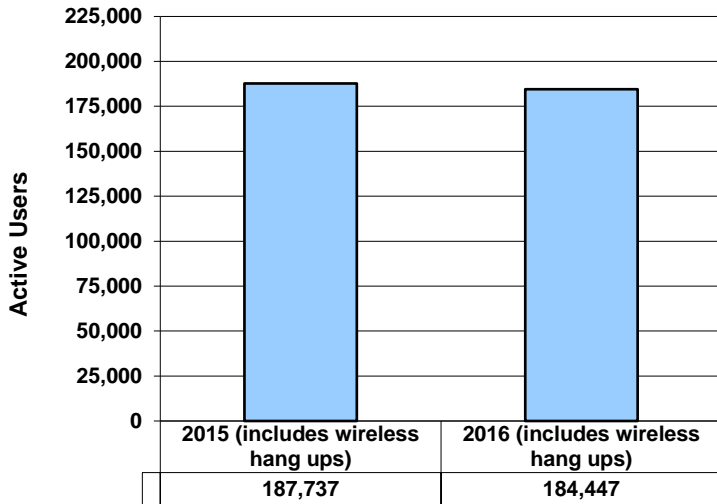


## 2017 Program Detail

## Emergency 9-1-1 Telephone System

### Performance Measurements (Continued):

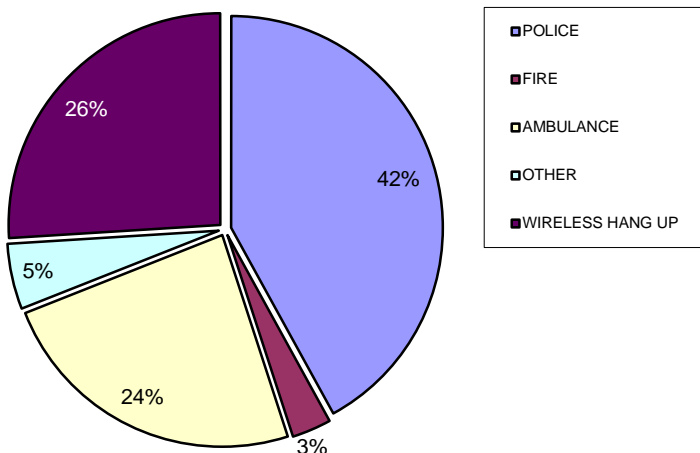
#### EFFECTIVENESS



#### Year by Year 9-1-1 Call Comparison

*Technology in the 9-1-1 call service delivery industry continues to evolve towards true Next Generation 9-1-1. In 2015 Text with 9-1-1 service was made available in Durham Region. 2016 has seen further 9-1-1 system upgrades to enhance service delivery.*

#### EFFECTIVENESS



#### 2016 Distribution of 9-1-1 Calls by Emergency Response Agency

*The breakout of calls received by the 9-1-1 Centre and transferred to the appropriate Emergency Response Agency. The "wireless hang up" figure represents 9-1-1 workload.*

**PROGRAM 1  
EMERGENCY 9-1-1 TELEPHONE SYSTEM**



**2017 Program Detail**

**Emergency 9-1-1  
Telephone System**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Related	13	14	14	3	17
Communications	22	23	23	-	23
Supplies	3	7	7	-	7
Computer Maintenance & Operations	25	52	52	-	52
Equipment Maintenance & Repairs	1	1	1	-	1
Professional Services	4	3	3	4	7
Contribution to Reserve & Reserve Funds	100	100	100	-	100
<b>Operating Expenses Subtotal</b>	<b>168</b>	<b>200</b>	<b>200</b>	<b>7</b>	<b>207</b>
<b>Transfers from Related Entities</b>					
Police Charge	2,912	2,912	2,965	-	2,965
<b>Transfers from Related Entities Subtotal</b>	<b>2,912</b>	<b>2,912</b>	<b>2,965</b>	<b>-</b>	<b>2,965</b>
<b>Net Program Expenses</b>	<b>3,080</b>	<b>3,112</b>	<b>3,165</b>	<b>7</b>	<b>3,172</b>

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## PROGRAM SUMMARY



### 2017 Business Plan

### Non-Departmental

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>PERSONNEL RELATED:</b>					
1 Fire Coordination	4	4	4	-	4
2 CUPE 1764 President's Wages	127	127	132	-	132
3 Worker's Compensation Reserve Fund	200	200	200	-	200
4 Sick Leave Reserve	570	570	570	-	570
5 Reward and Recognition Program	46	50	50	(20)	30
6 Training and Development	227	248	248	-	248
7 Durham Region Strategic Plan	12	30	30	45	75
8 Employee Assistance Plan	215	215	215	-	215
9 Staff and Leadership Development	81	102	102	-	102
10 Management/Exempt Salary Review	12	17	17	5	22
11 Applicant Tracking Software	48	48	48	-	48
12 Corporate Functions/Events	89	95	95	20	115
13 Health, Safety and Wellness	74	95	80	60	140
14 Return to Work Program	9	17	17	-	17
15 AMO OMERS Support Funding	27	27	27	-	27
16 Labour Negotiations	7	12	12	-	12
<b>Total Personnel Related</b>	1,748	1,857	1,847	110	1,957
<b>COMMUNICATION &amp; SUPPLIES:</b>					
17 Regional Materials and Supplies	9	25	25	-	25
<b>Total Communication &amp; Supplies</b>	9	25	25	-	25

## PROGRAM SUMMARY



### 2017 Business Plan

### Non-Departmental

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>PURCHASE OF SPECIAL SERVICES:</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
18 Official Plan Review	450	460	460	50	510
19 Employee Committee	25	25	25	-	25
20 Regional Asset Management Audits and Software	269	269	269	-	269
21 Business Continuity	205	257	257	-	257
22 Regional Chair's/CAO's Consulting Group Fees	7	8	8	-	8
23 Toronto Global (Formerly Greater Toronto Marketing Alliance)	206	206	206	-	206
24 Electronic DC Application	110	110	110	-	110
<b>Total Purchase of Special Services</b>	<b>1,272</b>	<b>1,335</b>	<b>1,335</b>	<b>50</b>	<b>1,385</b>
<b>OTHER:</b>					
25 Working Capital Contingencies	1,805	1,805	1,805	-	1,805
26 Debt Issuance Expense	16	38	38	-	38
27 Insurance	106	106	108	-	108
28 Financial Information Management System	350	350	350	-	350
29 Enterprise Maintenance Management	990	990	990	-	990
30 Conference Board of Canada	10	9	9	-	9
31 Zylmage	2	73	73	-	73
32 Development Tracking System	46	100	-	430	430
33 Seaton Project Management	119	103	103	-	103
34 Employment Survey	105	112	112	4	116
35 Metrolinx Business Case	-	50	-	-	-
36 Durham Community Climate Adaptation Plan	-	-	-	100	100
<b>Total Other</b>	<b>3,549</b>	<b>3,736</b>	<b>3,588</b>	<b>534</b>	<b>4,122</b>
<b>Total Programs Expenses</b>	<b>6,578</b>	<b>6,953</b>	<b>6,795</b>	<b>694</b>	<b>7,489</b>

## PROGRAM SUMMARY



### 2017 Business Plan

### Non-Departmental

By Program	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<u>Revenue/Recovery Programs</u>	\$	\$	\$	\$	\$
37 Water/Sewer Inter Dept Recovery	(5,319)	(5,319)	(5,362)	-	(5,362)
38 Customer Service Data Recovery	(369)	(369)	(369)	-	(369)
39 OW Program Delivery: Dept Services Recovery	(900)	(900)	(900)	-	(900)
40 Paramedic Services Program Delivery: Services Recovery	(724)	(724)	(735)	-	(735)
<b>Total Revenue Programs</b>	<b>(7,312)</b>	<b>(7,312)</b>	<b>(7,366)</b>	<b>-</b>	<b>(7,366)</b>
<b>Net Program Expenses</b>	<b>(734)</b>	<b>(359)</b>	<b>(571)</b>	<b>694</b>	<b>123</b>

### Summary of Increase (Decrease)

	<b>(\$212)</b>	
	<b>-59.05%</b>	
		<b>\$482</b>
		<b>134.26%</b>

### Summary of Base Budget Changes

	\$	Comments
Operating Expenses	7	Economic and inflationary increases
Health Safety and Wellness	(15)	Reduced requirement
Development Tracking System	(100)	Reduced requirement
Metrolinx Business Case	(50)	One-time item
Water/Sewer Recovery	(43)	Inflationary increases
Paramedic Services Program Delivery	(11)	Inflationary increases
	<b>(212)</b>	



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Non-Departmental

(\$,000's)

#### Reward and Recognition Program

- ◆ Transfer in Personnel Related funds from Reward and Recognition Program to Corporate Functions/Events Program to streamline the coordination of service awards and recipients.
(20)
- 
- (20)

#### Durham Region Strategic Plan

- ◆ Increase in Professional, Technical and Consulting for the development of a public and internal monitoring and reporting software tool for the Strategic Plan.
45
- 
- 45

#### Management/Exempt Salary Review

- ◆ Increase existing budget to reflect current and expected increases to rates for the Mercer custom review of management and exempt salaries in terms of maintaining the 75th percentile and to cover other additional needed salary surveys.
5
- 
- 5

#### Corporate Functions/Events

- ◆ Transfer in Personnel Related funds from Reward and Recognition Program to Corporate Functions/Events Program to streamline the coordination of service awards and recipients.
20
- 
- 20

#### Health, Safety and Wellness

- ◆ Increase funding for Professional Services required to retain external consulting services to assist with strengthening the Region's Occupational Health & Safety hazard and risk assessment, compliance auditing, accountability and measurement system related to Occupational Health & Safety Act legislation requirements. (\$20k each year for 3 years).
20
  - ◆ One time expense required to retain an external consultant to develop, or purchase e-learning programs related to education on Regional Headquarters' Emergency Procedures developed in 2015/2016 and to comply with changes to Occupational Health & Safety Act legislation regarding exposure to noise and training requirements.
30
  - ◆ Ongoing increase to hire an external consultant for annual development and updating of Physical Demands Analyses (PDAs) and Cognitive Demands Analyses (CDAs) for all Regional jobs. To date, they are only completed on a situational basis. However, in support of legislation and as part of the Region's proactive measures, the intention is to complete the analyses for all positions. In particular we would like to complete one CDA 2017 for paramedics as part of the Post Traumatic Stress Disorder (PTSD) preventions required by the Ministry in 2017.
10
- 
- 60

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Non-Departmental

(\$,000's)

#### Official Plan Review

♦ Increase in Professional Services to continue work on the Municipal Comprehensive Review, including the growth management component.	50
	50

#### Development Tracking System

♦ Following a comprehensive external review of the existing Development Tracking System in 2016, it has been recommended that the process to replace the system begin immediately. It is anticipated that this project will last approximately 3 years at an estimated cost of \$1m to \$1.5m. An increase in Professional Services in 2017 will allow the process to begin, with the balance to be funded from the 2018 and 2019 budgets, based on the RFP award.	400
♦ Increase in Tangible Capital Assets to acquire servers for the new development tracking software.	30
	430

#### Employment Survey

♦ Increase in Hardware-Software Maintenance to increase the number of survey licences from 6 to 10.	2
♦ Increase in Professional Services to reflect increasing costs.	2
	4

#### Durham Community Climate Adaption Plan

♦ Increase in Professional, Technical and Consulting (\$61k), Printing and Reproduction (\$20k), Advertising (\$10k), and Receptions, Promotions and Special Events (\$9k) for the Durham Community Climate Adaptation Plan, which was approved in principle by Regional Council on December 14, 2016 (#2016-COW-103). This Seed Fund is a one time increase in budget for 2017 in order to continue development of next steps and any extension of funding beyond 2017 will require a business case in the 2018 budget process.	100
	100

<b>Total Program Changes</b>	<b>694</b>
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**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To pay the Honorarium as per by-law #26-2009

**Description of Program Activities:**

- ◆ Payment for Fire Coordination Services

**PROGRAM 2  
CUPE 1764 PRESIDENT'S WAGES**



**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To provide pay and benefits for the President as per conditions agreed to in the Memorandum of Agreement signed in 2008 with CUPE 1764.

**Description of Program Activities:**

- ◆ Payment for salary and benefits of CUPE 1764 President.

# PROGRAM 5 REWARD AND RECOGNITION PROGRAM



## 2017 Program Detail

## Non-Departmental

### Purpose:

- ◆ To encourage and value employees in providing service excellence, exhibiting exemplary competencies, and in improving the efficiency of Regional operations.
- ◆ To reward and recognize employees, individually or in teams, for their innovation, superior accomplishments, community service or other personal or collective efforts and their years of service with the organization.
- ◆ To demonstrate the high value the Region sets on excellent performance, exceptional achievements, constructive ideas and suggestions that directly contribute to the effectiveness of the Region.

### Description of Program Activities:

- ◆ Encourage and educate managers, supervisors and co-workers to effectively recognize actions of a person or a group for providing exceptional quality and outstanding effort.
- ◆ Provide the Commitment to Excel Awards of Excellence recognition program where managers, supervisors and co-workers formally recognize demonstration of exceptional quality and outstanding effort, which has resulted in a significant contribution in the calendar year, towards service excellence, innovation, leadership or community service.
- ◆ Provide an annual recognition program for staff who have been with the Region for 5, 10, 15 and 20 years (25+ years service are recognized separately through a retirement banquet).
- ◆ A cross-departmental Corporate Commitment to Excel team coordinates the "Awards of Excellence" nomination and evaluation process, assists with the ongoing overall reward and recognition program development and assists with the coordination of the annual Service Awards.

### Performance Measurements:

- ◆ Impact on attraction/retention of staff
- ◆ Improvements in staff morale
- ◆ Positive customer feedback
- ◆ Number of improvement and cost sharing ideas suggested and implemented by staff
- ◆ Improvements in staff/management relations
- ◆ Public perception of effective and efficient service delivery



**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To support a high performance learning organization through the development of employees in a continuous learning environment.
- ◆ To respond to identified corporate wide staff learning and development needs, especially related to competencies.
- ◆ To co-ordinate corporately-provided staff training and development with relevant departmental programs.
- ◆ To support learning and development goals and action plans related to performance management as well as the succession and career planning needs of the organization and staff, at all levels.
- ◆ To offer accessible and blended learning solutions, using multiple formats (e.g. classroom training, e-learning, self directed learning library, etc.) related to workforce competencies and leadership development.
- ◆ To provide computer user IT training related to corporate-wide IT software programs in order to ensure the most efficient use of the software and to keep pace with current and future technological advances and software upgrades/changes.

**Description of Program Activities:**

- ◆ Plan, co-ordinate, offer and communicate internal and external learning opportunities and programs.
- ◆ Continually analyze staff training and development needs through evaluations, focus groups, etc.
- ◆ Recommend and implement various methods of learning and development to meet those identified needs that cut across the organization.
- ◆ Provide information, advice and support to departments as requested on identified training/learning needs.
- ◆ Maintain a database of employee learning records including training and development needed and completed, application of learning on-the-job, cost of training, etc.
- ◆ Prepare and maintain guidelines related to corporate training and development policies and practices.

**Performance Measurements:**

- ◆ Impact on attraction/retention of staff
- ◆ Improvements in staff morale
- ◆ Evaluations of training sessions
- ◆ Assessments of application of learning to actual work situation (return on training investment)
- ◆ Training needs analysis

(all of the above relate to the degree to which Continuous Learning and Improvement is part of the corporate culture)



**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continually define, act on and evaluate the organization's strategic priorities and actions for each year and for the long term to ensure that they are aligned with the Strategic Plan.
- ◆ To provide a comprehensive and common strategy guiding the day-to-day management and leadership of the organization towards achieving the Strategic Plan and its vision of being "a united group of vibrant and diverse communities recognized for their leadership, community spirit and exceptional quality of life".
- ◆ To foster the involvement and participation of staff at all levels in strategic planning to create a critical mass of change, providing the opportunities to unlock the ideas, skills and motivation of staff for improvement.
- ◆ To continue developing the alignment of corporate strategic planning processes with the budget setting and forecast processes, departmental business and strategic planning, and program/service performance measurement.

**Description of Program Activities:**

- ◆ Continue to develop implementation strategies to operationalize the identified actions within the framework of the Strategic Plan, corporate priorities and budget constraints.
- ◆ Continue to develop appropriate measures and indicators to evaluate future results.
- ◆ Orient new employees on the Strategic Plan and the vision, mission, operating principles and values of the Corporation.
- ◆ Develop a public and internal monitoring and reporting tool for the Strategic Plan and related goals.

**Performance Measurements:**

- ◆ Implementation plan and actions in place
- ◆ Measures developed to evaluate future progress
- ◆ Communication plan in place to promote awareness levels of staff and the public regarding the Strategic Plan, its progress, and priorities
- ◆ Staff and public surveys and focus groups on the Strategic Plan and the Region as an employer and service provider

## PROGRAM 8 EMPLOYEE ASSISTANCE PLAN



### 2017 Program Detail

### Non-Departmental

#### Purpose:

- ◆ To provide a broad range of employee assistance-related counseling services to employees of the Region of Durham.

#### Description of Program Activities:

- ◆ Provide a vital benefit in the form of Employee Assistance Plan (EAP) counseling for the well being of Regional staff and their families.
- ◆ Support Healthy Workplace goals.
- ◆ Ensure staff and management are aware of available EAP programs and services.
- ◆ Co-ordinate efforts between HR and Social Services Family Services Durham EAP to ensure that counseling is appropriate and timely and to support the organization and individual employees with conflict resolution, mental health issues, family issues, career counseling, etc.
- ◆ Provide employees with referrals to appropriate community service agencies and practitioners.

#### Performance Measurements:

- ◆ EAP Utilization
- ◆ Number of EAP cases successfully resolved or referred
- ◆ EAP satisfaction evaluations



# PROGRAM 9 STAFF AND LEADERSHIP DEVELOPMENT



## 2017 Program Detail

## Non-Departmental

### Purpose:

- ◆ To expand the Performance Management System to all Regional departments.
- ◆ To better align Performance Management, Career Management and Succession Planning, integrating them into the culture of the organization and into the expectations of management/leadership roles.
- ◆ To strengthen the alignment of individual performance and work goals with departmental and corporate goals, priorities and actions, especially those related to the Durham Region Strategic Plan.
- ◆ To support employees in identifying and achieving learning and development goals related to their current position.
- ◆ To provide services and support to employees in determining their career aspiration/potential and in self-assessing their skill/knowledge/competency strengths and gaps; this will enhance employee/manager performance management planning discussions, identifying and supporting employees with appropriate career/succession plans.
- ◆ To retain high performers by encouraging employees to actively participate in developing their career both short and long term, including supporting them to make career changes within the Region, when desired and appropriate.
- ◆ To ensure that potential successors to upcoming vacancies are selected and developed in a way that supports the organization's strategic plans, goals and competencies.
- ◆ To ensure existing and potential supervisors, managers and executives are developed in a way that supports the organization's strategic plans, goals, operating principles and values, and management/leadership competencies.
- ◆ To ensure continued organizational success and business continuity by having the right people developed for the right jobs at the right time.
- ◆ To proactively identify and plan for potential vacancies, particularly for critical and "skills shortage" positions.

### Description of Program Activities:

- ◆ Amend and modify the Performance Management program as needed for corporate and departmental requirements.
- ◆ Continue the roll-out of Performance Management for unionized staff.
- ◆ Support the organization and staff with the changes related to the implementation of Performance Management.
- ◆ Investigate and follow-up on the integration of Performance Management with Succession and Career Management.
- ◆ Investigate and implement ways the PeopleSoft HRIS system can support the management and tracking of Performance Management and Succession/Career Management.
- ◆ Provide skills and competency assessment tools and resources for career development.
- ◆ Provide customized career development information, resources and counseling services and referrals, co-ordinating with related services available through Family Services Durham EAP.
- ◆ Support employees with training and education costs related to career changes within the Region of Durham (ties in with Succession Management and Retention/Attraction of staff).

## PROGRAM 9 STAFF AND LEADERSHIP DEVELOPMENT



### 2017 Program Detail

### Non-Departmental

#### Description of Program Activities (continued):

- ◆ Continue to develop a proactive, long-term Succession Management model and process and continue to assist the departments to implement the model and process.
- ◆ Implement competency-based assessment and related development planning and learning programs for possible successors to potential critical vacancies.
- ◆ Offer formal executive/management and supervisor/management development programs related to the organization's strategic plans, goals, operating principles and values, and management/leadership competencies.

#### Performance Measurements:

- ◆ Ongoing feedback and evaluations by participants
- ◆ Achievement of goals defined through Performance Management
- ◆ Improvements in staff morale/job satisfaction/attraction and retention
- ◆ Employee satisfaction with opportunities and support for promotion/job changes
- ◆ Exit interview results with staff departing through retirement or for other opportunities
- ◆ Staff retention rates, including those in critical positions
- ◆ Amount of "skills shortage" or "critical" vacancies successfully filled by internal candidates in a timely way for business continuity
- ◆ Capture of critical job knowledge and experience

# PROGRAM 10 MANAGEMENT/EXEMPT SALARY REVIEW



## 2017 Program Detail

## Non-Departmental

### Purpose:

- ◆ To review the Management and Exempt compensation package and comparability of salary rates to the marketplace.

### Description of Program Activities:

- ◆ Conduct a market survey for Management/Exempt compensation for comparison purposes.
- ◆ Determine required amendments and modifications to Management and Exempt salary rates as needed to maintain practices that keep salary grades at the 75th percentile level (as per Council By-law).

### Performance Measurements:

- ◆ Management/Exempt Salary grades are competitive and at the 75th percentile
- ◆ Measures taken to maintain the 75th percentile for competitiveness

# PROGRAM 11 APPLICANT TRACKING SOFTWARE



## 2017 Program Detail

## Non-Departmental

### Purpose:

- ◆ To attract qualified applicants to vacancies currently available.
- ◆ To provide information about typical jobs at the Region and the key skill requirements.
- ◆ To increase our presence on the web with respect to being a potential employer for passive job seekers.
- ◆ To provide the potential job seeker immediate acknowledgement that their resume has been received and will be kept on file, or confirmation that their application has been received for a specific job competition.

### Description of Program Activities:

- ◆ Purchase service from a web-based applicant tracking software provider to enable us to attract and recruit active and passive job seekers via the internet.
- ◆ To attract, receive and track all applications received via the internet for jobs currently open and for potential job openings in the future.
- ◆ To enable hiring managers to ask key questions to serve as a screening tool to reduce the number of qualified candidates to a reasonable number within a quick turn around time.

### Performance Measurements:

- ◆ Increase the number of qualified applications in the job data bank
- ◆ Increase the number of passive job seekers
- ◆ Reduce the need for costly advertising in the print media
- ◆ Gather feedback from prospective candidates about the on-line recruiting service

## PROGRAM 12 CORPORATE FUNCTIONS/EVENTS



### 2017 Program Detail

### Non-Departmental

#### Purpose:

- ◆ Recognize employees for their contribution to the Corporation at a time of retirement, or in the case of long-service (milestones of 25, 30, 35, 40 and 45 years of service), to express appreciation to staff and acknowledge their value and significant contribution to the Corporation.
- ◆ Annual staff appreciation BBQ to acknowledge and show appreciation.

#### Description of Program Activities:

- ◆ Honouring employees who have retired and/or received long-service (25, 30, 35, 40 and 45 years of service) with the Corporation. Each guest of honour is provided with a certificate, gift and banquet dinner.
- ◆ Staff appreciation BBQ held in the summer for all Regional employees.



**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continuously provide and improve occupational health, safety and wellness services and programs in order to meet or exceed all applicable Occupational Health and Safety and related legislation.
- ◆ To integrate safe and healthy workplace practices into all aspects of work and employee's lives.
- ◆ To promote the understanding among all employees of their personal responsibility to work in a healthy and safe manner.
- ◆ To promote the understanding among all supervisory staff, at all levels, of their personal responsibility to ensure work is done in a healthy and safe manner.
- ◆ To support Joint Health and Safety Committees and recognize their important role in creating a healthy and safe workplace.

**Description of Program Activities:**

- ◆ In conjunction with a cross-departmental advisory committee, continue to plan for and implement various initiatives that will support healthy workplace and lifestyle goals for the organization and its employees and that uses a holistic approach to health, safety and wellness and, at the same time, promotes and encourages regular attendance at work.
- ◆ Develop corporate health and safety policies and procedures that reflect current legislative and compliance requirements.
- ◆ Educate and train employees to perform their work safely.
- ◆ Act as a resource to all employees in the interpretation of the Occupational Health and Safety legislative requirements and best practices.
- ◆ Participate in Occupational Health and Safety Act (OHSA) investigations involving critical incidents or when requested by the affected department.
- ◆ Assist departments with safety compliance audits and resulting action plans.
- ◆ Provide OHN services related to employee health screenings, flu clinics, respirator mask fit testing, attendance related accommodations, etc.

**Performance Measurements:**

- ◆ Number of Ministry of Labour OHSA related complaints, orders and charges
- ◆ Number of health and safety incidents
- ◆ Success of attendance related medical accommodations
- ◆ Impact of programs on disability-related costs
- ◆ Health and Safety compliance audit results

# PROGRAM 14 RETURN TO WORK PROGRAM



## 2017 Program Detail

## Non-Departmental

### Purpose:

- ◆ Maintain current programs and assist with the further development of comprehensive return to work and accommodation programs for employees with occupational and non-occupational illnesses or injuries, including providing programs, services and support to employees and the organization in the areas of short or long term disability, WSIB and other medical accommodations.

### Description of Program Activities:

- ◆ Support the completion of skills/abilities assessments and independent medical examinations for employees absent due to medical reasons to return to work.
- ◆ Assist departments, where needed, to provide return to work employees with special equipment and skills training required to accommodate them at work.
- ◆ Provide related advice, education and learning materials to those involved in returns to work.

### Performance Measurements:

- ◆ Decrease in absenteeism, faster and more successful return to work for employees, increased productivity.

# PROGRAM 15 AMO OMERS SUPPORT FUNDING



## 2017 Program Detail

## Non-Departmental

### Purpose:

- ◆ With the proclamation on June 30, 2006 of Bill 206, (the new OMERS Act), AMO has a significant responsibility to represent municipalities and appoint municipal employer representatives to each of the OMERS Sponsors Corporation and Administration Corporation.
- ◆ AMO will bring strong and persuasive representation and support to the municipal employer representatives against potential impacts.

### Description of Program Activities:

- ◆ Funds will be administered as a separate and distinct business activity exclusively for OMERS related activities.
- ◆ AMO will fully and frequently report on this fund to municipal employer participants.





**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To conduct a comprehensive review of the Regional Official Plan (ROP) in accordance with the Provincial Policy Statement and updated Provincial Plans (Greenbelt, Oak Ridges Moraine and Growth Plan).

**Description of Program Activities:**

- ◆ TRCA to continue work related to the update of the Carruthers Creek Watershed Plan.
- ◆ Engage a consultant to initiate a growth management update in accordance with the updated Provincial Growth Plan, that will include the extension of ROP forecasts to 2041 and a comprehensive review of existing and future employment areas.
- ◆ There will be a combination of consultant and staff work to support this program over the next few years.

**PROGRAM 20**

**REGIONAL ASSET MANAGEMENT AUDITS AND SOFTWARE**



**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continue with detailed technical audits of Regionally owned facilities selected by the Works and Finance Departments, in accordance with the 2016 Asset Management Update Report.

**Description of Program Activities:**

- ◆ To complete a detailed condition evaluation of assets and develop a comprehensive asset inventory database.
- ◆ To update the current replacement cost of the assets.
- ◆ To develop and document condition assessment of the assets and establish minor and major maintenance, rehabilitation and replacement requirements of the assets.
- ◆ To develop a reinvestment profile for the assets to forecast annual expenditures.
- ◆ To explore potential software to integrate asset condition and related information for Regional facilities.



**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To develop and implement a comprehensive Business Continuity Plan.
- ◆ To promote awareness and training programs for all staff.

**Description of Program Activities:**

- ◆ To work with a business continuity consultant to conduct a comprehensive threat/vulnerability assessment.
- ◆ Prepare an integrated approach based on risk assessment and prioritization of critical function.
- ◆ Provide a framework to develop and implement Business Continuity Management remediation.
- ◆ Carry out effective training and awareness to all Regional staff and identify capital and procedural requirements.



**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ Toronto Global (formerly the Greater Toronto Marketing Alliance (GTMA)) is a partnership between business and government, working together to raise the international profile of the Greater Toronto Area and attract business investment to the Region.

**Goal:**

- ◆ The goal of Toronto Global's international marketing activities is to raise the profile of the Greater Toronto Area in the international marketplace as well as to generate investment and create jobs for all of the GTA.

**Description of Program Activities:**

- ◆ A variety of marketing tactics are being employed to attract investment, including business missions, trade shows and participation in other networking venues.
- ◆ Toronto Global will also continue to widely market the Region to Canadian and foreign consulates and embassies, senior government agencies, industry associations, realtors and international site location consulting firms.
- ◆ The Region's contribution to Toronto Global is based on a per capita model. In 2013, the GTMA introduced the Roadmap to Revitalization project seeking additional funding from the Provincial and Federal Governments that will help support Toronto Global.
- ◆ Economic Development staff work closely with Toronto Global to ensure Durham Region is fairly represented in the marketing efforts of Toronto Global.



**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ This e-business solution provides an alternative to processing paper-based Regional development charges forms, allowing users to complete and submit forms online. Regional and Local Municipal staff have the ability to search the status of any form, or a series of forms, and report statistics based on individual queries, while realizing increased time and cost savings for tracking and processing.
- ◆ Phase 1 of this project automated the manual process allowing the development industry, Local Municipalities and the Region to streamline the current application process. Further phases, in conjunction with Local Municipalities, to enhance usage by Local Municipalities and the Region are required to automate and streamline additional processes.

**Description of Program Activities:**

- ◆ Update to reflect indexing and other changes in Regional Development Charges By-law(s).
- ◆ Enhance system performance and reporting.
- ◆ Ensure the stability, reliability and availability of the Electronic Development Charges application and infrastructure.

# PROGRAM 28 FINANCIAL INFORMATION MANAGEMENT SYSTEM



## 2017 Program Detail

## Non- Departmental

### Purpose:

- ◆ To provide financing for all capital project expenditures related to the development, implementation and upgrading of the corporate **Financial Information Management Systems**. These systems include the Financial transaction and reporting modules, Budgeting, Human Capital Management modules, Enterprise Scheduling, Enterprise Learning modules, Enterprise Portal, Property & Service Management, Insurance, and the other web-based components, as well as applications/components to ensure successful delivery of Financial based services.
- ◆ Capital project expenditures primarily include the initial software application acquisition license fees, equipment purchases, and provision for the consulting expertise required to implement various system components, including technical expertise required for the modules to function properly within the technical infrastructure of the Regional Departments and the Police Services operations, as well as other resource requirements.
- ◆ On-going system license, a portion of maintenance fees, tangible capital assets, hardware and infrastructure replacements, upgrade and maintenance costs for the Financial Information Management Systems are charged to this program as well.

### Description of Program Activities:

- ◆ Upgrade activities to maintain the **Financial Information Management Systems (FIMS) on supported software versions** in order to complement further Web-based modules and features. Maintain the operational software at the version of the software supported by the vendor. FIMS modules in production for Corporate, Police and Transit Services are:
  - ◆ **General Ledger / Reporting**
  - ◆ **Purchasing**
  - ◆ **Accounts Payable**
  - ◆ **Billing and Receivables**
  - ◆ **Inventory**
  - ◆ **Budgeting**
  - ◆ **Asset Management**
  - ◆ **Project Costing**
  - ◆ **Document Imaging**
  - ◆ **Human Resources**
  - ◆ **Payroll**
  - ◆ **Base Benefits**
  - ◆ **Time and Labour**
  - ◆ **Position Management**
  - ◆ **Learning Management**
  - ◆ **Recruiting Management**
  - ◆ **Resume/Candidate Gateway**
- ◆ Internal postings to the Resume/Candidate Gateway and Recruiting Management as part of the Enterprise Human Capital Management suite to assist Corporate Services Human Resources to streamline and improve the recruiting process.
- ◆ Continue the rollout to all employees the E-Applications of E-Pay and E-Profile to facilitate self service, and reduction of printing costs.

# PROGRAM 28 FINANCIAL INFORMATION MANAGEMENT SYSTEM



## 2017 Program Detail

## Non- Departmental

### Description of Program Activities (continued):

- ♦ Continue implementation planning and resourcing for rollout of Human Capital Management system modules as well as modules where the functionality and processes are streamlined and automated, such as Enterprise Scheduling.
- ♦ Investigate future license purchases and additional applications that may benefit Regional operations - **Enterprise Performance Management, Help Desk, Supply Chain Relationship, Customer Information Systems** (for utility billing), **Cost Fulfillment Management and Supply Management, Treasury Management, Product Data Interface, User Productivity Kits, and Enterprise Performance Manager for data warehousing**. As determined, acquire and implement appropriate applications that meet and will benefit Regional operations.
- ♦ Planning for the on-line submission of expense claims, through the Expense Management module, use of procurement cards, via P-Card facility and on-line sourcing using e-procurement.
- ♦ Annual Software Maintenance fees for the PeopleSoft applications (Financials, HCM, ELM, Portal) are required to permit the on-going upgrade and implementation of modules, with the assistance and support of the vendor, as well as providing access to various customer user groups for knowledge sharing opportunities.
- ♦ Upgrade, maintenance and replacement of equipment and computer hardware (blade servers, SANs, database servers, back up systems, Application Control Engine (ACE), and associated network and disaster recovery/business continuity infrastructure) required to operate and sustain the FIMS applications so that the Region's Financial based applications are compliant, supported, and available to complete operational and legislated duties. Ensuring the technical infrastructure is available and sustainable to Regional departments, Police Services operations and the Durham Region Transit, and backup and recovery of systems.
- ♦ Discovery, planning, design, training, testing and upgrade of PeopleSoft Financials, HCM, Portal, UPK and ELM, including required PeopleTools upgrades, Oracle database upgrades, Windows Server upgrades and application upgrades.
- ♦ Software selection and implementation services and infrastructure for the replacement of existing legacy Water Billing solutions.

# PROGRAM 29 ENTERPRISE MAINTENANCE MANAGEMENT



## 2017 Program Detail

## Non-Departmental

### Purpose:

- ◆ With the implementation of PSAB 3150, the Region now inventories and values its tangible capital assets on a yearly basis and records the net book value in the Region's Annual Financial Statements.
- ◆ While the two initial modules for the PeopleSoft financial system are now functional, further work continues to reduce and/or eliminate the manual work, provide effective and efficient tracking, reporting and analysis on the Region's tangible capital assets and the related maintenance, repair and replace decisions over their lifecycles.
- ◆ Implement additional functionality to maximize asset management and lifecycle analysis, including enterprise asset maintenance management.

### Description of Program Activities:

- ◆ With consulting assistance, enhance the performance and reporting capacity of the existing PeopleSoft Asset Management and Project Costing modules:
  - \* Implement the additional reporting required from the new modules and related training
- ◆ Enhance Asset Management activities for all Regionally owned assets.
- ◆ With consulting assistance, complete the following:
  - \* Issue and evaluate Requests for Proposal
  - \* Select software application(s) best suited to match requirements
  - \* Begin phased implementation of application
  - \* Design hierarchies for assets to integrate selected Enterprise Maintenance Management Solution (EMMS) software with asset management modules already in service
  - \* Acquire software and maintenance, technology hardware and infrastructure for implementation of an EMMS
- ◆ Software selection and implementation services for the replacement of disparate, decentralized asset maintenance management systems to implement an EMMS.





**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ Membership in the not-for-profit Conference Board of Canada.

**Description of Program Activities:**

- ◆ The Conference Board of Canada is "an expert in running conferences but also at conducting, publishing and disseminating research, helping people network, developing individual leadership skills and building organizational capacity".
- ◆ The Conference Board of Canada are "specialists in economic trends, as well as, organizational performance and public policy issues".



**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ Zylmage is a repository for Council and Committee Minutes, Commissioners' Reports and By-laws and Durham Region Transit Committee Minutes and Commissioner's Reports. It has full text search retrieval capabilities. This repository is available on the Insider for staff to access.

**Description of Program Activities:**

- ◆ The Legislative Services Division uses the Zylmage software system to also publish Minutes, Commissioner's Reports and By-laws on the Region's external website for the public to access.

# PROGRAM 32 DEVELOPMENT TRACKING SYSTEM



## 2017 Program Detail

## Non-Departmental

### Purpose:

- ◆ To replace the Region's development tracking software. The Planning and Economic Development Department and Works Department currently use the Land Development Office (LDO) software to track development applications. The LDO software is at end-of-life and needs to be replaced. Additionally, the vendor has limited capacity to continue supporting the LDO application into the future.
- ◆ The implementation of a new development tracking software will ensure the continuity of tracking development activity in the Region. Additional benefits to be realized by implementing a new system include: on-line capabilities will allow applicants to submit planning applications electronically and the public will have self-serve access to information about planning applications; improve efficiency in processing applications, thereby improving Municipal Benchmarking Network Canada targets; and, increased transparency of planning applications.

### Description of Program Activities:

- ◆ Over the course of the next three years, this program will include the following activities:
  - Procure and implement a new development tracking system
  - Migrate all existing development tracking data to the new system
  - Training for staff on the use and support of the system
  - Procurement of servers (physical servers or cloud-based)

## PROGRAM 33 SEATON PROJECT MANAGEMENT



### 2017 Program Detail

Non-Departmental

#### Purpose:

- ◆ Lead Regional efforts regarding the Central Pickering Development Plan and development of Seaton in the City of Pickering.

#### Description of Program Activities:

- ◆ Facilitate and coordinate the activities of the Interdepartmental Team.
- ◆ Facilitate the completion of studies and related financial arrangements.
- ◆ Prepare and present Committee Reports.
- ◆ Liaise with the Provincial staff and Seaton Landowners.
- ◆ Implement Front Ending Agreement(s), Servicing Arrangements, and Development Charge By-law(s).



**2017 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To conduct the annual Region of Durham Employment Survey.

**Description of Program Activities:**

- ◆ Accurate, current and timely employment data is critical to the effective and efficient delivery of municipal services and a key requirement in building and maintaining a reliable business directory, responding to Provincial initiatives such as implementing the Growth Plan for the Greater Golden Horseshoe, and the monitoring of the Region's economic health and performance.
- ◆ The survey is an annual exercise to survey each employer in the Region of Durham, conducted by summer students.
- ◆ The survey includes questions such as the number of employees, building square footage, if they import and/or export goods, etc.
- ◆ The data collected has a spatial component to ensure seamless integration into the Region's GIS data warehouse.

# PROGRAM 36 DURHAM COMMUNITY CLIMATE ADAPTATION PLAN



## 2017 Program Detail

## Non-Departmental

### Purpose:

- ◆ To maintain the momentum toward timely development and implementation of the programs contained in the recently approved Durham Community Climate Adaptation Plan (DCCAP).
- ◆ To provide financial resources for jointly undertaking with community partners a number of “next steps” related to the 18 programs included in the DCCEP to the point where they can be considered in detail for funding and implementation by various partners.
- ◆ To launch an education and outreach program to engage the public and private sectors on the Plan and what they can do to prepare their property for the changing climate.
- ◆ To continue the collaborative development of the Adaptation Programs which has been the hallmark of this Plan to date.

### Description of Program Activities:

- ◆ Engage appropriate consulting assistance to develop standards, criteria and data bases to support the consistent implementation of programs.
- ◆ Design and launch a public education and outreach program for households and the private sector on climate adaptation.
- ◆ Design a tracking and reporting framework to monitor the implementation of the various elements of the Plan.
- ◆ Provide financial resources for incremental costs of travel, meetings, research, data bases and administrative activities in support of next steps program development.

### Performance Measurement:

- ◆ Progress achieved on program approvals as determined by the tracking and reporting framework.

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**2017 Business Plan**

**Finance**

**Major Services & Activities**

**Business Planning, Budgets and Risk Management**

- ◆ Lead the annual Business Planning and Budget process, ensuring resources meet service and infrastructure requirements, linkages to Council's strategic objectives and the Durham Region Strategic Plan and effective communication and transparency to stakeholders.
- ◆ Complete the annual Five-Year Economic and Financial Forecast and Ten Year Capital Plan and set annual Budget guidelines based upon evaluation of the economic environment and long-term plans for provision of services and capital assets.
- ◆ Review and provide comment on Provincial Policy changes on property taxes including participating in the Province's Municipal Working Group.
- ◆ Prepare the annual Property Tax Study including the setting of property tax policy, classes, ratios, rates and manage all assessment related matters and reporting.
- ◆ Manage the Region's investment portfolio.
- ◆ Oversee and coordinate risk management/mitigation for the Region and members of the Durham Municipal Insurance Pool.

**Financial Planning**

- ◆ Coordinate and complete annual Ten-Year Water Supply, Sanitary Sewer, Transportation, Social Housing, Solid Waste Management, and Transit Servicing and Financing Studies, jointly with relevant departments.
- ◆ Develop and implement asset management systems for Regional Capital Infrastructure, coordinating with relevant Departments.
- ◆ Undertake and coordinate Development Charge related policy analysis, studies and reporting.
- ◆ Lead participation in performance measurement, including the Municipal Benchmarking Network Canada (MBNCanada), formerly the Ontario Municipal Benchmarking Initiative (OMBI).
- ◆ Provide financial and economic advice, business case analyses and policy support to Regional Council and departments.
- ◆ Participate in the Provincial cap and trade program, maintain the corporate carbon inventory, accounting and protocol and integrate the corporate climate mitigation and adaptation programs and reporting into the annual business planning, risk and asset management programs.
- ◆ Coordinate the multidisciplinary Corporate Climate Change Staff Working Group including coordination of the Energy Conservation Demand Management Plan implementation.





2017 Business Plan

Finance

Major Services & Activities (Continued)

Purchasing and Supply and Services

- ◆ Obtain goods and services on behalf of the Region, while ensuring value-for-money and promote the principle of fair and open competition in the acquisition process.
- ◆ Ensure procurement policies and procedures comply with legislation, corporate objectives, ethical standards, and regulations.
- ◆ Provide telephone (VoIP), mail, courier, disposal of assets and print services in support of the Regional corporation.

Internal Audit, Compliance and Controls

- ◆ Strengthen and develop sound fiscal policies, financial procedures and controls, which foster the strength and integrity of the Region and protect Regional assets.

Financial Services

- ◆ Maintain and enhance an efficient centralized financial management operation to fulfill the statutory duties of the Treasurer, including those of Durham Regional Local Housing Corporation and Durham Region Transit, handle the Region's financial affairs, safeguard the Region's assets, and receive and secure monies of the Regional Corporation. Analyze and report on all financial activities and prepare and publish financial statements and reports to stakeholders as required to ensure transparency and accountability.
- ◆ Provide timely, accurate and responsive financial oversight, budget approval and subsidy payment in accordance with the funding model for social housing providers, including mortgage renewal adjustments, and provide financial management services for the Durham Regional Local Housing Corporation.
- ◆ Manage collection activities for default Provincial Offences Act (POA) fines.

Financial Information Management Services

- ◆ Provide comprehensive management information services and ensure Financial Information Management System (FIMS), Human Capital Management (HCM) system, Enterprise Learning Management (ELM) system and Enterprise Portal meet user requirements of the Regional Corporation, Police Services Board and Durham Region Transit Commission.



**2017 Business Plan**

**Finance**

The following information highlights the Department's focus on the Durham Region Strategic Plan:

**Strategic Goal A.1** - Propel the business and investment climate forward in Durham Region to enable more local employment.

**Key Deliverables**

**Responsibility - Lead**

- ◆ Further support local municipal revitalization efforts through the Regional Revitalization Fund.
- ◆ Continue towards competitive property taxes for residential and non-residential sectors through the annual property tax strategy report.

**Strategic Goal B.5** - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Advocate for and implement senior government housing programs in order to address existing and emerging social housing needs.

**Strategic Goal C.1** - Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Establish and implement a multi-year corporate energy management program with Regional partners.
- ◆ Integrate climate change adaptation, mitigation measures into corporate business planning.

**Strategic Goal C.4** - Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Plan, forecast and manage provision, operation, maintenance and capital costs for existing and new infrastructure.

**Strategic Goal C.5** - Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities including meeting regularly with municipal counterparts.
- ◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.



**2017 Business Plan**

**Finance**

**Strategic Goal D.1 - Deliver Regional services in a financially prudent and sustainable manner.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Review and enhance business processes to ensure the best use of resources and to support innovation.</li> <li>◆ Demonstrate effective stewardship of corporate resources through strong and stable financial management and adherence to multi-year financial planning process.</li> <li>◆ Complete business continuity plan.</li> </ul>	

**Strategic Goal D.5 - Demonstrate accountability and transparency by measuring performance and reporting on results.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Use and refine performance measurement tools for business planning, to identify and implement continuous improved performance and share results.</li> </ul>	

**Strategic Goals**  
**Responsibility - Support**

<b>Goal</b>	<b>Description</b>
<b>A.3</b>	Promote and actively capitalize on opportunities to make Durham Region a premier destination that attracts and retains entrepreneurs, innovators, visitors and residents.
<b>A.4</b>	Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system
<b>A.5</b>	Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.
<b>B.1</b>	Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.
<b>C.3</b>	Ensure that Regional transportation infrastructure is functional, integrated, reliable and barrier-free to support the movement of residents to work, school and local services.
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.
<b>D.7</b>	Focus resources on continuous improvement and innovation.

## PROGRAM SUMMARY

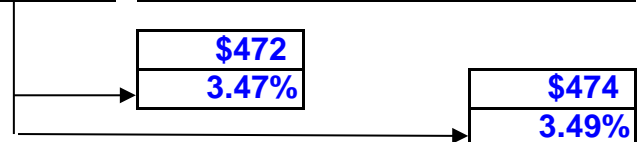


### 2017 Business Plan

### Finance

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Business Planning, Budgets and Risk Management	1,076	1,329	1,445	-	1,445
2 Financial Planning and Purchasing and Supply and Services	2,923	3,481	3,641	-	3,641
3 Financial Housing Services*	925	949	979	-	979
4 Administration	353	312	338	-	338
5 Internal Audit, Compliance and Controls	91	143	148	-	148
6 Financial Services	3,513	3,710	3,837	2	3,839
7 POA - Default Fine Collections	(33)	(39)	(18)	-	(18)
8 Financial Information Management Services	2,996	2,716	2,763	-	2,763
9 COMRA/PARA Headquarters Shared Cost	82	82	84	-	84
	525	525	536	-	536
<b>Operating Subtotal</b>	<b>12,451</b>	<b>13,208</b>	<b>13,753</b>	<b>2</b>	<b>13,755</b>
<b>Tangible Capital Assets:</b>					
New	73	73	-	-	-
10 Replacement Reserve Contribution	306	306	341	-	341
	-	-	(35)	-	(35)
<b>Tangible Capital Asset Subtotal</b>	<b>379</b>	<b>379</b>	<b>306</b>	<b>-</b>	<b>306</b>
<b>Net Program Expenses</b>	<b>12,830</b>	<b>13,587</b>	<b>14,059</b>	<b>2</b>	<b>14,061</b>

### Summary of Increase (Decrease)



\* Tangible Capital Assets Included in Program Detail Page

## PROGRAM SUMMARY



### 2017 Business Plan

### Finance

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	557	Economic increases
Salaries & Benefits	107	Annualization - 2 positions
Salaries & Benefits	16	Job reclassifications
Operating Expenses	10	Inflationary increases
Increase in Recoveries	(154)	Economic increases
Contribution to Reserve	2	Inflationary increase
Tangible Capital Assets - New	(73)	Remove one-time items
Tangible Capital Assets - Replacement	31	Increased requirement
Operating Expenses	11	Headquarters shared cost
Contribution from Reserve	(35)	Replacement Courier Van
	472	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Finance

(\$,000's)

#### Administration

- ◆ Increases in Conferences (\$15k) and Car Allowance (\$5k) offset by decreases in Telephone (-\$20k) to reflect actual costs and forecasted requirements.

-

#### Financial Services

- ◆ Increase in Collection Fees based on 2016 actual.
- ◆ Increase in Corporate Cost Recoveries for Provincial Offences Administration - French Language Services to reflect services provided.
- ◆ Decrease in Sundry Revenue to adjust to actual experience.

1

(4)

5

2

**Total Program Changes**

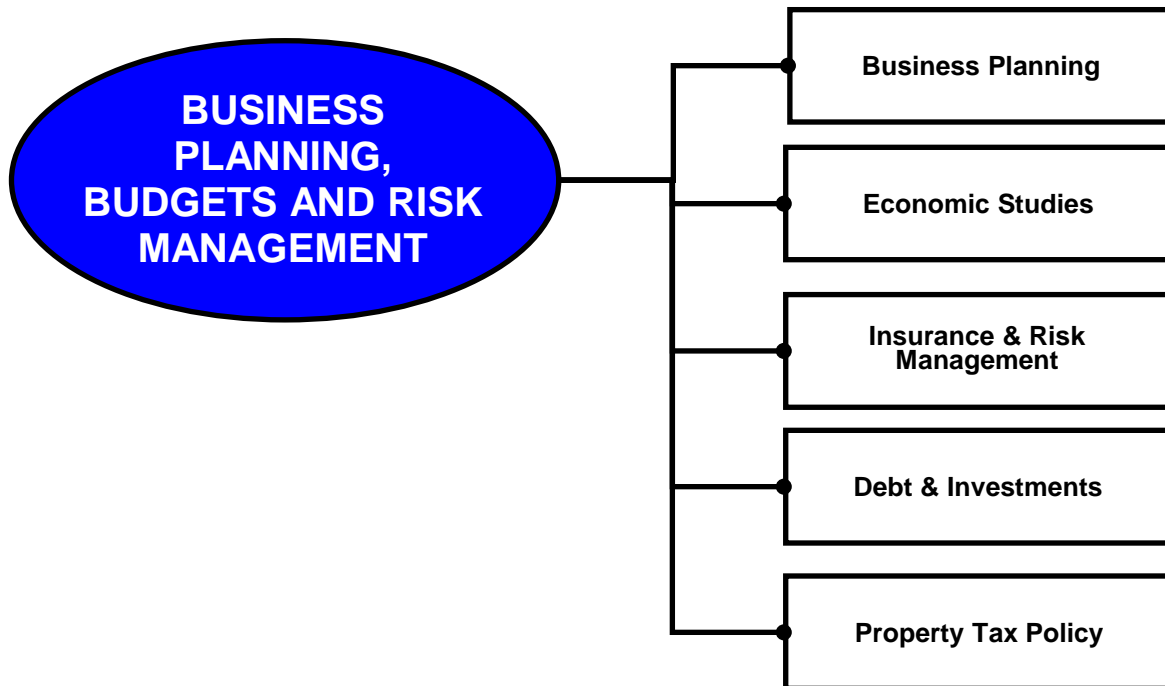
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# PROGRAM 1 BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



## 2017 Program Detail

## Finance



### Purpose:

- ◆ To advise the Treasurer, Committee of the Whole, Regional Council, Senior Management, and other departments, through the provision of sound fiscal and economic policies, analyses, business case support, reports and briefings.
- ◆ To represent Durham financial interests vis-à-vis Provincial Ministries and Agencies, other Regions, and external entities.
- ◆ To coordinate with local area treasurers on joint initiatives, tax policy, tax billing and other issues.
- ◆ To link strategic objectives and corporate goals and performance measures to Budgets, Business Plans, resource allocations and financing.
- ◆ To safe guard the Region's assets through the development, coordination and implementation of effective risk management strategies and programs.

### Description of Program Activities:

- ◆ Continue to implement proposed enhancements to the Business Planning and Budget process to integrate multi-year budget planning, long term financial planning, the corporate strategic plan, corporate climate mitigation and adaptation strategies, asset management, risk management, carbon data, forecasts, protocols, and financial controls.
- ◆ Coordinate completion of the Business Plans and Budgets and related reports for submission to the Chief Administrative Officer, other Department Heads, Committee of the Whole and Regional Council, including budget and tax recommendations.
- ◆ Develop, evaluate and implement assessment taxation policy and undertake analysis, and prepare reports on property taxation items including capping, appeals before the Assessment Review Board and Provincial policy changes impacting property taxes. Liaison with the Municipal Property Assessment Corporation (MPAC), and provide support for the local Area Treasurer's group.
- ◆ Participate in various provincial property tax stakeholder groups.

# PROGRAM 1 BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



## 2017 Program Detail

## Finance

### Description of Program Activities (Continued):

- ◆ Continue to co-ordinate tax policy and tax billing issues with the Area Municipalities. Respond to residential, multi-residential, commercial and industrial taxpayer inquiries and produce the annual Budget and Services Highlights Brochure for the public.
- ◆ Maintain adherence to the "pay-as-you-go" financing of capital projects wherever possible and maintain prudent debt management policy.
- ◆ Review, monitor and report on the implications of Provincial budgets and initiatives including provincial downloading, uploading, GO Transit and service and policy reviews and restructuring.
- ◆ Complete the annual Five-Year Economic and Financial Forecast and set property tax guidelines based on evaluation of the economic environment and long-term plans for the provision of Regional services and capital assets.
- ◆ Administer and manage the Durham Municipal Insurance Pool (DMIP) as part of a comprehensive risk management program.
- ◆ Oversee and coordinate risk management programs for the Region of Durham and member Municipalities of the DMIP, including hazard identification and evaluation, risk transfer, mitigation and financing, casualty insurance and insurance program design, marketing and placement to comply with legislation.
- ◆ Implementation of a corporate enterprise risk management program including Business Continuity Planning that is in line with industry best practices (in consultation with departments).
- ◆ Administer claim programs that include general liability, automobile, property, errors and omissions. This includes developing and maintaining software programs related to Risk Management objectives.
- ◆ Provide guidance to staff regarding risk management issues; develop and ensure compliance with policies, procedures, and regulations governing risk management activities, which include promotion of a Regional security policy. Manage contractual risk transfer for the organization and assign insurance requirements for vendor contracts.
- ◆ Administer and manage the Region's Insurance and Risk Management Program to ensure the protection of assets of the Region against financial consequences of losses through preventing, minimizing and avoidance of risk which includes monitoring the insurance markets, handling all claims and promoting best practices in risk management and loss control.
- ◆ Provide insurance services, risk management, claim and litigation management, financial litigation, administration and accounting for the DMIP.
- ◆ Invest trust, reserve, and general account funds emphasizing the importance of risk mitigation, long-term fiscal plans, security and liquidity of investments, and maximization of return on the investment portfolio.
- ◆ Issue, register, transfer and pay interest annually and retire debentures for the area municipalities and for Regional purposes.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 15  
2016 Full Time Staff = 15



**PROGRAM 1**  
**BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT**



**2017 Program Detail**

**Finance**

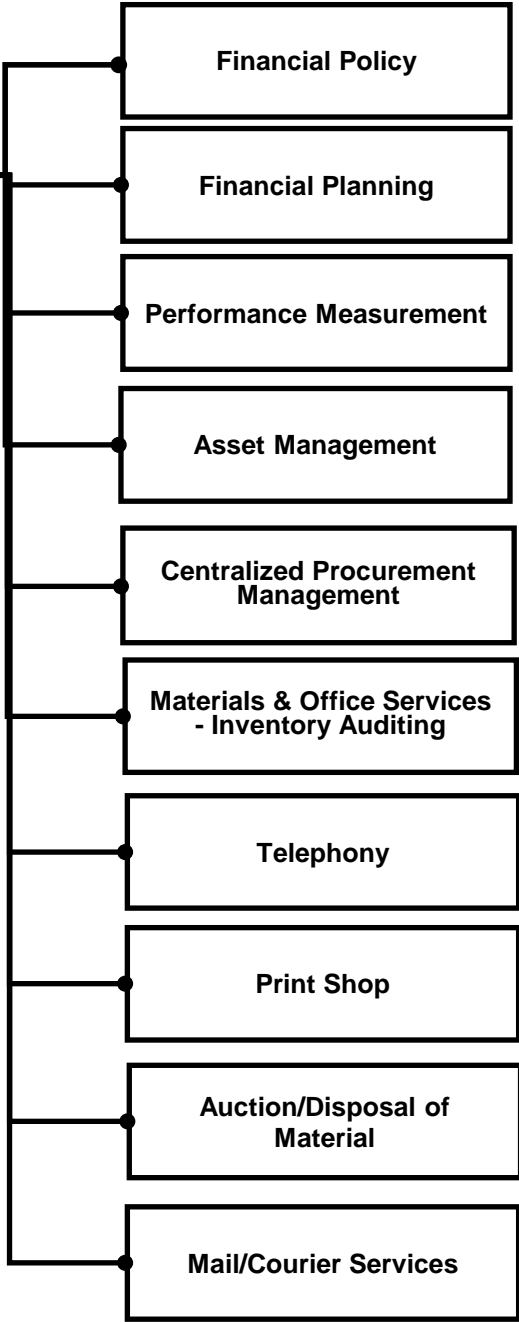
<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,801	2,046	2,170	-	2,170
Personnel Related	5	6	6	-	6
Equipment Maintenance & Repairs	2	1	1	-	1
Professional Services	15	23	23	-	23
<b>Operating Expenses Subtotal</b>	<b>1,823</b>	<b>2,076</b>	<b>2,200</b>	<b>-</b>	<b>2,200</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(126)	(126)	(130)	-	(130)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(126)</b>	<b>(126)</b>	<b>(130)</b>	<b>-</b>	<b>(130)</b>
<b>Gross Operating Expenses</b>	<b>1,697</b>	<b>1,950</b>	<b>2,070</b>	<b>-</b>	<b>2,070</b>
<b>Tangible Capital Assets</b>					
New	12	12	-	-	-
<b>Total Tangible Capital Assets</b>	<b>12</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,709</b>	<b>1,962</b>	<b>2,070</b>	<b>-</b>	<b>2,070</b>
<b>Revenues</b>					
Fees & Service Charges	(230)	(230)	(234)	-	(234)
Insurance Reserve Recovery	(269)	(269)	(266)	-	(266)
Recovery from Transit	(122)	(122)	(125)	-	(125)
<b>Total Revenues</b>	<b>(621)</b>	<b>(621)</b>	<b>(625)</b>	<b>-</b>	<b>(625)</b>
<b>Net Program Expenses</b>	<b>1,088</b>	<b>1,341</b>	<b>1,445</b>	<b>-</b>	<b>1,445</b>

**FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES**



**2017 Program Detail**

**Finance**



**Purpose:**

- ◆ To advise the Treasurer, Committee of the Whole, Senior Management, and other departments, through the provision of sound fiscal and economic policies and analysis, reports and briefings.
- ◆ To represent Durham's financial interests vis-à-vis Provincial Ministries, other Regions, and Downloaded Services Transfer Teams.
- ◆ To defend the Region's credit fundamentals in annual bond rating reviews.
- ◆ To undertake and coordinate Development Charge related policy analysis, studies and reporting.
- ◆ To lead participation in Municipal Benchmarking Network Canada (MBNCanada), formerly the Ontario Municipal Benchmarking Initiative (OMBI).
- ◆ To provide efficient and effective centralized purchasing and contract management.
- ◆ To coordinate and complete long-term asset management studies, servicing and financing studies and reports for major programs with lead departments.
- ◆ To provide central printing, inserting, internal courier, shipping/receiving and mailroom services to Regional Departments.
- ◆ To provide guidance, implementation support and administration for Regional Private Branch Exchange (PBX) & VoIP telephone systems, voice lines, cellular services and voice communication services.
- ◆ To coordinate the Regional auction of surplus assets and to manage the inventory system for maintenance items at depots.

# PROGRAM 2 FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



## 2017 Program Detail

## Finance

### Description of Program Activities:

- ◆ Develop and advocate policy with the Ministry of Finance, Ministry of Economic Development and Growth, Ministry of Energy, Ministry of Environmental & Climate Change, Ministry of Infrastructure, Ministry of Municipal Affairs, Ministry of Housing, Ministry of Transportation, Metrolinx, the Association of Municipalities of Ontario, Government Finance Officers Association and other GTA Regions.
- ◆ Promote long term financial planning, undertake capital financial analysis and implement the capital approval process.
- ◆ Complete the annual 10 Year Water Supply, Sanitary Sewer, Transportation, Social Housing, Solid Waste Management and Transit Servicing and Financing Studies with the assistance of the appropriate departments.
- ◆ Develop and implement asset management and asset maintenance management systems for the Regional Capital Infrastructure with the Works Department.
- ◆ Prepare financial and economic studies for specific projects and new development and position papers on Provincial initiatives with the assistance of other departments as required.
- ◆ Undertake and coordinate Development Charge related policy analysis and studies, including stakeholder outreach, implementation of the renewed Development Charge Study & By-law, and Seaton Area Specific Development Charges and a new Transit Development Charge By-law.
- ◆ Implement the Community Strategic Plan initiatives within the Finance Department.
- ◆ Lead and/or participate in interdepartmental studies and business case reviews and provide economic and financial analysis.
- ◆ Coordinate Best Practices and Benchmarking across Regional departments, including development of benchmarking measures and data collection and lead the participation in Municipal Benchmarking Network Canada (formerly Ontario Municipal Benchmarking Initiative).
- ◆ Integrate the corporate climate mitigation and adaptation programs and reporting into the annual business planning, risk and asset management programs.
- ◆ Coordinate the implementation of energy related projects, including management of grant proposals with the Works and other Departments.
- ◆ Coordinate the update of the Regional Energy Conservation Demand Management Plan.
- ◆ Undertake carbon accounting and maintain related inventories.
- ◆ Participate in Provincial cap and trade program for the corporation.
- ◆ Develop strategies and processes that increase the efficiency of the procurement activity while at the same time ensuring value for money and where possible, consideration of green procurement policies.
- ◆ Ensure procurement policies and procedures continue to comply with legislation, corporate objectives, ethical standards, government regulations and contract law.
- ◆ Promote fair and open competition.
- ◆ Develop and execute contracts and purchase orders with third parties that will provide the Region's departments, programs and projects with the required goods, services and equipment.
- ◆ Schedule and manage the procurement activity to ensure the timely provision of regularly required goods and services to support Regional programs.
- ◆ Assist departments in planning and formulating their procurement requirements.
- ◆ Provide knowledge of Purchasing By-law through ongoing training programs for Regional staff.
- ◆ Purchase goods, services and capital projects for all program areas in the Region, Durham Regional Local Housing Corporation and Durham Region Transit, as well Durham Region Police Service as appropriate.

## FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES

**2017 Program Detail****Finance****Description of Program Activities (Continued):**

- ◆ Negotiate major acquisition projects when appropriate in accordance with the Purchasing by-law.
- ◆ Participate in co-operative purchasing arrangements with other public organizations.
- ◆ Manage the competitive bidding process in an effective and efficient manner including the preparation, issue, evaluation and award of quotations, tenders, Request for Proposals, etc.
- ◆ Manage and account for the inventory of assets as necessary to meet service needs.
- ◆ Provide printing and inserting services to Regional departments to support programs and projects.
- ◆ Manage the Region's internal and external mail by sorting and delivering it through internal couriers to Regional offices/plants/depots and local Municipal offices.
- ◆ Manage voice communication for the Region between staff, the public, suppliers and customers.
- ◆ Manage the disposal of assets no longer required by the Region in a manner that maximizes the return, including coordination of the Regional Auction.
- ◆ Manage Shipping and Receiving for Regional Headquarters Building.
- ◆ Manage the inventory system that tracks the maintenance and repair items at the depots and coordinate the annual physical count and reconciliation of the inventory accounts.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 42
- 2016 Full Time Staff = 42

**PROGRAM 2**  
**FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES**



**2017 Program Detail**

**Finance**

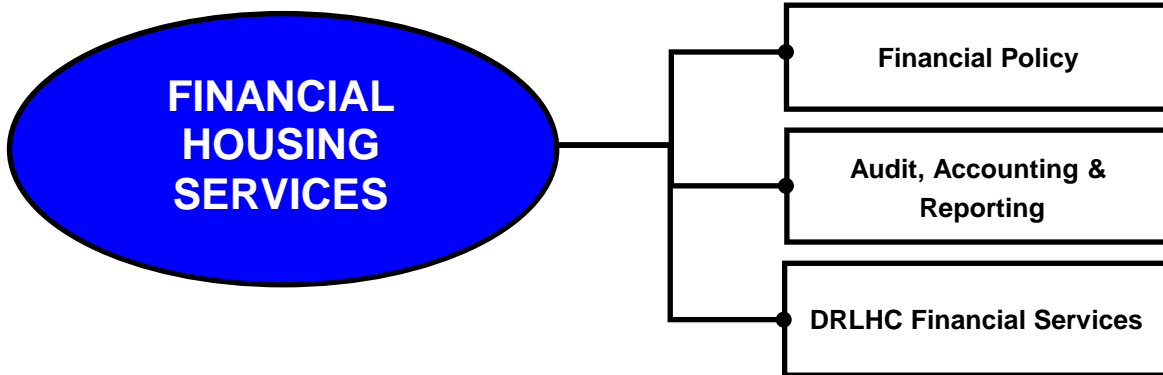
<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated</b>	<b>Approved</b>	<b>Base</b>	<b>Program</b>	<b>Proposed</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	4,469	4,856	5,073	-	5,073
Personnel Related	21	20	20	-	20
Communications	602	635	635	-	635
Supplies	85	105	105	-	105
Computer Maintenance & Operations	5	20	20	-	20
Materials & Services	4	4	4	-	4
Equipment Maintenance & Repairs	275	335	335	-	335
Vehicle Operations	20	31	31	-	31
Professional Services	90	283	283	-	283
Minor Assets & Equipment	10	10	10	-	10
Contribution to Reserve & Reserve Funds	16	16	18	-	18
<b>Operating Expenses Subtotal</b>	<b>5,597</b>	<b>6,315</b>	<b>6,534</b>	<b>-</b>	<b>6,534</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(2,228)	(2,391)	(2,441)	-	(2,441)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(2,228)</b>	<b>(2,391)</b>	<b>(2,441)</b>	<b>-</b>	<b>(2,441)</b>
<b>Gross Operating Expenses</b>	<b>3,369</b>	<b>3,924</b>	<b>4,093</b>	<b>-</b>	<b>4,093</b>
<b>Tangible Capital Assets</b>					
New	61	61	-	-	-
Replacement	-	-	35	-	35
Reserve Contribution	-	-	(35)	-	(35)
<b>Total Tangible Capital Assets</b>	<b>61</b>	<b>61</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>3,430</b>	<b>3,985</b>	<b>4,093</b>	<b>-</b>	<b>4,093</b>
<b>Revenues</b>					
Sundry Revenue	(3)	-	-	-	-
Recovery from Transit	(443)	(443)	(452)	-	(452)
<b>Total Revenues</b>	<b>(446)</b>	<b>(443)</b>	<b>(452)</b>	<b>-</b>	<b>(452)</b>
<b>Net Program Expenses</b>	<b>2,984</b>	<b>3,542</b>	<b>3,641</b>	<b>-</b>	<b>3,641</b>

## PROGRAM 3 FINANCIAL HOUSING SERVICES



### 2017 Program Detail

### Finance



#### Purpose:

- ◆ To provide the necessary oversight of 45 external social housing providers, ensuring compliance with legislated and local financial policies.
- ◆ Approval of housing provider subsidy budgets in accordance with funding models and benchmarks.
- ◆ To ensure that Regional Council, Committee, CAO and Commissioner of Finance receive prompt, accurate and comprehensive advice and information on the Social Housing Portfolio.
- ◆ To co-ordinate related Information Technology (IT) systems.
- ◆ To discharge all necessary financial services for the Durham Regional Local Housing Corporation (DRLHC).

#### Description of Program Activities:

- ◆ Development of Regional policies under the Housing Services Act and undertake annual review of Regional Housing program and financial analysis.
- ◆ Complete annual budget approvals in accordance with benchmarks and calculate monthly subsidy payments to housing providers and landlords.
- ◆ Complete year-end reconciliation of all housing provider subsidies against actual results, ensuring compliance with financial policies.
- ◆ Coordinate mortgage renewals, updates and revised subsidy calculations.
- ◆ Complete annual reporting requirements to Ministry of Housing.
- ◆ Undertake annual audits of the rent geared-to-income calculations for 20 per cent of units at 100 per cent of housing providers.
- ◆ In-depth operational reviews of 50 per cent of the portfolio per year, in conjunction with Housing Services Division of the Social Services Department.
- ◆ Administration of the special grant programs (Investment in Affordable Housing). Monitor status, process payments and report to Council and Province.
- ◆ Forecasting of expenditures for the Social Housing and DRLHC portfolios.
- ◆ Provide financial and IT administration for Social Housing.
- ◆ Provide enhanced oversight and support where required for all projects in difficulty.
- ◆ Coordination and analysis of Reserve Fund studies in conjunction with Building Condition Assessments.
- ◆ Financial analysis of rent supplement programs.

#### Description of Program Resources:

- ◆ 2017 Full Time Staff = 6
- ◆ 2016 Full Time Staff = 6

**PROGRAM 3  
FINANCIAL HOUSING SERVICES**



**2017 Program Detail**

**Finance**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	600	667	691	-	691
Personnel Related	4	8	8	-	8
Communications	-	5	5	-	5
Supplies	-	1	1	-	1
Headquarters Shared Costs	85	85	86	-	86
Professional Services	10	25	25	-	25
<b>Operating Expenses Subtotal</b>	<b>699</b>	<b>791</b>	<b>816</b>	<b>-</b>	<b>816</b>
<b>Transfers from Related Entities</b>					
Inter-Departmental Recoveries	(389)	(457)	(473)	-	(473)
<b>Transfers from Related Entities Subtotal</b>	<b>(389)</b>	<b>(457)</b>	<b>(473)</b>	<b>-</b>	<b>(473)</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate Charges	613	613	634	-	634
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>613</b>	<b>613</b>	<b>634</b>	<b>-</b>	<b>634</b>
<b>Gross Operating Expenses</b>	<b>923</b>	<b>947</b>	<b>977</b>	<b>-</b>	<b>977</b>
<b>Tangible Capital Assets</b>					
Replacement	2	2	2	-	2
<b>Total Tangible Capital Assets</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>2</b>
<b>Net Program Expenses</b>	<b>925</b>	<b>949</b>	<b>979</b>	<b>-</b>	<b>979</b>



**2017 Program Detail**

**Finance**

**Purpose:**

- ◆ To ensure that the statutory duties and responsibilities of the Treasurer are carried out to promote and maintain the financial strength, stability and accountability of the Regional Corporation and advise the Committee of the Whole, Regional Council, the Chief Administrative Officer, and other Regional Department Heads on all matters pertaining to this purpose.
- ◆ To ensure comprehensive reporting of fiscal and business functions to all stakeholders based on legislative requirements and financial best practices.
- ◆ To ensure adequate fiscal reporting through: reports to committee; inclusion of financial implications within corporate reports based on Budget Management and Purchasing policies, Legislation and By-laws; the Annual Business Planning and Property Tax brochure to the Public; legislative reporting based upon Municipal Act compliance; Business Plan and Budget documentation and reporting; and, the Region's Annual Financial Report.

**Description of Program Activities:**

- ◆ Advise the Committee of the Whole, Council and Senior Management on all financial matters pertaining to the Region.
- ◆ Manage the operations of the Finance Department through its divisions: Financial Services; Financial Housing Services; Business Planning, Budgets, and Risk Management; Financial Planning and Purchasing, POA - Default Fines Collections; Financial Information Management Services; Utility Finance; and Internal Audit, Compliance & Controls.
- ◆ Represent the Region's financial interests vis-à-vis other groups, including Provincial Ministries, other Regions and interest groups.
- ◆ Establish and continually review financial policies and practices within the Regional Corporation, including Durham Regional Police Service and Durham Region Transit, to ensure financial integrity and adherence to generally accepted accounting standards.
- ◆ Provide administrative support to the general operations and special activities of the Finance Department.
- ◆ Ensure adequate, accountable and transparent reporting of Budgets, Property Tax Impacts and annual year-end financial results.

**Description of Program Resources**

- ◆ 2017 Full Time Staff = 5  
2016 Full Time Staff = 5



**PROGRAM 4  
ADMINISTRATION**



**2017 Program Detail**

**Finance**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	659	681	703	-	703
Personnel Related	128	91	99	20	119
Communications	185	146	146	(20)	126
Supplies	130	134	134	-	134
Materials & Services	52	8	8	40	48
Equipment Maintenance & Repairs	15	8	8	-	8
Professional Services	98	141	141	(40)	101
<b>Operating Expenses Subtotal</b>	<b>1,267</b>	<b>1,209</b>	<b>1,239</b>	<b>-</b>	<b>1,239</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(474)	(474)	(478)	-	(478)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(474)</b>	<b>(474)</b>	<b>(478)</b>	<b>-</b>	<b>(478)</b>
<b>Total Expenses</b>	<b>793</b>	<b>735</b>	<b>761</b>	<b>-</b>	<b>761</b>
<b>Revenues</b>					
Sundry Revenue	(20)	(20)	(20)	-	(20)
Investment & Interest Income	(400)	(383)	(383)	-	(383)
Recovery from Transit	(20)	(20)	(20)	-	(20)
<b>Total Revenues</b>	<b>(440)</b>	<b>(423)</b>	<b>(423)</b>	<b>-</b>	<b>(423)</b>
<b>Net Program Expenses</b>	<b>353</b>	<b>312</b>	<b>338</b>	<b>-</b>	<b>338</b>

# PROGRAM 5 INTERNAL AUDIT, COMPLIANCE AND CONTROLS



## 2017 Program Detail

## Finance

### Purpose:

- ◆ To ensure the legislated duties and responsibilities of the Treasurer are carried out and to promote accountability of the Regional Corporation for the quality of stewardship over public funds and for the achievement of value for money and best practices in the corporation and its operations.

### Description of Program Activities:

- ◆ Review financial policies and practices within the Regional Corporation to ensure financial integrity, adherence to generally accepted accounting standards and use of best practices.
- ◆ Ensure operational processes meet or exceed audit, accountability and control requirements.
- ◆ Complete business process reviews and recommend changes to strengthen internal controls, streamline processes and continuously improve financial activities and manage business risks.
- ◆ Provide support to external audits conducted by external auditor for a multitude of programs requiring special audits.
- ◆ Ensure accountability of Regional funds by external agencies.

### Description of Program Resources

- ◆ 2017 Full Time Staff = 4  
2016 Full Time Staff = 4

**PROGRAM 5  
INTERNAL AUDIT, COMPLIANCE AND CONTROLS**



**2017 Program Detail**

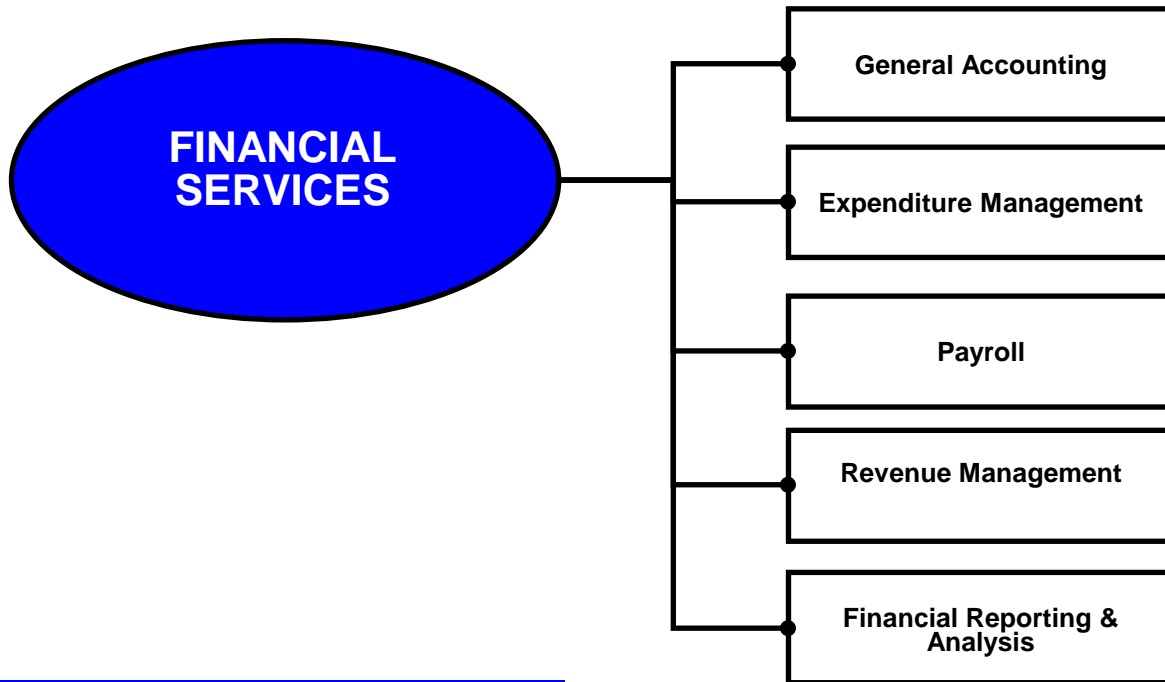
**Finance**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	520	572	592	-	592
<b>Operating Expenses Subtotal</b>	<b>520</b>	<b>572</b>	<b>592</b>	<b>-</b>	<b>592</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(429)	(429)	(444)	-	(444)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(429)</b>	<b>(429)</b>	<b>(444)</b>	<b>-</b>	<b>(444)</b>
<b>Net Program Expenses</b>	<b>91</b>	<b>143</b>	<b>148</b>	<b>-</b>	<b>148</b>



**2017 Program Detail**

**Finance**



**Purpose:**

- ◆ To provide innovative and effective financial management, reporting and accounting services to the Regional Corporation, including the operations of Durham Region Transit and Durham Regional Police Services.

**Description of Program Activities:**

- ◆ Receive and safely keep all monies of the corporation, to keep all books of account and prepare the annual consolidated financial statements.
- ◆ Receive and process vendor invoices for payment by validating and matching purchasing contract details to receiving and invoice information and issue payment in accordance with payment terms.
- ◆ Ensure payments authorized by departments match terms and conditions of purchase orders, leases, legal agreements and are in accordance with Council authorizations and Regional policies.
- ◆ Respond to internal and external inquiries or disputes, policies regarding payment, tax issues, and assist departments in reconciling and resolving vendor issues.
- ◆ Process and analyze information from accounting systems into a consolidated format for the preparation of monthly financial statements for all Regional departments, the Durham Regional Police Service and Durham Region Transit.
- ◆ Prepare regular reports to Committee and Council on the status of spending against the budgets and provide forecasts for the year. Report on Development Charges, Investments and Councillor's Remuneration and Expenses.
- ◆ Reconcile Regional tax rates as applied to Current Value Assessment by local municipalities with the remittance of taxes collected at the local level.
- ◆ Administer Council approved Budget Management Policy.



**2017 Program Detail**

**Finance**

**Description of Program Activities (Continued):**

- ◆ Administer the Council approved vehicle reimbursement system.
- ◆ Administer payroll activities for the Region, Durham Region Transit and the Durham Regional Police Service in accordance with collective agreements, Council policies and relevant legislation.
- ◆ Assist departments in analyzing, monitoring and forecasting revenues, subsidies and expenditures, providing advice on financial impacts of new or changes to programs and trends identified.
- ◆ Provide financial data required to complete benchmarking surveys.
- ◆ Identify and develop reporting formats to improve analysis of business operations.
- ◆ Prepare, analyze and submit financial reports on subsidized programs to third party funders (in excess of 350 reports per year).
- ◆ Prepare the consolidated financial statements, along with comprehensive working papers, for the Regional Corporation and co-ordinate the audit of the financial statements.
- ◆ Analyze changes in accounting and disclosure requirements of the Public Sector Accounting Board and the Province and implement processes, financial analysis and disclosures to maintain compliance and accountability.
- ◆ Prepare the financial statements and coordinate the audits for the Durham Municipal Insurance Pool and ancillary programs for which funders or third parties require audits.
- ◆ Issue invoices for services provided by the Region (long-term care, childcare, Durham Regional Local Housing Corporation, miscellaneous Works Department services) and collect amounts outstanding.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 42.5  
2016 Full Time Staff = 42.5

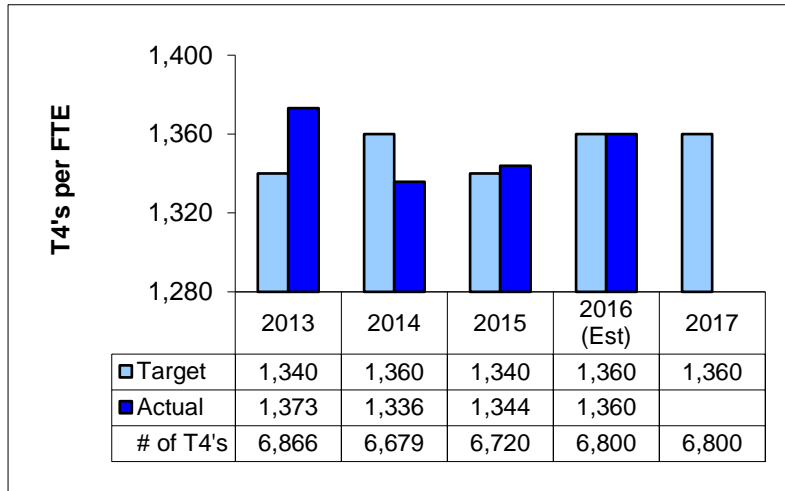


2017 Program Detail

Finance

Performance Measurements:

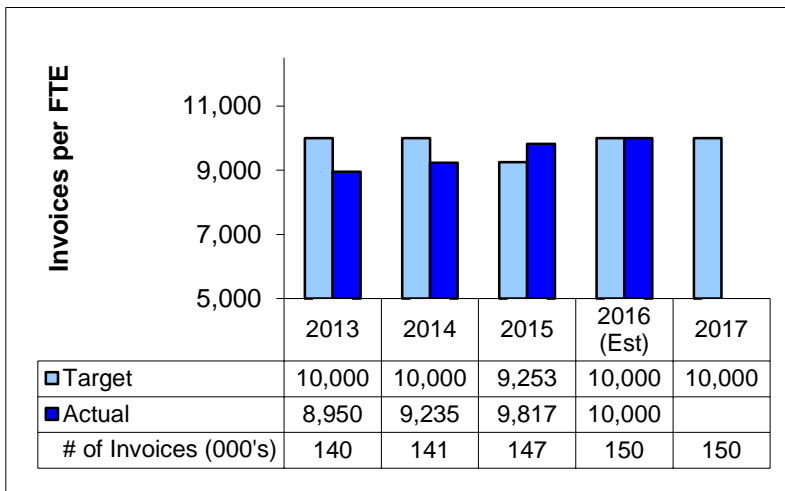
EFFECTIVENESS



T4's Issued per FTE  
Region, Police & Transit

This measure reflects the average number of employees, including students and temporary staff, for whom all payroll processing activities are handled per Payroll FTE (staff complement of five).

EFFECTIVENESS



Invoices Paid per FTE  
Region, Police & Transit

The number of invoices paid per FTE represents the average number of transactions processed by an Expenditure Management staff member, and includes all processing activities associated with the validation of the expenditure.

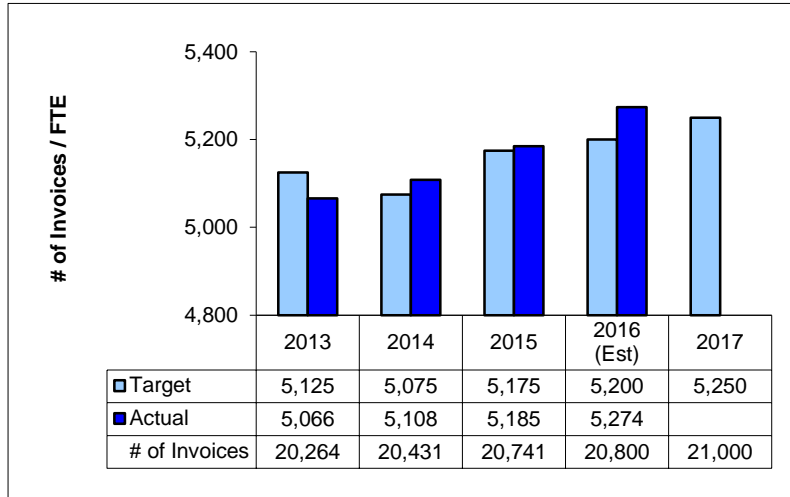


**2017 Program Detail**

**Finance**

**Performance Measurements (Continued):**

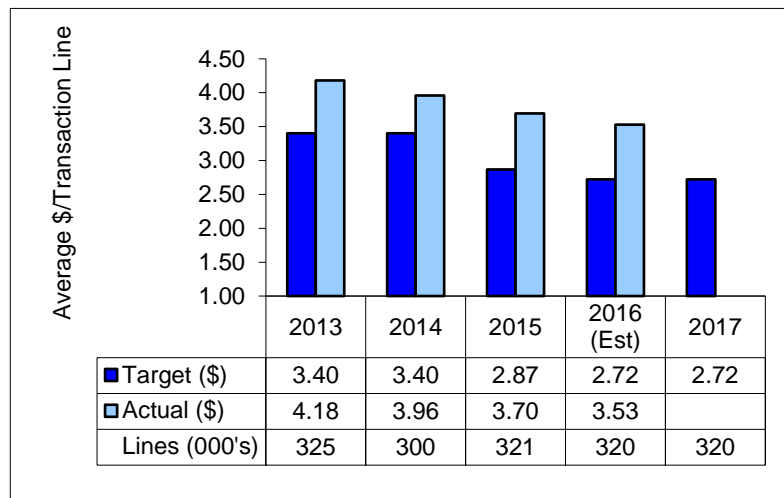
**EFFECTIVENESS**



**Invoices Issued per FTE  
Region & Transit**

The number of invoices issued per FTE represents the volume of work handled by Accounts Receivable staff in both the issuance and the collection of funds owed to the Region. The volume of billed revenues are expected to remain fairly consistent.

**EFFICIENCY**



**Average Cost per Accounts  
Payable Transaction Line**

The A/P Cost per Transaction Line represents the gross operating cost of the Expenditure Management section divided by the number of transaction lines processed and is indicative of the effort required to charge expenditures to the appropriate program.

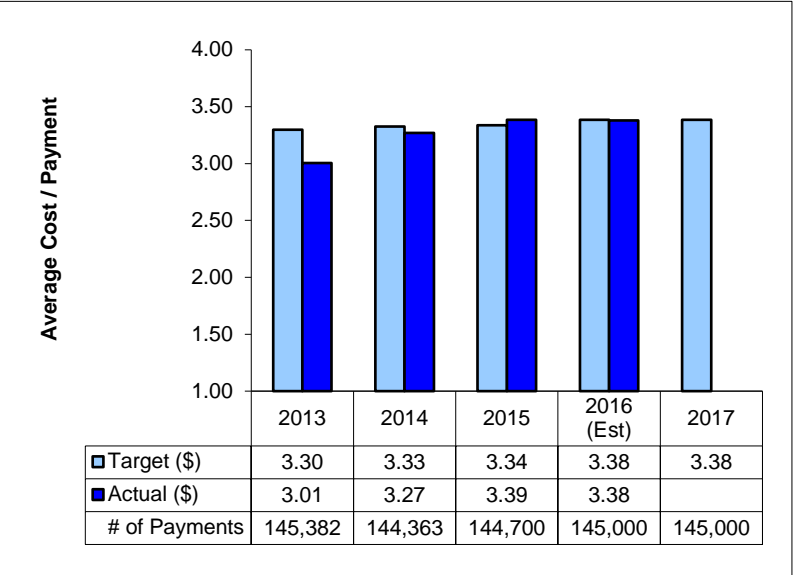


**2017 Program Detail**

**Finance**

**Performance Measurements (Continued):**

**EFFICIENCY**



**Average Cost per Payroll Payment**

The cost per payroll payment represents the gross operating cost of the Payroll section divided by the number of direct deposits / cheques for the year.



**PROGRAM 6  
FINANCIAL SERVICES**



**2017 Program Detail**

**Finance**

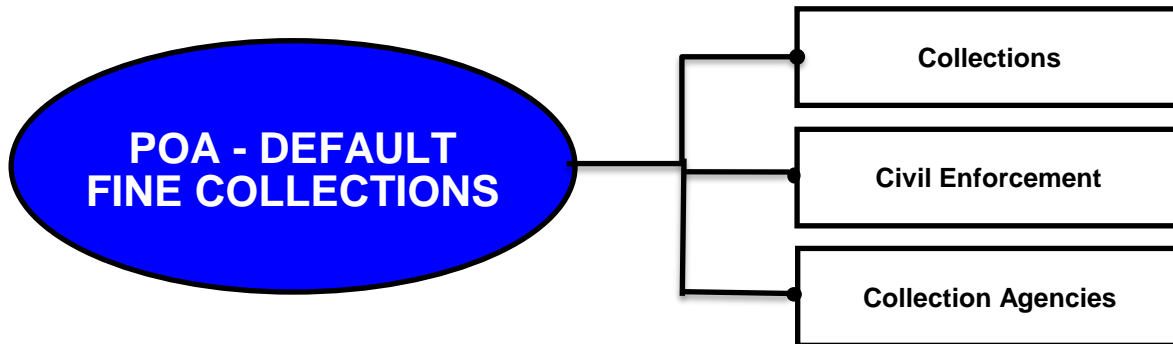
<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	4,285	4,588	4,744	-	4,744
Personnel Related	3	1	1	-	1
Supplies	3	-	-	-	-
Materials & Services	3	8	8	-	8
Equipment Maintenance & Repairs	3	5	5	-	5
Professional Services	116	17	17	1	18
<b>Operating Expenses Subtotal</b>	<b>4,413</b>	<b>4,619</b>	<b>4,775</b>	<b>1</b>	<b>4,776</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(365)	(365)	(376)	(4)	(380)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(365)</b>	<b>(365)</b>	<b>(376)</b>	<b>(4)</b>	<b>(380)</b>
<b>Total Expenses</b>	<b>4,048</b>	<b>4,254</b>	<b>4,399</b>	<b>(3)</b>	<b>4,396</b>
<b>Revenues</b>					
Sundry Revenue	(2)	(11)	(11)	5	(6)
Recovery from Transit	(533)	(533)	(551)	-	(551)
<b>Total Revenues</b>	<b>(535)</b>	<b>(544)</b>	<b>(562)</b>	<b>5</b>	<b>(557)</b>
<b>Net Program Expenses</b>	<b>3,513</b>	<b>3,710</b>	<b>3,837</b>	<b>2</b>	<b>3,839</b>

# PROGRAM 7 POA - DEFAULT FINE COLLECTIONS



## 2017 Program Detail

## Finance



### Purpose:

- ◆ To collect outstanding Provincial Offences fines in default.
- ◆ Collection activities are undertaken on fines in a default status (over 90 days old).
- ◆ Collection activity costs are more than recovered by default fine revenue collected.
- ◆ Maintain collection tools, resources and processes.
- ◆ Provide collection services to another court jurisdiction and operational areas.

### Description of Program Activities:

- ◆ Locate default fine offenders through various skip tracing techniques.
- ◆ Issue collection letters, place calls to debtors and negotiate payment arrangements. Up to two notices are issued on every default fine. Handle in bound calls and make payment arrangements with debtors.
- ◆ Assign cases to a number of collection agencies to assist in collection efforts. Monitor collection agency performance and periodically recycle fines between agencies.
- ◆ Work in conjunction with POA Court Administration, Prosecution and Legal Services in civil enforcement activities (certificates of default, garnishments, writs of seizure and sale, etc.).
- ◆ In conjunction with Legal Services obtain judgment against debtors and collect overdue amounts via garnishments and seizure and sale of assets.
- ◆ Work closely with the POA Court Administration in exchanging information relating to fines in default, debtors and payment arrangements.
- ◆ Share information concerning collection activities, tools and resources with other court jurisdiction collection divisions to enhance collection services. Participate in Ontario Municipal Tax and Revenue Association (OMTRA) and the Municipal Court Manager's Association.
- ◆ Provide collection services on a cost recovery basis to another court jurisdiction and areas of the organization.

### Description of Program Resources

- ◆ 2017 Full Time Staff = 7
- 2016 Full Time Staff = 7

# PROGRAM 7 POA DEFAULT FINE COLLECTIONS

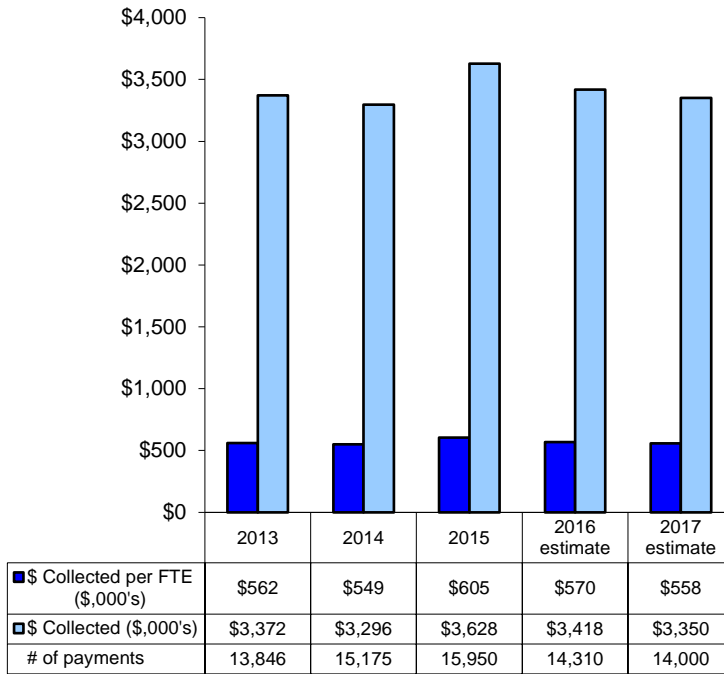


## 2017 Program Detail

## Finance

### Performance Measurements:

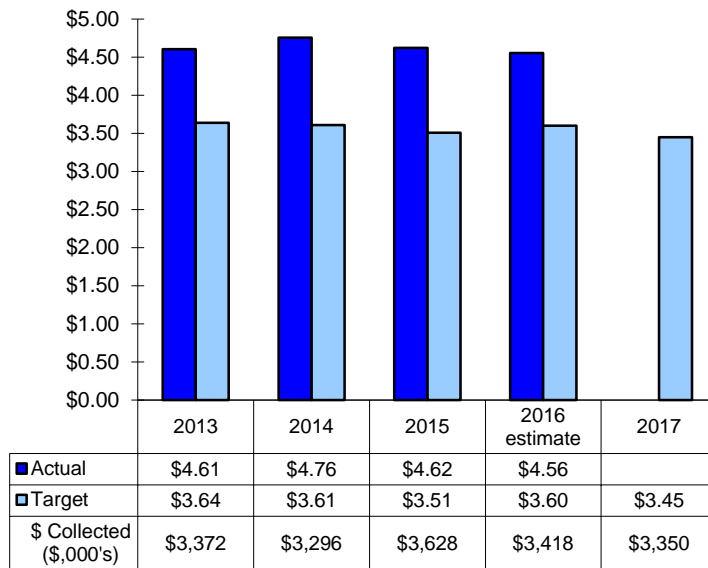
#### EFFECTIVENESS



#### \$ Collected per FTE

Collection processes include actions such as automated issuance of collection notices, skip tracing, negotiating payment arrangements and proceeding with civil enforcement where necessary.

#### EFFICIENCY



#### Payback Ratio

Every dollar spent in the collection of POA Defaulted Fines is expected to result in \$3.45 recovered in 2017.

**PROGRAM 7  
POA DEFAULT FINE COLLECTIONS**



**2017 Program Detail**

**Finance**

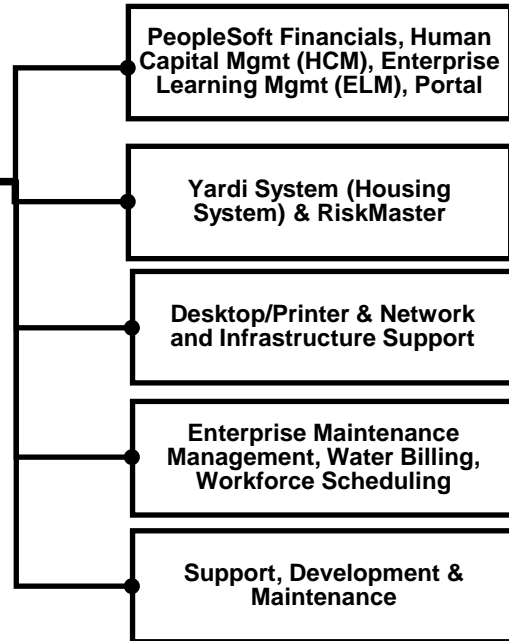
<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	721	719	744	-	744
Personnel Related	4	4	4	-	4
Communications	19	21	21	-	21
Supplies	3	6	6	-	6
Computer Maintenance & Operations	120	135	135	-	135
Materials & Services	6	8	8	-	8
Equipment Maintenance & Repairs	1	2	2	-	2
Collection Agency Fees	162	301	301	-	301
Financial Expenses	20	20	20	-	20
<b>Operating Expenses Subtotal</b>	<b>1,056</b>	<b>1,216</b>	<b>1,241</b>	<b>-</b>	<b>1,241</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(816)	(979)	(979)	-	(979)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(816)</b>	<b>(979)</b>	<b>(979)</b>	<b>-</b>	<b>(979)</b>
<b>Gross Operating Expenses</b>	<b>240</b>	<b>237</b>	<b>262</b>	<b>-</b>	<b>262</b>
<b>Tangible Capital Assets</b>					
Replacement	4	4	-	-	-
<b>Total Tangible Capital Assets</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>244</b>	<b>241</b>	<b>262</b>	<b>-</b>	<b>262</b>
<b>Revenues</b>					
Fees & Service Charges	(56)	(55)	(55)	-	(55)
Revenue from Municipalities	(141)	(150)	(150)	-	(150)
Investment & Interest Income	(80)	(75)	(75)	-	(75)
<b>Total Revenues</b>	<b>(277)</b>	<b>(280)</b>	<b>(280)</b>	<b>-</b>	<b>(280)</b>
<b>Net Program Expenses</b>	<b>(33)</b>	<b>(39)</b>	<b>(18)</b>	<b>-</b>	<b>(18)</b>

# PROGRAM 8 FINANCIAL INFORMATION MANAGEMENT SERVICES



## 2017 Program Detail

## Finance



### Purpose:

- ◆ To provide the Finance Department and Regional Departments with fully supported Financial Information Management Services (FIMS).
- ◆ Ensure the long term technology plan for the Finance Department remains current.
- ◆ Identify and implement further FIMS/HCM/ELM and Portal modules.
- ◆ To provide implementation and support of the Finance Department computer hardware technology.

### Description of Program Activities:

- ◆ Improve the use of management information technology to obtain higher levels of timeliness, efficiency and effectiveness.
- ◆ Update the long-term technology plan for the Finance Department.
- ◆ Enhance and support the software version of PeopleSoft Financials, HR/Payroll (HCM) and Learning Management to provide more flexibility as well as to ensure that government compliance of legislated changes are implemented.
- ◆ Upgrade activities to maintain the PeopleSoft Applications including the modules of:
  - ◆ General Ledger/ Reporting
  - ◆ Payroll
  - ◆ Purchasing
  - ◆ Human Resources
  - ◆ Accounts Payable
  - ◆ Base Benefits
  - ◆ Billing and Receivables
  - ◆ Time and Labour
  - ◆ Inventory
  - ◆ Position Management
  - ◆ Budgeting
  - ◆ Learning Management
  - ◆ Project Costing
  - ◆ Recruiting Management
  - ◆ Asset Management
  - ◆ Resume/Candidate Gateway
  - ◆ Project Management

## PROGRAM 8 FINANCIAL INFORMATION MANAGEMENT SERVICES



**2017 Program Detail**

**Finance**

### Description of Program Activities (Continued):

- ◆ The 2017 Budget provides resources necessary to support and maintain critical business applications, such as PeopleSoft Financials, PeopleSoft HCM, PeopleSoft ELM, PeopleSoft Interaction Hub/Portal, Yardi, and RiskMaster.
- ◆ The 2017 Budget also provides resources to work with Corporate Departments as well as Durham Region Police Service and Durham Region Transit Commission on the implementation of Enterprise Maintenance Management, Water Billing, Property & Service Management and Enterprise Workforce Scheduling systems.
- ◆ Implement technology enhancements based on the long-term technology plan for the Finance Department.
- ◆ Participate in the corporate networking activities to ensure that the Finance Department works within the general guidelines of Corporate Technology. Assist in defining direction of Corporate Technology.
- ◆ Support and upgrade the Finance Department technology infrastructure network and personal computers ensuring that Corporate Financial data is secure, accessible, and backed-up.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 21  
2016 Full Time Staff = 21

**PROGRAM 8  
FINANCIAL INFORMATION MANAGEMENT SERVICES**

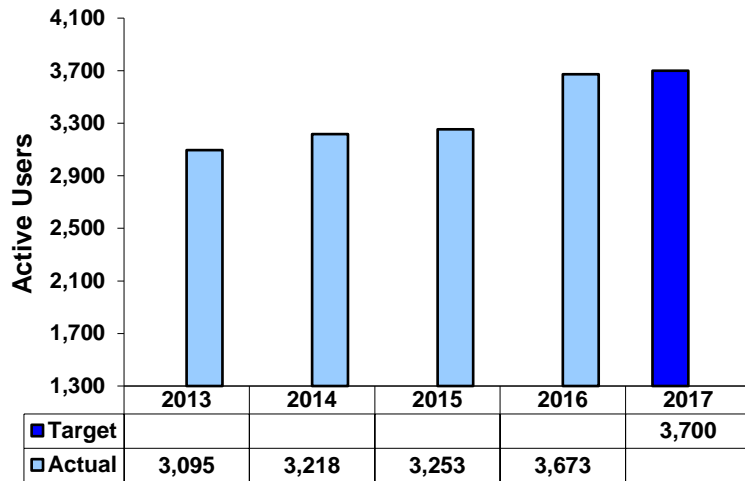


**2017 Program Detail**

**Finance**

**Performance Measurements:**

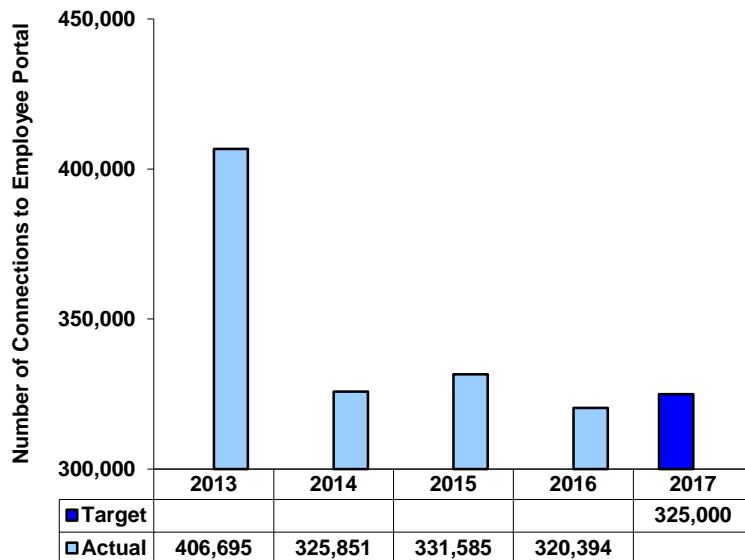
**EFFECTIVENESS**



**Active PeopleSoft Users  
Region, Police, Transit**

*The number of individuals who from a day to day job perspective, and employee self service are Active, Registered users of the PeopleSoft Financials, Human Capital Management, and Learning Management Application*

**EFFECTIVENESS**



**Number of Connections to  
Employee Regional Portal**

*The number of occurrences that individuals have accessed the Regional Portal to perform work related functions, process information through Employee Self Service, or to utilize the Inquiry functions within the PeopleSoft applications*

**PROGRAM 8  
FINANCIAL INFORMATION MANAGEMENT SERVICES**



**2017 Program Detail**

**Finance**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	3,120	2,689	2,781	-	2,781
Personnel Related	23	52	52	-	52
Communications	-	1	1	-	1
Supplies	1	3	3	-	3
Computer Maintenance & Operations	1,231	1,238	1,238	-	1,238
Equipment Maintenance & Repairs	-	9	9	-	9
Professional Services	41	144	144	-	144
<b>Operating Expenses Subtotal</b>	<b>4,416</b>	<b>4,136</b>	<b>4,228</b>	<b>-</b>	<b>4,228</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(656)	(656)	(664)	-	(664)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(656)</b>	<b>(656)</b>	<b>(664)</b>	<b>-</b>	<b>(664)</b>
<b>Gross Operating Expenses</b>	<b>3,760</b>	<b>3,480</b>	<b>3,564</b>	<b>-</b>	<b>3,564</b>
<b>Tangible Capital Assets</b>					
Replacement	306	306	306	-	306
<b>Total Tangible Capital Assets</b>	<b>306</b>	<b>306</b>	<b>306</b>	<b>-</b>	<b>306</b>
<b>Total Expenses</b>	<b>4,066</b>	<b>3,786</b>	<b>3,870</b>	<b>-</b>	<b>3,870</b>
<b>Revenues</b>					
Revenue from Related Entities	(764)	(764)	(801)	-	(801)
<b>Total Revenues</b>	<b>(764)</b>	<b>(764)</b>	<b>(801)</b>	<b>-</b>	<b>(801)</b>
<b>Net Program Expenses</b>	<b>3,302</b>	<b>3,022</b>	<b>3,069</b>	<b>-</b>	<b>3,069</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	3,069
Less: Tangible Capital Assets	(306)
Net Operating Program Expenses Per Program Summary	<u>2,763</u>





**2017 Program Detail**

**Finance**

**Purpose:**

- ◆ Funding of the COMRA Marine Rescue Association ("COMRA") and the Pickering Auxiliary Rescue Association ("PARA")

**Description of Program Activities:**

- ◆ COMRA/PARA are charitable organizations that provide a marine search and rescue capability in Canadian waters of Lake Ontario adjacent to the Region of Durham. Related activities include the following:
  - ◆ Operate and maintain rescue vessels
  - ◆ Provide training to develop and maintain volunteer competency and vessel operational safety
  - ◆ Educate the public in support of the Search and Rescue Prevention objectives of the Canadian Coast Guard Auxiliary
  - ◆ Assist in humanitarian and civil incidents within provincial, regional, or municipal areas of responsibility as directed
- ◆ Working cooperatively with the Canadian Coast Guard Auxiliary and the Durham Regional Police Service, both organizations are comprised of volunteer members providing many hours of service annually. Volunteers undertake administrative aspects as well as participating in scheduled boat crews/vessel patrol days. There are also emergency call-up lists for activation at any time of the day or night.
- ◆ The Region's funding excludes such items as purchase of vessels and uniforms.

**Performance Measurement/Data:**

- ◆ Search and rescue incidents were reported at:

	2015	2016
COMRA	14	13
PARA	9	11

These missions involve water crafts experiencing mechanical breakdowns, being disabled, adrift, and also there have been incidents involving persons going overboard.

- ◆ Number of volunteers: COMRA 40; PARA 49
- ◆ Target vessel availability: 95 per cent for call-up during the boating season
- ◆ Vessel availability for call-up during the boating season: COMRA: 100 per cent; PARA: 97.9 per cent



**2017 Program Detail**

**Finance**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2016</b>		<b>2017</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	82	82	84	-	84
<b>Net Program Expenses</b>	<b>82</b>	<b>82</b>	<b>84</b>	<b>-</b>	<b>84</b>

**PROGRAM 10  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Finance**

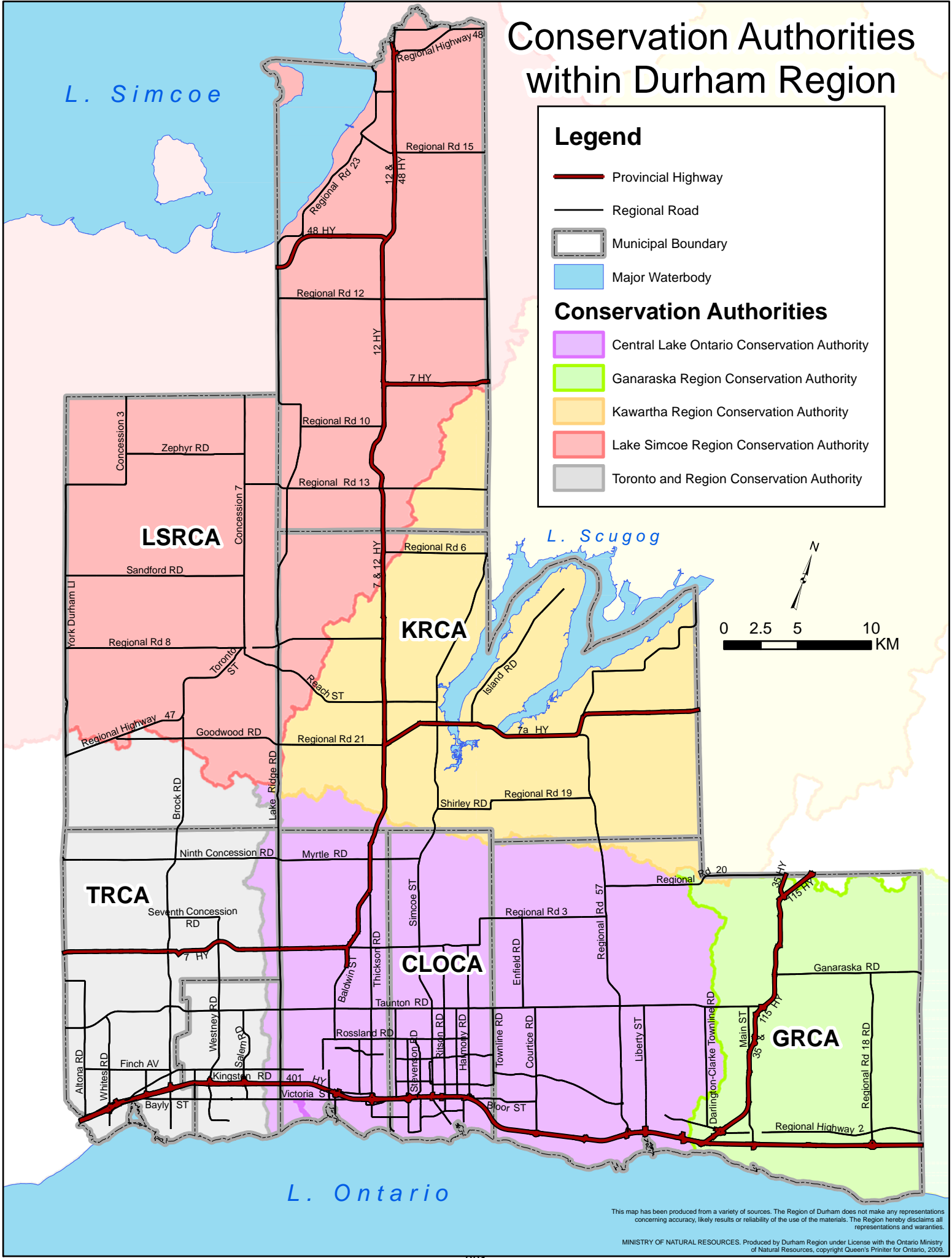
Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Financial Planning and Purchasing and Supply and Services - Program 2</u></b>			
1 Courier Van (Financed by Courier Van Replacement Reserve)	1	35,000	<u>35,000</u>
<b><u>Financial Information Management Services - Program 8</u></b>			
2 Desktops	30	700	21,000
3 Laptops	23	2,100	48,300
4 Desktops - Multi- tasking and Large Data Applications	1	3,700	3,700
5 Monitors	6	250	1,500
6 Printers	2	5,000	10,000
7 Servers	3	13,000	39,000
8 Backup System	1	86,000	86,000
9 Application Control Engine	1	96,000	96,000
			<u><b>305,500</b></u>
<b><u>Financial Housing Services - Program 3 (Included in Program Detail Page)</u></b>			
10 Laptop	1	2,100	<u>2,100</u>
		<b>Total</b>	<u><b>342,600</b></u>

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# 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**

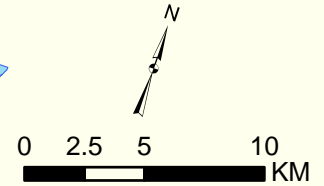
**CLOCA**

**GRCA**

L. Simcoe

L. Scugog

L. Ontario



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## PROGRAM SUMMARY



### 2017 Business Plan

### Conservation Authorities

By Program	2016		2017		
(\$,000's)	Estimated	Restated	Target	CVA	Proposed
	Actuals	Budget	Budget	Adjustment	Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>					
Central Lake Ontario	3,688	3,688	3,779	-	3,779
Kawartha	564	564	578	-	578
Ganaraska	426	426	437	-	437
Toronto and Region	597	597	611	-	611
Lake Simcoe Region	254	254	260	(2)	258
<b>Operating Programs Subtotal</b>	<b>5,529</b>	<b>5,529</b>	<b>5,665</b>	<b>(2)</b>	<b>5,663</b>
<b>2 Special Benefiting Programs</b>					
Central Lake Ontario	-	-	-	-	-
Kawartha	130	130	132	-	132
Ganaraska	222	222	225	-	225
Toronto and Region	748	748	802	-	802
Lake Simcoe Region	456	456	463	-	463
<b>Special Benefiting Programs Subtotal</b>	<b>1,556</b>	<b>1,556</b>	<b>1,622</b>	<b>-</b>	<b>1,622</b>
<b>3 Special One-Time Funding</b>					
Ganaraska - Forest Management Plan	25	25	-	-	-
Lake Simcoe - Beaver River Wetland Trail Upgrades	50	50	-	-	-
Lake Simcoe - Scanlon Creek Operations Centre	24	24	24	-	24
<b>Special One-Time Funding Subtotal</b>	<b>99</b>	<b>99</b>	<b>24</b>	<b>-</b>	<b>24</b>
<b>4 YPDT Ground Water Management</b>					
Toronto and Region	175	175	175	-	175
<b>YPDT Ground Water Management Subtotal</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>175</b>
<b>Net Program Expenses</b>	<b>7,359</b>	<b>7,359</b>	<b>7,486</b>	<b>(2)</b>	<b>7,484</b>



## 2017 Business Plan

## Central Lake Ontario Conservation Authority

By Program (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Target Budget	CVA Change	Proposed Budget
	\$	\$	\$	\$	\$
1 Operating Programs	3,688	3,688	3,779	-	3,779
Net Program Expenses	<u>3,688</u>	<u>3,688</u>	<u>3,779</u>	-	<u>3,779</u>



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**Member of Conservation Ontario**

January 9, 2017

CLOCA IMS: AFNB41

Mr. R.J. Clapp  
Commissioner of Finance and Treasurer  
The Regional Municipality of Durham  
P.O. Box 623, 605 Rossland Rd. E.  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

**Subject: 2017 CLOCA Budget Submission**

CLOCA is pleased to provide its 2017 Preliminary Budget. Attached please find Staff Report #5500-16 which was considered by the CLOCA Board of Directors at a meeting on November 15, 2016, and at which the following resolution was adopted (as extracted from unapproved minutes).

**Auth. Res. #109/16, dated November 15, 2016**

***“THAT Staff Report #5500-16 be received for information; and,  
THAT the 2017 Preliminary Budget, including a special capital request of \$150,000, be approved for circulation to the Region of Durham.”***

**CARRIED**

CLOCA’s 2017 Preliminary Operating and Special Municipal Levy Budget adheres to the Region’s Guideline for the preparation of the 2017 Business Plans and Property Tax Budget and is summarized as follows:

Operations	-	\$3,728,933 (General Levy)
Durham Children’s Groundwater Festival	-	\$ 50,000 (Special Benefiting)
		<u>\$3,778,933</u>

Special Capital request for the relocation of Lynde Shores parking area:

2017 -	<u>\$150,000</u>
2018 -	<u>\$200,000</u>

Further details on the Special Capital request are also provided under separate cover entitled “Relocation of Lynde Shores Parking Area Plan”.

cont’d.....2

***What we do on the land is mirrored in the water***





Mr. R.J. Clapp, Commissioner of Finance and Treasurer  
The Regional Municipality of Durham

Page 2  
January 9, 2017

At the September 2016 Board meeting, the Authority approved the following resolution regarding funding request to undertake the 5 year review of our watershed plans.

**Auth. Res. #85/16, dated September 20, 2016**

***“THAT Report #5476-16 be received for information;  
THAT CLOCA initiate the five-year update of CLOCA’s Watershed Plans;  
THAT CLOCA advise Durham Region and the municipalities that the Authority is initiating the five-year update of CLOCA’s Watershed Plans; and,  
THAT CLOCA seek the necessary financial support from Durham Region to support completion of the five-year update to the four CLOCA Watershed Plans.”  
CARRIED***

Discussions with Regional Finance regarding this funding request are ongoing. As a result, CLOCA is agreeable to deferring the funding request to update watershed plans to the 2018 budget deliberations.

As requested, attached please find a copy of CLOCA’s 5-year operating budget.

We remain dedicated to advancing watershed health through engagement, science and conservation. Thank you for your continued support.

Sincerely,



Chris Darling, MCIP, RPP  
**Chief Administrative Officer**  
CD/ms


cc: Nicole Pincombe, Region of Durham  
Dana Howes, Region of Durham  
Don Mitchell, CLOCA Chair  
Rose Catulli, Director of Corporate Services

Attach 1: CLOCA 2017 Preliminary Budget Staff Report #5500-16 (excl. attachments)  
2: Special Capital Request - Relocation of Lynde Shores Parking Area Plan  
3: CLOCA 5-year Operating Budget



**CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY**

DATE: November 15, 2016  
 FILE: AFNB44  
 S.R.: 5500-16  
 MEMO TO: Chair and Members, CLOCA Board of Directors  
 FROM: Rose Catulli, Director of Corporate Services  
 SUBJECT: **2017 Preliminary Budget**

APPROVED BY C.A.O. 

The formulation of the 2017 preliminary budget involved the consideration of the current budget, programming requirements, alignment with the Strategic Plan priorities and strategic actions and the need for annual adjustments to the general levy. Staff is continually looking for funding partnerships while utilizing current resources both effectively and efficiently. We continue to see increases in demand on Authority programs. It is important that the increase in levy continues to meet these demands while trying to balance the various guidelines from the Region. The Region of Durham’s approved guideline for the preparation of the 2017 Business Plan and Budget is as follows:

Operating Budget – increase of 2.5%

The preliminary operating and special municipal levy budget summary attached meets the Region’s Guideline for the 2017 Regional Business Plans and Property Tax Budget as follows:

General Operating Levy	\$	3,728,933	
Special Municipal Levy - Durham	\$	50,000	
Groundwater Festival			
	\$	3,778,933	

**2017 Preliminary Budget Summary**

An additional \$80k has been budgeted for 2017 Plan Review Fees relating to the Columbus Subwatershed Study; other Planning and Regulation fees remain constant. Government funding is a relatively minor amount in the budget; provincial source water protection funding is uncertain at this time - \$70,310 (2016 YTD), \$47,200 (2015).

The 2017 budgeted reserve transfer of \$52,427 relates to forestry management expenditures within our conservation areas (\$15k), Heber Down Conservation Area reconfiguration (\$21k) and a transfer of excess funds for the Roger’s Property (-\$88k).

Deferred Revenue for 2017 consists of YPDT program (\$55k) and CLOCA’s Bowmanville Westside Conservation Area (\$2,945) which represents funds received from the Municipality of Clarington in 2013 to manage the property.

Cont’d

**Special Capital Levy Request**

The current parking lot at Lynde Shores Conservation Area has a capacity of 45 vehicles. With continual increase in visitors to Lynde Shores the current parking area has become inadequate. It is not uncommon to see the parking lot full on weekends forcing visitors to park on Victoria Street causing traffic interruptions and safety issues. As a result, CLOCA has been in the process of relocating the entrance to Halls Road. The relocated entrance from Victoria Street transportation corridor (Type A arterial) to a local road will provide safer ingress and egress for users. The Halls Road parking will provide for a larger parking area (approximately 100 vehicles) which will mitigate the safety concerns with parking on Victoria Street and should also provide for increased users fees which will assist in funding land management cost for the Lynde Shores Conservation Area. The new entrance will also create separate access/entrances for the conservation area and for Eastbourne residents, reducing conflict between area users and residents.

Rough grading of the new parking area has been completed. The capital funding request of \$150,000 for 2017 would cover the cost for hard surfacing the parking area with gravel, establishing trail linkages to the parking area, lighting and some minor landscaping. Additional funding for 2018 in the amount of \$200,000 would be required to pave the parking area and establish a washroom facility. The relocation of the Lynde Shores parking area is consistent with the Authority’s Strategic Plan priority action related to “enhancing the enjoyment and safety of conservation areas by improving enforcement, land management, and public use infrastructure”.

Special Capital Levy	2017	2018
Lynde Shores Parking Area	\$150,000	\$200,000

**Purchasing Efficiency Improvements**

Staff continues to investigate delivery costs and potential expenditure savings. In this regard, CLOCA recently joined the Durham Purchasing Co-Operative Group. Membership includes the Region, all area municipalities within the Region, Durham District School Board, Durham Region Non-Profit Housing Corporation, University of Ontario Institute of Technology, Durham College and Municipal Property Assessment Corporation. The main purpose of the group is to promote efficiency in the purchase and materials management of goods and services by jointly calling tenders, proposals and/or quotations for commonly-used items by the group. With membership in this group, CLOCA should benefit with some reduced costs related to commodities such as fuel, sand and gravel, and office supplies. At this time, it is too early to accurately predict expenditure savings for those goods and services for the 2017 budget year. Cost savings will be monitored throughout 2017 and will be reflected in the proposed 2018 budget.

**Watershed Plan Update**

At the September 20, 2016 Authority Board meeting, the Board endorsed a recommendation seeking the necessary financial assistance (\$200,000) from the Region to undertake the 5-year update of the watershed plans. Staff has had an initial meeting with Regional staff on this request and anticipate further discussions in the near future.

**Next Steps**

A final budget report will be brought forward in 2017 to the Board once CLOCA approves the 2017 fee schedule and the Region has approved the General Levy and Special Capital request.

**RECOMMENDATION:**

***THAT Staff Report #5500-16 be received for information; and,  
THAT the 2017 Preliminary Budget, including a special capital request of \$150,000, be approved for circulation to the Region of Durham***

RC/ms  
Encl. (attached)

# Central Lake Ontario Conservation

Central Lake Ontario Conservation (CLOCA) is a local community based environmental organization and one of 36 Conservation Authorities responsible for managing watershed resources across Ontario. We were established in 1958 and our corporate vision focuses on Health Watersheds for Today and Tomorrow which is supported by our mission to advance watershed health through engagement, science and conservation. CLOCA's jurisdiction is based upon the watershed boundaries of four major watercourses draining an area of over 639 sq. km. The four major watercourses begin in the Oak Ridges Moraine headwaters and are from west to east Lynde Creek, Oshawa Creek, Black/ Harmony/ Farewell Creeks, and the Bowmanville/ Soper Creeks. There are 18 additional watersheds identified in the map below. The Municipalities within CLOCA's watershed include the Regional Municipality of Durham, City of Pickering, Town of Ajax, Township of Uxbridge, Township of Scugog, Town of Whitby, City of Oshawa and the Municipality of Clarington.



**Figure One: Central Lake Ontario Conservation Watershed Map**

The following is a list of programs and services offered as part of our core responsibilities.

### **Engineering**

We manage a flood warning program and emergency procedures and provide continuous water level monitoring for watercourses, computerized flood forecasting and monitoring of snow condition and potential runoff problems within the watershed.

### **Community Engagement**

CLOCA delivers a variety of stewardship and education programs to encourage constituents of all ages and abilities to engage in actions that contribute to healthy watersheds and communities. We use a variety of media to further awareness of watershed resources and ensure our corporate programs, projects, services and policies are understood by the general public.

### **Leaders in Watershed Management**

We collect aquatic and terrestrial data and inventory natural resources, including groundwater, in support of management and evaluation of ecosystem function to determine trends in watershed health and implement action plans to support watershed and resource management plans.

### **Planning and Regulation**

We provide land use planning input and review and provide administration of Conservation Authority's Fill, Construction, and Alterations to Watercourse Regulations in support of sustainable development.

### **Conservation Areas & Land Holdings**

We undertake a range of programs aimed at improving land and water conservation within our watersheds. These programs include the acquisition and management of an estimated 2,500 hectares of public lands to protect sensitive natural resources and incorporate public access and low impact recreation opportunities.

### **Corporate Services**

Corporate Services is an important part of the day to day operations of Central Lake Ontario Conservation. Corporate Services includes all aspects of administration including Full Authority Board meeting agendas and minutes, accounting, IT support, general inquiries from the public and reception.

**Central Lake Ontario Conservation Authority  
Durham Region Proposed 5-Year Operational Budget (2016-2021)**

OPERATIONS BUDGET	2016 Approved by Region	2016 Forecast		2017 Forecast		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
		Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>Base Operations</b>	<b>3,637,983</b>	<b>3,637,983</b>	<b>6,356,300</b>	<b>3,637,983</b>	<b>6,451,500</b>	<b>3,728,933</b>	<b>6,546,300</b>	<b>3,822,156</b>	<b>6,602,500</b>	<b>3,917,710</b>	<b>6,687,300</b>	<b>4,015,653</b>	<b>6,772,500</b>
Assessment Grow (Base)				45,475	80,644	46,612	81,829	47,777	82,531	48,971	83,591	50,196	84,656
Economic Adjustment (Base)				45,475	80,644	46,612	81,829	47,777	82,531	48,971	83,591	50,196	84,656
Adjustment of CVA Apportionment													
Special Needs													
<b>TOTAL</b>	<b>3,637,983</b>	<b>3,637,983</b>	<b>6,356,300</b>	<b>3,728,933</b>	<b>6,612,788</b>	<b>3,822,156</b>	<b>6,709,958</b>	<b>3,917,710</b>	<b>6,767,563</b>	<b>4,015,653</b>	<b>6,854,483</b>	<b>4,116,044</b>	<b>6,941,813</b>



# Relocation of Lynde Shores Parking Area Plan



December 2016

## **Lynde Shores Conservation Area Background Information**

The Lynde Shores Conservation Area is the Central Lake Ontario Conservation Authority's most popular public area, with more than 50,000 visits per year, and rapidly increasing annually. This 272 hectare property on Lake Ontario, on the west edge of Whitby, hosts two provincially significant wetlands, forests, and meadows. Residents of Durham Region enjoy healthy outdoor experiences and nature appreciation while walking the nature trails, feeding song birds, or passing through on the Waterfront Trail. Mood Walks are held at Lynde Shores CA, in partnership with the Canadian Mental Health Association, confirming the value of this natural area for not only physical, but also our mental well-being. Rated as Trip Advisor's number one "thing to do" in Whitby, Lynde Shores CA provides an inexpensive, healthy, interesting outing for people of all ages.

The public use infrastructure within Lynde Shores CA continues to adapt to the increasing demand of a growing community. Our pay-and-display parking revenue and annual passes help offset some of the costs related to public use. A provincial grant allowed for the completion of a paved Waterfront Trail link through Lynde Shores CA in 2015. This addition has further integrated the Conservation Area with the community.

### **Need for New Parking Area**

The existing parking area is accessed via Victoria Street. Traffic volumes on Victoria Street continue to increase, making access and egress from the Lynde Shores CA parking lot difficult. The future four lane Victoria Street will further complicate access to the conservation area. Furthermore, our existing 45 car parking lot becomes filled during busy periods, and vehicles frequently park on the shoulder of Victoria Street. The inadequate parking raises safety, lost revenue, and visitor satisfaction concerns. Unfortunately, the existing parking lot is constrained by the proximity of Victoria Street and the Lynde Creek and wetlands, and expansion of the existing lot is not an option.

CLOCA completed a Conservation Area Management Plan in 2000, and included a long range plan to relocate the entrance and parking lot from the Victoria Street transportation corridor to a Hall's Road location. The plan included a new larger (100 car) parking lot, trail connection to the Waterfront Trail, short nature trail loop, and washroom building.

CLOCA staff has worked closely with Region of Durham staff during the planning, design, and construction of the Victoria Street widening through the Lynde Shores area. As a result, the road widening impacts on the wetlands and Lynde Shores CA will be fully compensated with the creation of new wetland habitat within the conservation area. This constructed wetland will be a feature of the new Hall's Road entrance and trail loop. CLOCA also approached the contractor for the road widening project, and offered the use of the future Hall's Road parking area as a construction staging area, providing the contractor completed grading for the future visitor parking lot at the site upon completion of the contract. This work was completed in 2016.

### **Capital Funding Request**

A capital funding request has been submitted to the Region of Durham to allow completion of the new Lynde Shores CA entrance and parking area. The funding will cover the costs of hard surfacing the parking lot, establishing the trail loop and linkages, construction of a comfort station (washroom) and landscaping of the new entrance. These improvements will address the growing demand for public use



at this conservation area, and be consistent with the Authority’s Strategic Plan priority action to “enhance the enjoyment and safety of conservation areas by improving enforcement, land management, and public use infrastructure.” A conceptual map illustrating the parking lot location and associated facilities and landscaping is attached. A breakdown of the costs associated with the parking area is as follows:

**Lynde Shores Conservation Area Halls Road  
Entrance Construction Cost Estimate**

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Phase 1	
Hard surface parking lot	\$85,000
Paved connecting trail	\$15,000
Nature Trail loop	\$20,000
Pay and Display	\$10,000
Landscape and lighting	\$20,000
<b>Phase 1 Total:</b>	<b>\$150,000</b>

Phase 2	
Parking lot paving	\$100,000
washroom/comfort station	\$80,000
landscaping	\$20,000
<b>Phase 2 Total:</b>	<b>\$200,000</b>

# Conceptual Map Illustrating New Lynde Shores CA Parking Area





## 2017 Business Plan

## Kawartha Conservation Authority

By Program (\$,000's)	2016		2017		
	Estimated Actuals \$	Restated Budget \$	Target Budget \$	CVA Change \$	Proposed Budget \$
<b>1 Operating Programs</b>	564	564	578	-	578
<b>2 Special Benefiting Programs</b>					
Watershed Planning	130	130	132	-	132
<b>Special Benefiting Programs     Subtotal</b>	130	130	132	-	132
<b>Net Program Expenses</b>	<b>694</b>	<b>694</b>	<b>710</b>	<b>-</b>	<b>710</b>



**KAWARTHA  
CONSERVATION**

Discover • Protect • Restore

December 12, 2016

Regional Municipality of Durham  
605 Rossland Rd. E.  
PO Box 623  
Whitby, ON L1N 6A3

Attn: R.J. Clapp, Commissioner of Finance

RE: Proposed 5-Year Budget for Operations (2017-2021)  
Proposed Special Benefitting Projects (2017 – 2021)

Dear Mr. Clapp, *Jim*

Further to our discussion of our preliminary 2017 budget, we are pleased to formally submit the Kawartha Conservation Operating and Special Benefitting Projects budgets. Both submissions are attached.

Our Special Projects request of \$131,950 meets the Regional guideline of 1.5% and our Operating budget request of \$578,286 and meets the Regional guideline of 2.5%. We continue to provide technical and administrative support to the Port Perry Bay Shoreline Enhancement project in 2017, funded through the Watershed Implementation project.

We appreciate the support from the Region of Durham and look forward to a continued partnership that addresses the needs of the Region's environmental strategic goals. If you have any questions or require further information, please do not hesitate to contact us.

Yours truly,

Rob Messervey  
Chief Administrative Officer

Attachment(s)

**KAWARTHA CONSERVATION**  
277 Kenrei Road, Lindsay, ON K9V 4R1  
705.328.2271 Fax 705.328.2286  
[KawarthaConservation.com](http://KawarthaConservation.com)

**Our Watershed Partners:**

City of Kawartha Lakes • Region of Durham • Township of Scugog • Municipality of Clarington • Township of Brock • Municipality of Trent Lakes • Township of Cavan Monaghan

# Kawartha Conservation

## Vision

*A sustainable watershed with clean and abundant water and natural resources assured for future generations*

Our vision is supported by a number of benchmarks of success. Our success is measured by the position we take as leaders, in:

- Protecting our lakes and water resources;
- Partnering with the agricultural community to advance stewardship; and
- Developing watershed science.

## Mission

*To provide leadership in watershed management and conservation*

## Focus

*Outstanding water quality and quantity management, supported by healthy landscapes through planning, stewardship, and science*

## Our Watershed

A watershed is an area of land drained by a common stream, river or lake system. The Kawartha Conservation watershed drains 2,563 square kilometres of land, an area roughly bounded by Port Perry in the south, Kinmount in the north, Manilla to the west and Omemee to the east. Five major lakes and seven major stream systems drain this land area, emptying into Pigeon Lake.

On the south side of the watershed, the Oak Ridges Moraine causes water to flow northward into Lake Scugog and Pigeon Lake. Water in Lake Scugog then continues northward into Sturgeon Lake via the Scugog River.

From the north side of the watershed, water flows off the Canadian Shield through the Gull and Burnt rivers into Balsam and Cameron lakes. The majority of this water flows over Fenelon Falls into Sturgeon Lake, with a small amount flowing into the Lake Simcoe watershed through Balsam Lake.

Water from Sturgeon Lake flows into Pigeon Lake and the rest of the Kawartha Lakes to the east, and finally into the Trent River.

# Map of the Kawartha Conservation Watershed

- 2,563 square kilometers
- 13% lakes
- 13% wetland  
(55 Provincially Significant Wetlands & 49 Locally Significant Wetlands)
- 22% forest
- 46% agriculture
- 6% built-up/urban
- Canadian Shield in the north
- Oak Ridges Moraine in the south

## City of Kawartha Lakes

- 1,815 km<sup>2</sup> within watershed

## Municipality of Trent Lakes

- 237 km<sup>2</sup> within watershed

## Township of Brock

- 36 km<sup>2</sup> within watershed

## Township of Scugog

- 457 km<sup>2</sup> within watershed

## Township of Cavan Monaghan

- 8 km<sup>2</sup> within watershed

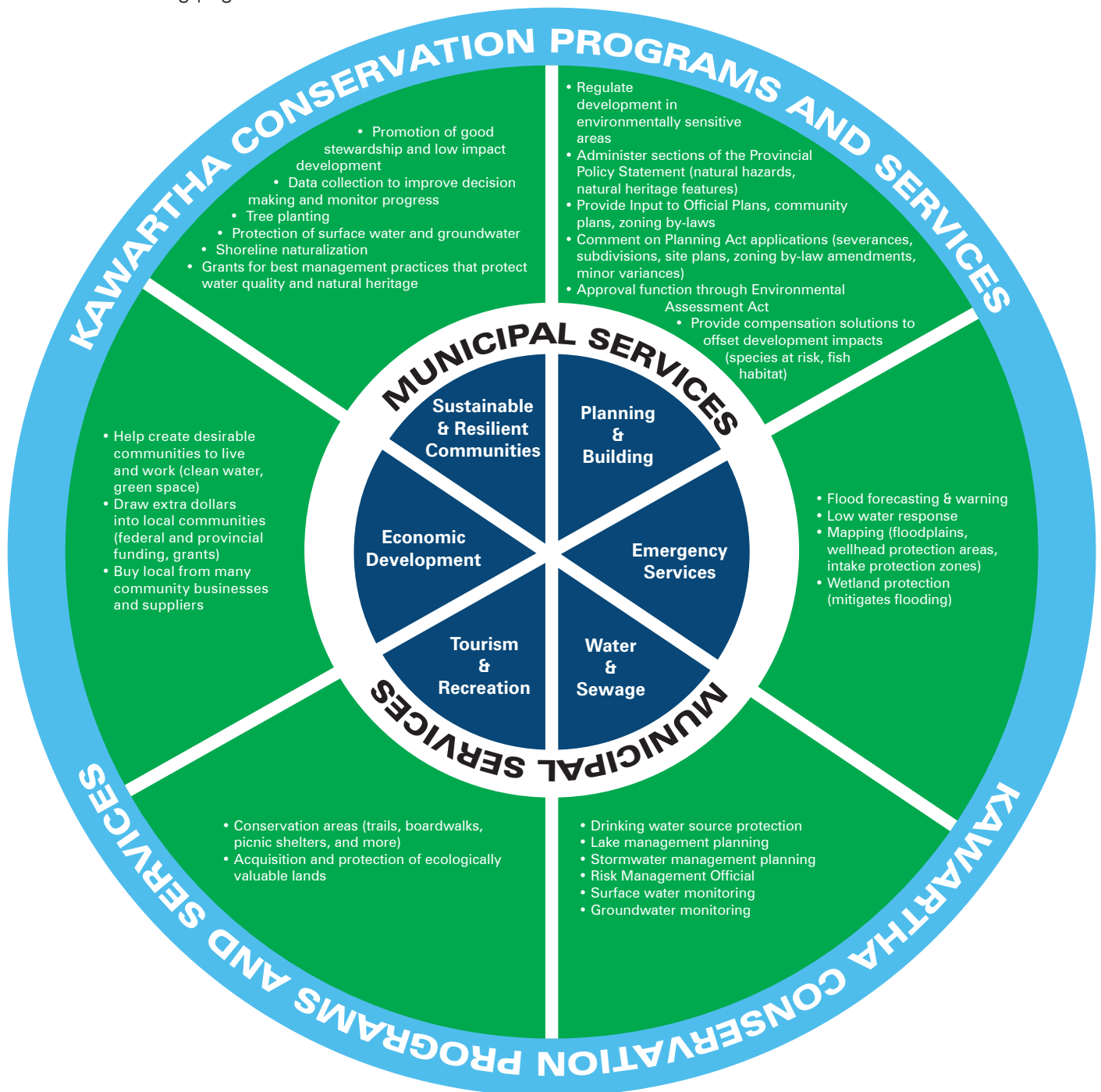
## Municipality of Clarington

- 10 km<sup>2</sup> within watershed



# Serving our Municipalities

Kawartha Conservation staff are working closer than ever with municipal staff because our work has become so interconnected. It is hard to find a municipal service that our programs don't support either directly or indirectly. Often we provide this support at a fraction of the cost because our staff are shared among our six municipalities and sometimes our neighbouring Conservation Authorities. This saves money and avoids duplication. Kawartha Conservation's programs also serve a wide range of public interests and needs benefiting our local watershed residents from agricultural and rural, to shoreline and urban communities. Below is a graphic that summarizes our programs that support key municipal services. More details about these programs are provided in the following pages.



# Working Together for a Healthy Environment

Kawartha Conservation represents a watershed-based, municipal and provincial collaboration. The *Conservation Authorities Act* provides the means by which municipalities and the province can join together to form a Conservation Authority within our watershed—to undertake programs of natural resource management.

Why operate on a watershed basis? Watercourses flow where nature takes them—across municipal boundaries—allowing for a collaborative approach to short and long-term environmental health.

A plentiful supply of clean water is a key component of our local, natural infrastructure. Our surface and groundwater resources supply our drinking water, maintain property values, sustain an agricultural industry, and support tourism and wildlife. A healthy environment provides the essential ecosystem goods and services that support a vibrant local economy and healthy communities.

We address the environmental issues and concerns of our municipal partners and watershed communities by providing local, practical solutions on a wide range of natural resource issues. As our core business, we continue to deliver priorities that include:

- Lake management and watershed planning
- Land-use planning advisory services
- Development regulation
- Stewardship
- Flood and hazard management, and
- Environmental monitoring.

Many of our programs and services implement various legislation, government policies, and guidelines.

## Delivering on our strategic plan

Our Strategic Plan, completed in 2012, creates both a blueprint for, and a road map to, a long-term destination for our organization.

To effectively implement the direction set out in our strategic plan in 2016, our programs and services must meet the following goals:



- Safeguard people, property, and communities from natural hazards such as flooding and erosion
- Conserve and restore a healthy, resilient environment
- Develop greater scientific knowledge of the watershed that advances decision-making.

The annual operating and capital budgets, and associated work plan, is fundamental to accomplishing our vision, mission, and goals.



To deliver on our strategic plan, our business is organized around three broad strategic goals.



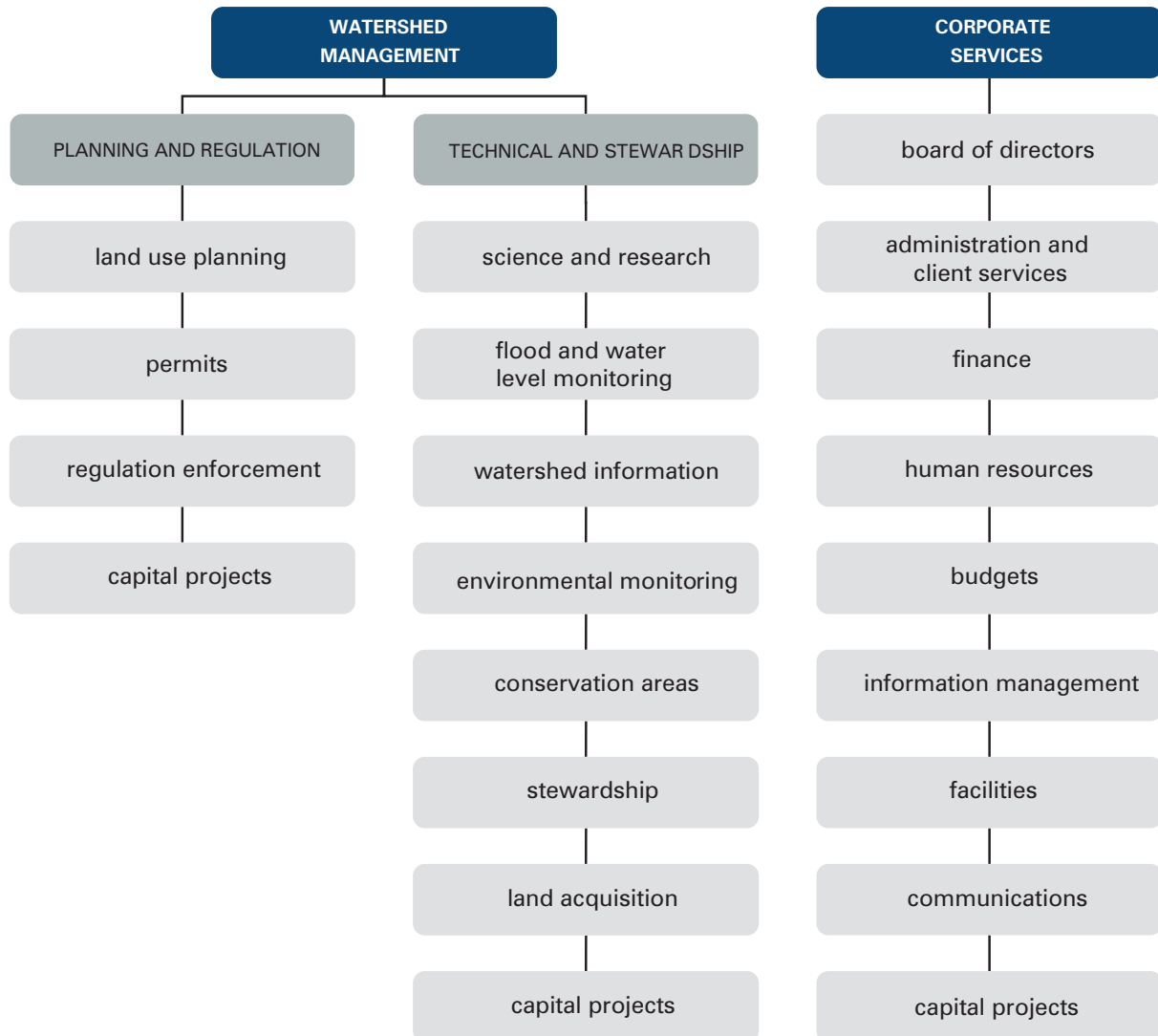
**Protect**



**Conserve  
& Restore**



**Discover**



## DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2017-2021)

### Kawartha Region Conservation Authority

OPERATIONS BUDGET	2016	2017 Forecast		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Restated	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>KAWARTHA REGION C.A.</b>											
Base Operations Program	552,868	564,181	2,138,333	578,286	2,178,632	601,417	2,244,721	625,474	2,313,455	650,493	2,384,937
Assessment Growth (Base)	6,052	7,052	20,149	11,566	33,045	12,028	34,367	12,509	35,741	13,010	37,171
Economic Adjustment (Base)	6,052	7,052	20,149	11,566	33,045	12,028	34,367	12,509	35,741	13,010	37,171
Adjustment of CVA App	(791)	-	-								
<b>SUB-TOTAL</b>	<b>564,181</b>	<b>578,286</b>	<b>2,178,632</b>	<b>601,417</b>	<b>2,244,721</b>	<b>625,474</b>	<b>2,313,455</b>	<b>650,493</b>	<b>2,384,937</b>	<b>676,512</b>	<b>2,459,279</b>

**Capital Forecast per Individual Authority  
KAWARTHA REGION CONSERVATION AUTHORITY**

SPECIAL BENEFITING PROJECTS		2016	2017 Budget		2018 Budget		2019 Budget		2020 Budget		2021 Budget	
		Approved by the Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
PROTECTION	<b>Watershed Planning/Sub Watershed Planning</b>											
	Watershed Planning Implementation	130,000	131,950	145,000	112,000	112,000	114,000	114,000	115,700	115,700	117,400	117,400
	Sub-total	130,000	131,950	145,000	112,000	112,000	114,000	114,000	115,700	115,700	117,400	117,400
	<b>Aquatic Resource Management Plans/ Fisheries Management Plans</b>											
	Sub-total											
	<b>Groundwater Management</b>											
	Sub-total											
	<b>Watershed Monitoring</b>											
	Sub-total	0	0	0	0	0	0	0	0	0	0	0
	<b>Port Perry Bay-Shoreline Enhancements</b>	0	0	0	0	0	0	0	0	0	0	0
Sub-total	0	0	0	0	0	0	0	0	0	0	0	
<b>Watershed Specific Projects/Studies</b>												
Sub-total	0	0	0	0	0	0	0	0	0	0	0	
PUBLIC USE	<b>Conservation Area Management Plans</b>											
	East Cross Forest Mgmt Plan			103,200	93,000	93,000	94,400	94,400	95,800	95,800	95,800	95,800
Sub-total	0	0	103,200	93,000	93,000	94,400	94,400	95,800	95,800	95,800	95,800	
REGULATION	<b>Flood Forecasting/Warning</b>											
	Stream Gauge Repair/Replacement											
	Sub-total											
<b>Natural Hazard Mapping</b>												
Sub-total												
<b>TOTAL CAPITAL</b>	130,000	131,950	248,200	205,000	205,000	208,400	208,400	211,500	211,500	213,200	213,200	
ORMCP - outcomes & actions												
	Sub-total	0	0	0	0	0	0	0	0	0	0	0
Regional Land Securement			150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000
	Sub-total	0	150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000



## 2017 Business Plan

## Ganaraska Region Conservation Authority

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>	426	426	437	-	437
<b>2 Special Benefiting Programs</b>					
Watershed Planning	20	20	20	-	20
Aquatic Resources/Fisheries	-	-	22	-	22
Groundwater Management	33	33	33	-	33
Watershed Monitoring	35	35	35	-	35
Natural Heritage Mapping	51	51	51	-	51
Flood Forecasting/Warning	5	5	-	-	-
Natural Hazard Mapping	30	30	15	-	15
Watershed Specific Projects	48	48	49	-	49
<b>Special Benefiting Programs         Subtotal</b>	<b>222</b>	<b>222</b>	<b>225</b>	<b>-</b>	<b>225</b>
<b>3 Special One-Time Funding</b>					
Ganaraska - Forest Management Plan	25	25	-	-	-
<b>Special One-Time Funding         Subtotal</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>673</b>	<b>673</b>	<b>662</b>	<b>-</b>	<b>662</b>



December 9, 2016

**Ganaraska Region  
Conservation Authority**

2216 County Road 28  
Port Hope, ON L1A 3V8

Phone: 905-885-8173  
Fax: 905-885-9824  
www.grca.on.ca

MEMBER OF  
CONSERVATION ONTARIO

Mr. R. J. Clapp, CPA, CA  
Commissioner of Finance  
Regional Municipality of Durham  
605 Rossland Road East - PO Box 623  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

**Re: 2017 Operating and Special Projects Budget**

Please find the attached Ganaraska Region Conservation Authority's (GRCA) 2017 Operating and Special Projects Budget requests for funding from the Region of Durham. The operations request is based on a 2.5% increase and there is a 1.5% increase in the special projects budget. There is no CVA adjustment required. The Ganaraska Region Conservation Authority has no special requests at this time.

Should you have any questions or require further information on the above, please do not hesitate to contact the undersigned.

Sincerely,

Linda J. Laliberte, CPA, CGA  
CAO/Secretary-Treasurer

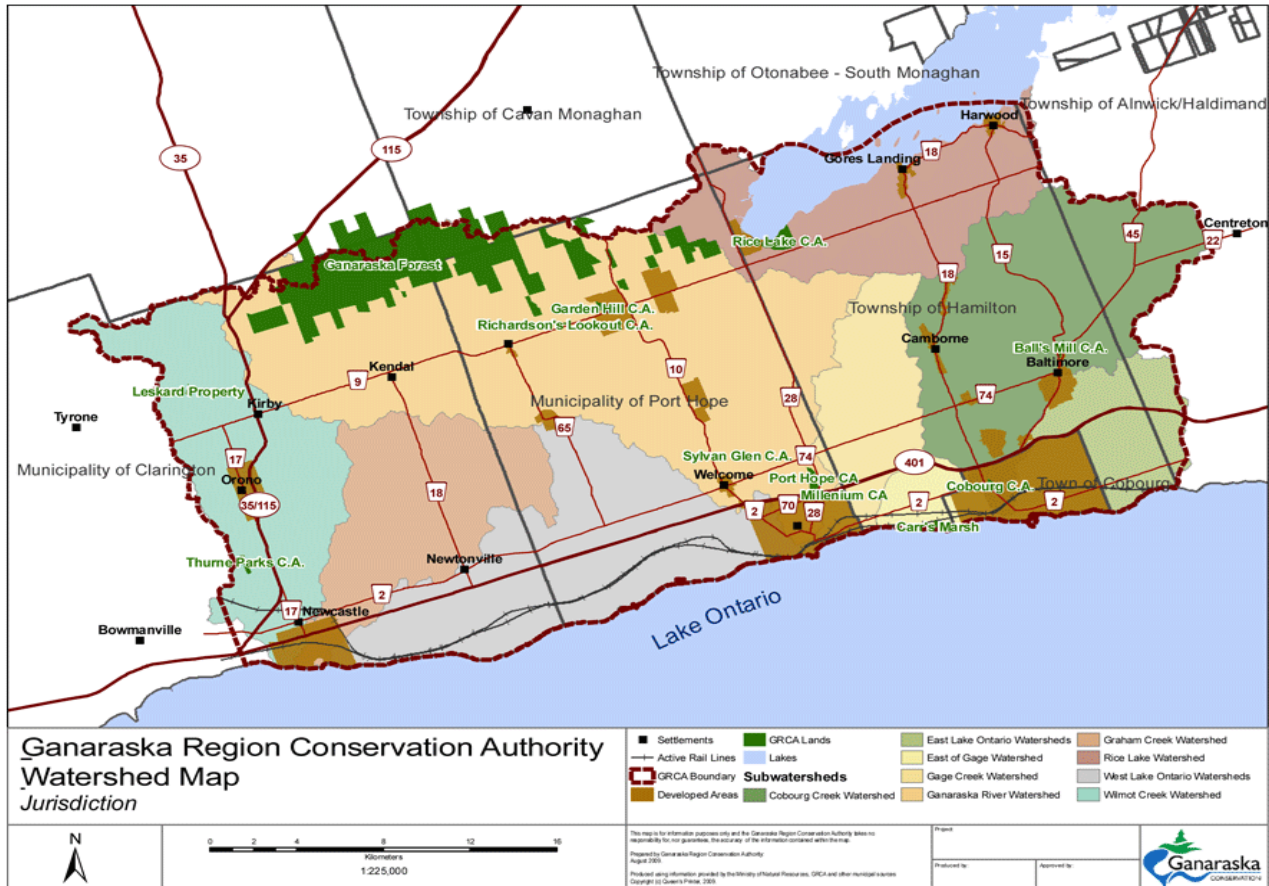
c.c. Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management  
Heather Benson, Manager Business Plans and Budgets

Encl.

## Ganaraska Region Conservation Authority

The Ganaraska Region Conservation Authority (GRCA) was formed in October 1946 under the Conservation Authorities Act and is one of the oldest conservation authorities in Ontario.

The watersheds of the GRCA covers an area of 361 square miles from Wilmot Creek in Clarington to east of Cobourg from the south shore of Rice Lake down to Lake Ontario. This area includes seven municipalities in whole or in part: Municipality of Clarington, Township of Cavan-Monaghan, Town of Cobourg, Township of Alnwick-Haldimand, Township of Hamilton, Municipality of Port Hope, and City of Kawartha Lakes.



The Ganaraska Forest is a pivotal moment in history. The largest block of continuous forest in Southern Ontario, it is a huge expanse of 11,000 acres that represents one of the most successful conservation projects ever undertaken in central Canada.

At Ganaraska Region Conservation Authority we are committed to conserving, restoring and managing the resources of the Ganaraska Region watershed. Our vision statement continues to draw on the important connection between a healthy watershed and healthy, strong sustainable communities: *“Clean water health land for healthy communities”*.

Our mission statement builds on and reflects the important responsibility GRCA has in enhancing and conserving local watersheds. *“To enhance and conserve across the Ganaraska Region watershed by serving, educating, informing and engaging.”*

**GANARASKA REGION CONSERVATION AUTHORITY  
DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2017-2021)**

OPERATIONS BUDGET	2016	2017 Forecast		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>Base Operations</b>	<b>426,270</b>	<b>426,270</b>	<b>890,902</b>	<b>436,927</b>	<b>935,447</b>	<b>458,773</b>	<b>982,219</b>	<b>481,712</b>	<b>1,031,330</b>	<b>505,797</b>	<b>1,082,897</b>
Assessment Grow (Base)		5,328	22,273	10,923	23,386	11,469	24,555	12,043	25,783	12,645	27,072
Economic Adjustment (Base)		5,328	22,273	10,923	23,386	11,469	24,555	12,043	25,783	12,645	27,181
<b>TOTAL</b>	<b>426,270</b>	<b>436,927</b>	<b>935,447</b>	<b>458,773</b>	<b>982,219</b>	<b>481,712</b>	<b>1,031,330</b>	<b>505,797</b>	<b>1,082,897</b>	<b>531,087</b>	<b>1,137,150</b>

**Special Programs/Projects per Individual Authority**  
**GANARASKA REGION CONSERVATION AUTHORITY**

SPECIAL PROGRAMS/PROJECTS		Project or Ongoing	2016 Budget			2017 Budget			2018 Budget			2019 Budget			2020 Budget			2021 Budget		
			Region's Cost	Approved by Region	Region's Cost	Reg's% of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	
<b>PROTECTION</b>	<b>Watershed Planning/Sub Watershed Planning</b>																			
	Port Granby/Bouchette Creek Watershed Plan			0	0	0		0		0		0		0		0		0		0
	Watershed Plan Climate Change /updateStage/Adaptation		Project	20,000	20,000	20,000	50%	40,000	20,000	50%	40,000	20,000	50%	40,000	20,000	50%	40,000	25,000	50%	50,000
	Watershed Plan Update			0	0	0		0		0		30,000	50%	60,000	30,000	50%	60,000	30,000	50%	60,000
	<b>Sub-total</b>			<b>20,000</b>	<b>20,000</b>	<b>20,000</b>		<b>40,000</b>	<b>20,000</b>		<b>40,000</b>	<b>20,000</b>		<b>40,000</b>	<b>50,000</b>		<b>100,000</b>	<b>55,000</b>		<b>110,000</b>
	<b>Aquatic Resource Management Plans/Fisheries Management Plans</b>																			
	Annual Watershed Report Cards & Updates		Project	0	0	22,000	33%	67,000	25,000	36%	70,000	25,000	36%	70,000	25,000	36%	70,000	25,000	36%	70,000
	Fisheries Management Plan Update											20,000	100%	20,000	25,000	100%	25,000	25,000	100%	25,000
	<b>Sub-total</b>			<b>0</b>	<b>0</b>	<b>22,000</b>		<b>67,000</b>	<b>25,000</b>		<b>70,000</b>	<b>25,000</b>		<b>70,000</b>	<b>50,000</b>		<b>95,000</b>	<b>50,000</b>		<b>95,000</b>
	<b>Groundwater Management</b>																			
				33,000	33,000	33,000	49%	67,000	35,000	50%	70,000	40,000	50%	80,000	45,000	50%	90,000	50,000	50%	100,000
	<b>Sub-total</b>			<b>33,000</b>	<b>33,000</b>	<b>33,000</b>		<b>67,000</b>	<b>35,000</b>		<b>70,000</b>	<b>40,000</b>		<b>80,000</b>	<b>45,000</b>		<b>90,000</b>	<b>50,000</b>		<b>100,000</b>
	<b>Watershed Monitoring</b>		Ongoing	35,000	35,000	35,000	52%	67,000	40,000	45%	89,000	43,000	45%	95,000	45,000	45%	100,000	48,000	44%	110,000
	<b>Sub-total</b>			<b>35,000</b>	<b>35,000</b>	<b>35,000</b>		<b>67,000</b>	<b>40,000</b>		<b>89,000</b>	<b>43,000</b>		<b>95,000</b>	<b>45,000</b>		<b>100,000</b>	<b>48,000</b>		<b>110,000</b>
	<b>Natural Heritage Mapping</b>		Ongoing	51,000	51,000	51,000	100%	51,000	53,000	60%	89,000	55,000	61%	90,000	57,000	61%	93,000	59,000	62%	95,000
	Natural Heritage Strategy Phase II -Invasive Species		Project	0	0	0		0	20,000	33%	60,000	20,000	33%	60,000	0		0	0		0
<b>Sub-total</b>			<b>51,000</b>	<b>51,000</b>	<b>51,000</b>		<b>51,000</b>	<b>73,000</b>		<b>149,000</b>	<b>75,000</b>		<b>150,000</b>	<b>57,000</b>		<b>93,000</b>	<b>59,000</b>		<b>95,000</b>	
<b>Watershed Specific Projects/ Studies</b>																				
Oak Ridges Moraine Coalition- Ecologist		Ongoing	45,036	45,036	46,000	50%	92,000	46,000	53%	87,000	48,000	54%	89,000	48,000	54%	89,000	50,000	50%	100,000	
Oak Ridges Moraine Coalition Administration Building Capital Improvements		Ongoing	2,500	2,500	2,500	100%	2,500	3,000	10%	31,000	3,000	10%	31,000	4,000	12%	34,000	4,000	12%	34,000	
<b>Sub-total</b>			<b>47,536</b>	<b>47,536</b>	<b>48,500</b>		<b>94,500</b>	<b>49,000</b>		<b>118,000</b>	<b>51,000</b>		<b>120,000</b>	<b>52,000</b>		<b>123,000</b>	<b>79,000</b>		<b>184,000</b>	
<b>PUBLIC USE</b>	<b>Conservation Area Management Plans</b>																			
	Ganaraska Forest Management Plan			25,000	25,000	0	0	0		0		0		0		0		0		0
	<b>Sub-total</b>			<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>REGULATION</b>	<b>Flood Forecasting/Warning</b>																			
	Stream Gauge Replacement		Project	5,000	5,000	0	0	0		0		0		6,000	75%	8,000	6,000	75%	8,000	
	<b>Sub-total</b>			<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>6,000</b>		<b>8,000</b>	<b>6,000</b>		<b>8,000</b>	
	<b>Natural Hazard Mapping</b>																			
	Clarington Floodline Update - NDMP Partner		Project	15,000	15,000	15,359	42%	37,000	30,000	50%	60,000	30,000	50%	60,000	30,000	50%	60,000	30,000	50%	60,000
	Generic Regulation Policy and Mapping		Project	0	0	0		0	32,000	46%	70,000	35,000	50%	70,000	35,000	50%	70,000	0		0
	Lake Ontario Shoreline Erosion/Fld Mapping		Project	15,000	15,000	0	100%	15,000	0	0%	15,000	0	0%	15,000	0	0%	15,000	0	0%	15,000
	Update Hazard Policies & Procedures		Project	0	0	0		0	0		0	0		16,000	100%	16,000	16,000	100%	16,000	
Data Management		Project						25,000	50%	50,000	25,000	50%	50,000	40,000	44%	90,000	40,000	44%	90,000	
<b>Sub-total</b>			<b>30,000</b>	<b>30,000</b>	<b>15,359</b>		<b>52,000</b>	<b>87,000</b>		<b>195,000</b>	<b>90,000</b>		<b>180,000</b>	<b>121,000</b>		<b>236,000</b>	<b>86,000</b>		<b>166,000</b>	
<b>TOTAL CAPITAL</b>			<b>\$246,536</b>	<b>\$246,536</b>	<b>\$224,859</b>		<b>\$438,500</b>	<b>\$329,000</b>		<b>\$731,000</b>	<b>\$344,000</b>		<b>\$735,000</b>	<b>\$426,000</b>		<b>\$845,000</b>	<b>\$433,000</b>		<b>\$868,000</b>	
	<b>Oak Ridges Moraine Conservation Plan &amp; Gap Filling</b>			0	0	0	0	0		0		0		0		0		0		0
	<b>Sub-total</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>
	<b>Regional Land Securement</b>			0	0	0	0	0		0		0		0		0		0		0
	<b>Sub-total</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>





## 2017 Business Plan

## Toronto and Region Conservation Authority

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>	597	597	611	-	611
<b>2 Special Benefiting Programs</b>					
Administrative Office Building	-	-	42	-	42
Watershed Planning	172	125	111	-	111
Aquatic Resources/Fisheries	-	47	67	-	67
Groundwater Management	-	-	-	-	-
Watershed Monitoring	93	93	206	-	206
Natural Heritage Mapping	90	90	100	-	100
Flood Forecasting/Warning	108	108	55	-	55
Natural Hazard Mapping	80	80	34	-	34
Watershed Specific Projects	205	205	187	-	187
<b>Special Benefiting Programs Subtotal</b>	748	748	802	-	802
<b>4 YPDT Ground Water Management</b>	175	175	175	-	175
<b>Net Program Expenses</b>	<b>1,520</b>	<b>1,520</b>	<b>1,588</b>	-	<b>1,588</b>

19 January 2017

Jim Clapp, Commissioner of Finance and Treasurer  
Brian Bridgeman, Commissioner of Planning and Economic Development  
Regional Municipality of Durham  
P.O. Box 623  
605 Rossland Road East  
Whitby, ON L1N 6A3

**SENT VIA EMAIL**

Dear Mr. Bridgeman and Mr. Clapp:

**Re: Revised Toronto and Region Conservation Authority (TRCA) Budget Submission**

TRCA is pleased to provide its preliminary budget submission covering the period 2017 to 2020. The general levy request for 2017 and for subsequent years is just over 2%, impacted mostly by inflationary pressures on wages and employee benefits. TRCA's 2017 operating budget will amount to approximately \$47 million. Durham's 2017 share of the TRCA operating budget, as represented by the general levy, is \$611,000.

Excluding the Groundwater Management Project, which is funded at 2016 levels as agreed to by the partner municipalities, TRCA's 2017 request for Special Benefiting Program funding amounts to \$759,220, an increase of \$11,220 or 1.5% over 2016. While the annual funding from Durham Region helps TRCA meet its regulatory requirements, there still exist many unfunded pressures and priorities. These "unmet" needs align with Durham's updated Strategic Plan (2015) and will help meet our mutual goal for Durham to grow sustainable communities and to protect the natural environment. Our staff would welcome the opportunity to discuss the Region's priorities for 2017 and beyond.

The overall priority for TRCA which we respectfully ask the Region to consider, in addition to the funding guideline, starting in 2017 is for the construction of a new head office, as noted within the "Unmet Needs" section of the submission. The annual financial commitment for the Region will amount to \$42,371. Other TRCA priorities include implementing a capital asset management plan; supporting critical greenspace management activities; and a contribution to the National Disaster Mitigation Program which would qualify TRCA for federal funding towards selected Durham projects over the next five years.

**New TRCA Head Office**

The new head office administration building will be located on the site of the Authority's former head office, which was closed in May 2015. The lease for the interim head office in Vaughan expires in June 2021. TRCA intends to have the new office constructed in time for occupancy prior to the expiry of the existing lease. In addition to sound environmental design, the planned six storey, 100,000 square foot building will contribute to the revitalisation of the Black Creek community (a City of Toronto Neighborhood Improvement Area) and provide meeting and collaboration space for TRCA partners.

### **Asset Management Plan**

TRCA's Asset Management Program will be consistent with those of our regional municipal partners and will comply with provincial guidelines on asset management planning. This program will allow TRCA to better integrate asset management and planning to minimize unexpected requests for capital, more efficiently and effectively manage our assets, and ensure the sustainability of our land and infrastructure to serve the public and meet the demands of the future. An annual plan of scheduled activities will maintain state of good repair through ongoing proactive maintenance, repairs, and end-of-life replacement or retirement.

### **Greenspace Management**

TRCA welcomes the opportunity to participate in the Region's current exercise to determine a mutually beneficial funding formula for greenspace management for all five Conservation Authorities in Durham. While the Authority respects this process, we recognize the ongoing need to address urgent hazard management requirements for conservation lands and trails which serve and are valued by the public. Ongoing state of good repair and asset management needs can be addressed as part of the overall greenspace management discussions.

### **National Disaster Mitigation Program**

In 2015, the federal government established the National Disaster Mitigation Program (NDMP) that allocates \$200 million over five years towards initiatives aimed at reducing the impacts of natural disasters, specifically flooding. Investments will focus on significant, recurring flood risk and costs, and advance work to facilitate private residential insurance for overland flooding.

Projects are selected for funding through a competitive, merit-based process at the federal level, and are also prioritised by the Ontario Ministry of Municipal Affairs and Housing. Allocated on a cost-sharing basis, proponents of funded projects must contribute a minimum of 50% of project costs from existing or confirmed funding. Project proponents must contribute 50% of the costs from existing or confirmed funding.

The Authority would be able to utilize NDMP funding to accelerate flood mitigation initiatives such as floodplain mapping updates, temporary stream gauges, and hydrology updates. There are a number of locations within TRCA's portion of Durham Region that would benefit from updated hydrology and floodplain mapping.

My staff and I welcome the opportunity to discuss future funding prospects for any of these initiatives with you at your convenience. Thank you for your continued support.

Sincerely,



Brian Denney P.Eng  
Chief Executive Officer

cc. Maria Augimeri, Chair, TRCA  
Regional Councillor Kevin Ashe, City of Pickering  
Regional Councillor Jack Ballinger, Township of Uxbridge  
Regional Councillor Colleen Jordan, Town of Ajax  
Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management  
Chris Darling, Chief Administrative Officer, Central Lake Ontario Conservation Authority  
Linda Laliberte, General Manager, Ganaraska Region Conservation Authority  
Rob Messervey, Chief Administrative Officer, Kawartha Region Conservation Authority  
Mike Walters, Chief Administrative Officer, Lake Simcoe Region Conservation Authority

/Encl.

## 2017 - 2020 TRCA Region of Durham Budget Submission Executive Summary

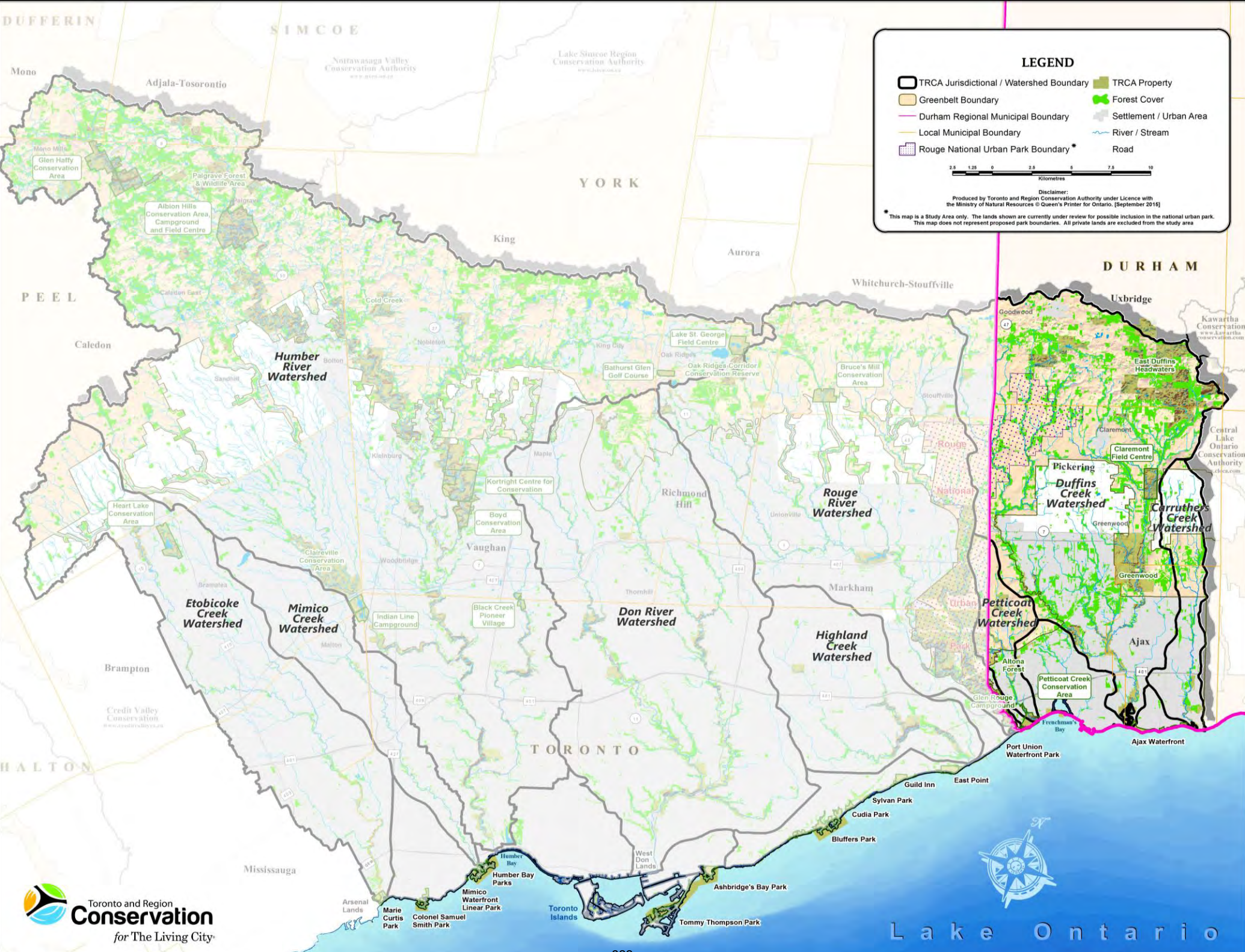
Toronto and Region Conservation Authority (TRCA) was established in 1957, following an amalgamation of four local area conservation authorities, each of which had been established following the introduction of the *Conservation Authorities Act* (Act) in 1946. The Act was a provincial response to the growing recognition of the state of deterioration of its natural resources and the potential impact that this could have on general economic viability in the post war era. Section 20 of the Act describes the mandate of conservation authorities: "The objects of an authority are to establish and undertake, in the area over which it has jurisdiction, a program designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals." TRCA has always had a unique and challenging role as the conservation authority charged with management of the natural and water resources of Canada's largest urban centre. Over TRCA's six decades of existence, the scope of environmental and sustainability challenges facing the Toronto region has expanded significantly. The problems of deforestation and soil erosion caused by agricultural expansion in the early twentieth century have been replaced by the impacts of extensive urban development on water quality, riverbank erosion, flood risk, ecosystem loss, degradation of greenspace and air quality, to name a few. Further, international sustainability crises such as climate change and the worldwide loss of biodiversity point to the need for communities in the Toronto region to live and act more sustainably in recognition of our global impact. Over time, TRCA has evolved its programming to continue to provide benefit and value to its partner communities as these new issues and priorities have emerged. The story of TRCA has been one of continuous evolution and adaptation in response to changes in science, community demands and public policy. TRCA's vision and mission statements reflect that evolution:

Vision statement: "The quality of life on Earth is being created in rapidly expanding city regions. Our vision is for a new kind of community, *The Living City*, where human settlement can flourish forever as part of nature's beauty and diversity."

Mission statement: "To work with our partners to ensure that *The Living City* is built upon a natural foundation of healthy rivers and shorelines, greenspace and biodiversity and sustainable communities."

The four pillars of *The Living City* are: *Healthy Rivers and Shorelines; Greenspace and Biodiversity; Sustainability Communities; and Business Excellence, a green economy and responsive government.* TRCA works with its partners to pursue *The Living City* vision in a way that is appropriate to the context of the modern Toronto region. TRCA is committed to safeguarding and enhancing the health and well-being of the residents of the Toronto region through the protection and restoration of the natural environment and the fundamental ecological services our environment provides. TRCA will work in a cooperative, open and accountable manner with our partners to find solutions that improve the quality of life in the dynamic communities of the Toronto region. In order to build a foundation for our Strategic Plan, TRCA's developed the following Guiding Principles:

- People are part of nature. Looking after one entails taking care of the other.
- Natural systems provide fundamental and irreplaceable benefits that are vital to our health and well-being and quality of life.
- "Systems thinking" leads to the most effective solutions.
- All residents deserve opportunities to help shape the future of their community.



**LEGEND**

- TRCA Jurisdictional / Watershed Boundary
- Greenbelt Boundary
- Durham Regional Municipal Boundary
- Local Municipal Boundary
- Rouge National Urban Park Boundary\*
- TRCA Property
- Forest Cover
- Settlement / Urban Area
- River / Stream
- Road



Disclaimer:  
Produced by Toronto and Region Conservation Authority under Licence with the Ministry of Natural Resources © Queen's Printer for Ontario, [September 2016]

\* This map is a Study Area only. The lands shown are currently under review for possible inclusion in the national urban park. This map does not represent proposed park boundaries. All private lands are excluded from the study area.



**Toronto and Region Conservation Authority  
2017 Budget Submission  
Region of Durham**

By Program	Approved Budget	Projected Budget				2017 over 2016 Change \$	2017 over 2016 %
	2016	2017	2018	2019	2020		
<b>General Benefiting Operating Levy</b>	<b>596,500</b>	<b>611,000</b>	<b>631,000</b>	<b>652,000</b>	<b>673,000</b>	14,500	2.43%
TRCA Operating	549,000	568,000	588,000	609,000	630,000		
<b>Special Benefiting Programs</b>							
Duffins-Carruthers Watershed Plan Implementation	50,000	47,220	50,000	51,000	52,000		
Durham Stewardship Program	64,000	50,000	51,000	52,000	53,000		
Watershed Plan Development	0	0	0	44,000	45,000		
Watershed and Environmental Report Cards	0	0	0	30,000	30,000		
Climate Change - Research and Adaptation	0	9,000	9,000	9,000	9,000		
Community Transformation Partnership Program - CVA	0	4,000	4,000	4,000	4,000		
<b>Watershed Planning</b>	<b>114,000</b>	<b>110,220</b>	<b>114,000</b>	<b>190,000</b>	<b>193,000</b>	(3,780)	-3.32%
Regional Watershed Monitoring Program	92,800	206,000	206,000	208,000	218,000		
<b>Regional Watershed Monitoring</b>	<b>92,800</b>	<b>206,000</b>	<b>206,000</b>	<b>208,000</b>	<b>218,000</b>	113,200	121.98%
Terrestrial Natural Heritage Implementation Program	40,000	35,000	36,000	37,000	38,000		
Terrestrial Ecosystem Science Program	25,000	19,000	21,000	22,000	23,000		
Terrestrial Natural Heritage Field Inventory Program	25,000	46,000	50,000	50,000	51,000		
<b>Natural Heritage Mapping</b>	<b>90,000</b>	<b>100,000</b>	<b>107,000</b>	<b>109,000</b>	<b>112,000</b>	10,000	11.11%
Flood Gauging (Flood Maintenance)	21,000	35,000	35,000	35,000	36,000		
Flood Control Infrastructure Maintenance	22,000	20,000	23,000	24,000	25,000		
Durham Watershed Stream Gauging Program	42,000	0	0	0	0		
<b>Floodworks &amp; Flood Warning System</b>	<b>85,000</b>	<b>55,000</b>	<b>58,000</b>	<b>59,000</b>	<b>61,000</b>	(30,000)	-35.29%
Watershed Erosion Monitoring and Maintenance Program	23,000	0	0	0	0		
<b>Erosion Monitoring and Maintenance Program (also see below)</b>	<b>23,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	(23,000)	-100.00%
TRCA Flood Line Mapping Program	20,000	20,000	21,000	22,000	23,000		
Planning & Regulation Policy Updates Program	35,000	8,000	8,000	8,000	8,000		
Growth Management and Specialized Planning Studies Program	25,000	6,000	6,000	6,000	6,000		
<b>Flood Vulnerable Areas Map Updates</b>	<b>80,000</b>	<b>34,000</b>	<b>35,000</b>	<b>36,000</b>	<b>37,000</b>	(46,000)	-57.50%
Aquatic Ecosystem Science Program	10,000	33,000	33,000	33,000	34,000		
Duffins-Carruthers Fish Management Plan Implementation	37,000	34,000	36,000	37,000	38,000		
<b>Aquatic Resources/Fisheries</b>	<b>47,000</b>	<b>67,000</b>	<b>69,000</b>	<b>70,000</b>	<b>72,000</b>	20,000	42.55%
Durham Watershed Trails Program	65,000	65,000	67,000	69,000	71,000		
Durham Waterfront Trails Program	45,000	30,000	31,000	32,000	33,000		
Managing Hazard Trees Program	33,200	33,000	34,000	35,000	36,000		
<b>Watershed Specific - Trails and Hazard Trees</b>	<b>143,200</b>	<b>128,000</b>	<b>132,000</b>	<b>136,000</b>	<b>140,000</b>	(15,200)	-10.61%
Frenchman's Bay Management Plan Program	10,000	10,000	10,000	12,000	12,000		
Pickering Harbourfront Regeneration Project	20,000	0	0	0	0		
Canada Goose Management Program	7,000	0	0	0	0		
Duffins Marsh Restoration Program	36,000	35,000	36,000	37,000	38,000		
Bioregional Seed Crop Program	-	14,000	14,000	14,000	14,000		
Rural Clean Water Program	-	-	18,000	18,000	18,000		
<b>Watershed Specific - Durham Waterfront</b>	<b>73,000</b>	<b>59,000</b>	<b>78,000</b>	<b>81,000</b>	<b>82,000</b>	(14,000)	-19.18%
<b>Sub-Total</b>	<b>748,000</b>	<b>759,220</b>	<b>799,000</b>	<b>889,000</b>	<b>915,000</b>	11,220	1.50%
Groundwater Management	175,000	175,000	175,000	175,000	175,000		
<b>Total net Program Costs</b>	<b>1,519,500</b>	<b>1,545,220</b>	<b>1,605,000</b>	<b>1,716,000</b>	<b>1,763,000</b>	25,720	1.69%
<b>Additional 2017 Funding Request</b>							
Office Facility		42,371	42,371	42,371	42,371		
<b>Unmet Needs</b>							
Capital Asset Management Plan Implementation		28,000	28,000	250,000	250,000		
Greenspace Management		200,000	200,000	200,000	200,000		
Natural Disaster Mitigation Program		150,000	120,000	140,000	125,000		
<b>Total net Program Costs (including Enhancements)</b>	<b>1,519,500</b>	<b>1,965,591</b>	<b>1,995,371</b>	<b>2,348,371</b>	<b>2,380,371</b>		



## 2017 Business Plan

## Lake Simcoe Region Conservation Authority

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>	254	254	260	(2)	258
<b>2 Special Benefiting Programs</b>					
Watershed Planning	77	77	77	-	77
Watershed Monitoring	36	36	37	-	37
Natural Heritage Mapping	5	5	6	-	6
Conservation Area Management Plans	27	27	28	-	28
Flood Forecasting/Warning	7	7	8	-	8
Natural Hazard Mapping	20	20	20	-	20
Watershed Specific Projects	284	284	287	-	287
<b>Special Benefiting Programs             Subtotal</b>	<b>456</b>	<b>456</b>	<b>463</b>	<b>-</b>	<b>463</b>
<b>3 Special One-Time Funding</b>					
Lake Simcoe - Beaver River Wetland Trail Upgrades	50	50	-	-	-
Lake Simcoe - Scanlon Creek Operations Centre	24	24	24	-	24
<b>Special One-Time Funding             Subtotal</b>	<b>74</b>	<b>74</b>	<b>24</b>	<b>-</b>	<b>24</b>
<b>Net Program Expenses</b>	<b>784</b>	<b>784</b>	<b>747</b>	<b>(2)</b>	<b>745</b>



January 18, 2017

Mr. Jim Clapp  
Finance Commissioner  
The Regional Municipality of Durham  
605 Rossland Road East  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

**Re: 2017 Lake Simcoe Region Conservation Authority Capital & Operations Budget**

We are attaching the 2017 budget submission documents, which reflect in total the Durham Region guidelines. The schedules for 2017 for the Lake Simcoe Region Conservation Authority (LSRCA) include:

- Schedule 1 – Operations budget – includes 2017 CVA adjustment
- Schedule 2 – Special Benefitting Levy Summary
- Schedule 3 – Special Operating Levy Summary
- Schedule 4 – Special Asks Summary
- Schedule 5 – Special Benefitting Levy – Detail by Program\*

LSRCA works with nine (9) municipalities throughout the Lake Simcoe watershed to fund the general levy operating budget. It is challenging to establish a budget that meets the requirements of LSRCA's Board of Directors' guidelines, accommodates all nine municipal funding partners' guidelines, and has the allocation of the increase apportioned using the Current Value Assessment (CVA) rules.

We have taken the same approach as prior years to balance the total increases applied to the individual levies with the total guideline increase permitted using the 2.5% percent increase on the operating budgets and the 1.5% percent increase on special benefitting budget which provide for a total increase of \$13,198. The operating budget increases and special operating levy increased by \$6,351 and the special benefitting increase is \$6,847. Together these increases total the \$13, 198, before the CVA adjustment, and this amount agrees with the guideline. The CVA adjustment is (\$1,585).

We very much appreciate the support that the Region of Durham continues to provide our Authority and would like to especially thank staff for their assistance in preparing this budget request. Please do not hesitate to contact me if you have additional questions.

Yours truly,

A handwritten signature in black ink that reads "Michael Walters".

Michael Walters  
Chief Administrative Officer



## **Durham Region Budget Lake Simcoe Region Conservation Authority: 2016 Activities**

### **1.0 Introduction**

The Lake Simcoe Region Conservation Authority (LSRCA) has been dedicated to conserving, restoring and managing the Lake Simcoe watershed since 1951. Thanks to our federal, provincial, municipal and community partners, we build on a tradition of success and provide the leadership needed to protect what is natural and restore what has degraded in our watershed.

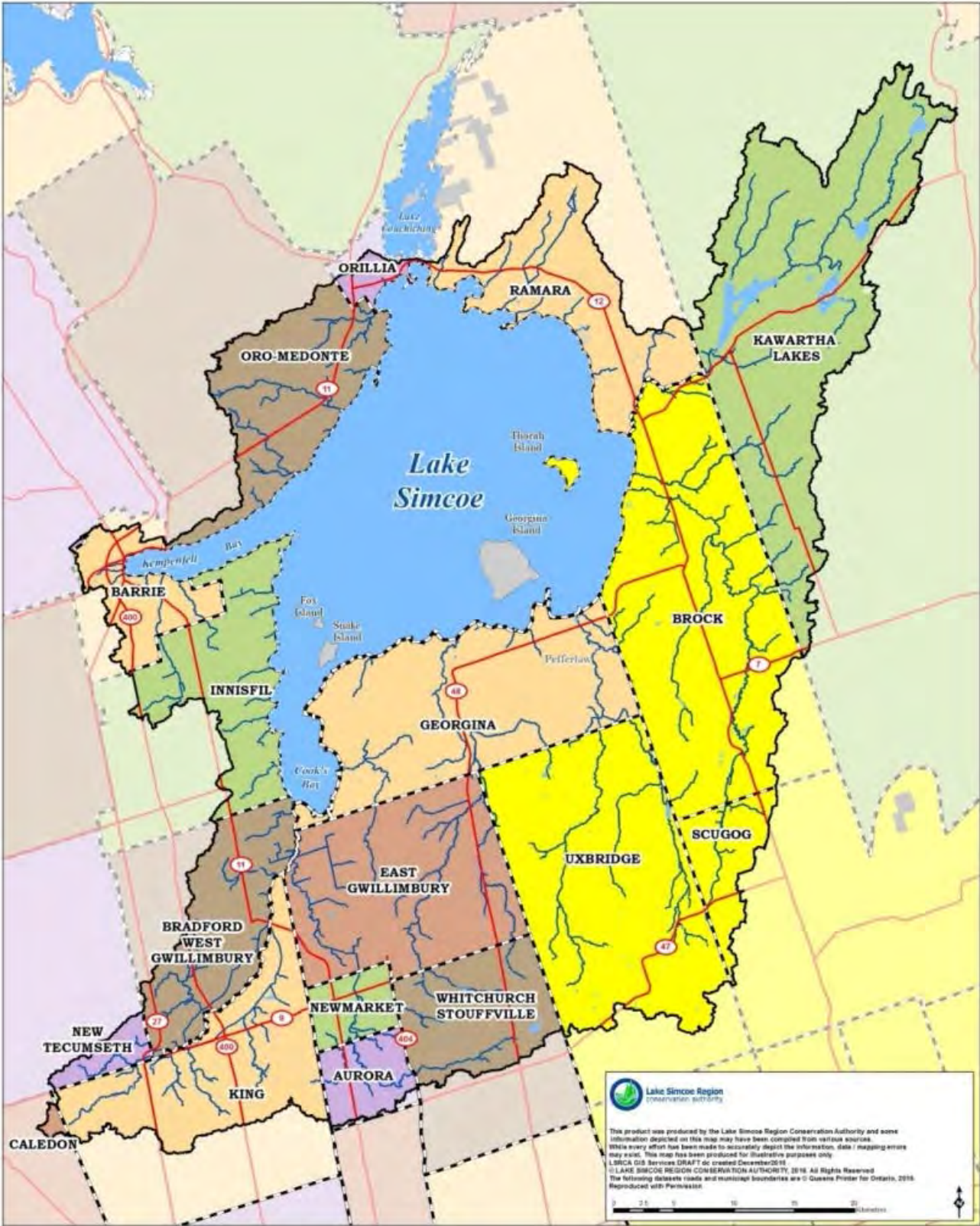
Our Vision for the watershed is a thriving environment that inspires and sustains us for generations to come. This outcome will be achieved through our mission to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.

More specifically the LSRCA works to protect people and their property from flooding and erosion hazards, to protect natural areas and open space, to restore and protect aquatic and natural habitats, to provide recreational and education opportunities to watershed residents, and to provide science-based advice and services.

LSRCA follows the core principles that make conservation authorities unique – watershed jurisdiction, local decision making and funding partnerships. It's a governance model that has proven effective for government and community partners to make collective and informed decisions that impact the present and future health of the Lake Simcoe watershed.

### **2.0 Our Shared Geography**

A total of 21 rivers and streams with a combined length of almost 100 km drain the 793 km<sup>2</sup> of the Regional Municipality of Durham located within the Lake Simcoe watershed. The municipality has 17.5 kilometers of shoreline along Lake Simcoe located in the Township of Brock (6% of the entire Lake Simcoe shoreline). Agriculture is the primary land use within the Region's portion of the Lake Simcoe watershed at 51% of the total area followed by natural heritage features (wetlands, forests, and grasslands) at 41% and urban areas at 5%. The remaining 3% is comprised of aggregate resources and recreation lands (golf courses).



**Lake Simcoe Region**  
conservation authority

This product was produced by the Lake Simcoe Region Conservation Authority and some information depicted on this map may have been compiled from various sources. While every effort has been made to accurately depict the information, data / mapping errors may exist. This map has been produced for illustrative purposes only.

L.S.R.C.A. GIS Services DRAFT 06 created December 2016  
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0 2.5 5 10 15 20 Kilometres

### 3.0 Our Accomplishments in 2016

The Regional Municipality of Durham has been a valued member of the Lake Simcoe Region Conservation Authority since 1971. The partnership continues to provide significant benefits to watershed residents made possible through the funding support that the Authority receives especially from its municipal partners. In 2016 the Authority celebrated its 65 year in operation with the release of a new five year Strategic Plan entitled *Vision to Action, Action to Results 2016-2021*. The plan was developed after extensive consultations with our partners to where possible better align our business areas to the needs of our municipalities and provide greater value. It is our hope that we are succeeding and would like to highlight some of our shared accomplishments in 2016 within the Regional of Durham.

Vision to Action, Action to Results contains four key goals, nine outcomes and forty-two activities. To demonstrate that we are serious in our commitment to achieve the strategic outcomes accomplishments are presented within the framework of the four key goals which include:



**Safer, Healthier, Livable Watershed**



**Improved Knowledge and Increased Certainty**



**Connected and Engaged Watershed Community**



**A Stronger and more Valued Organization**

**Goal 1: Support a safer, healthier and livable watershed through exceptional integrated watershed management.**

#### Priority Actions

- ✓ Engaged in preliminary research with neighboring conservation authorities to expand our flood warning and forecasting emergency management system.
- ✓ Developed a strategy to reduce winter road salt use.
- ✓ Established the basis of a collaborative with the insurance industry to reduce flood risks.
- ✓ Launched new Better Site Design Guidelines involving low impact development design to reduce stormwater runoff, improve water quality and reduce flooding.
- ✓ Developed a framework for the phosphorus offsetting program with the Ministry of Environment and Climate Change.
- ✓ Updated our rural stewardship program. Launch is anticipated in spring 2017.
- ✓ Developed a new Urban Restoration Program for launch in early 2017.
- ✓ Formalized an agreement with MOECC to create an enhanced sediment and erosion control program in 2017.
- ✓ Initiated the Natural Heritage System Restoration Strategy a two year project to be completed at the end of 2017.
- ✓ Continued to green our business - constructed head office parking lot expansion using Low Impact Development features and we'll be installing rooftop solar panels in 2017.

**Goal 2: Improve knowledge and increase certainty through excellence in research and scientific knowledge.**

- ✓ Built the framework for an online reporting tool to track and report on key environmental trends and share with the public in a user friendly format.
- ✓ Created a new open data portal to provide access to environmental monitoring data.
- ✓ Partnered with Lakehead University to develop a Discovery Grant program for the Natural Science and Engineering Research Council of Canada to address carbon reduction across the watershed.
- ✓ Hosted the second citizen science-focused Bio-blitz event at Scanlon Creek Conservation Area.
- ✓ Developed a decision matrix to identify and compare knowledge gaps that pose a significant risk to resource management.

**Goal 3: Create a more connected and engaged watershed community through education and engagement.**

- ✓ Initiated several new program partnerships within the education department and launched 5 new programs, including programs for seniors and new Canadians.
- ✓ Expanded our reach to high school teachers through professional development training and to grade 11 and 12 Specialist High Skills Major students through the launch of our first certification course.
- ✓ Engaged pre-service teacher candidates.
- ✓ Partnered with Georgina's Healthy Kids Community Challenge to promote drinking water.
- ✓ Strengthened our alliance with First Nations through various activities: Georgina Island Pow Wow, Rama Health Fair, and Georgina Island Fishing Day.
- ✓ Continue to expand our social media community, reaching more and more watershed residents, businesses and community groups.

**Goal 4: Build a stronger and more valued organization through business excellence.**

- ✓ Created a performance management module to set the stage for implementation of our Talent Management Strategy.
- ✓ Sponsored all-employee diversity and inclusiveness training sessions.
- ✓ Participated in Municipal Diversity and Inclusion Group (MDIG) to support the creation of a more accessible, diverse and inclusive workplace.
- ✓ Finalizing negotiations with MOECC for the transfer of responsibility for review of Environmental Compliance Approvals.

## 4.0 Some Accomplishments Specific to Durham Region

### 4.1 Durham Regional Forest

LSRCA continued to manage Durham Regional Forest (DRF) under our 10-year agreement with Durham Region. Management costs are revenue neutral for LSRCA and for 2016 DR can anticipate a surplus will be returned to them as the revenues secured for the harvest exceeded operating costs. DRF is composed of over 596ha of forest on 6 tracts in the headwaters of Uxbridge and Pefferlaw Brooks, on the Oak Ridges Moraine and within Uxbridge Township. The forest provides environmental and social benefits to the community. Revenues derived from forest management and special use permits are reinvested in forest management. Community use of the forest includes mountain biking, hiking, outdoor education, nature appreciation and horseback riding. The forest provides connections to a variety of regional trail networks (Durham Region network, Trans-Canada, Oak Ridges).

Under the terms of our Management Agreement LSRCA is responsible for all aspects of land management. Some of the activities undertaken in 2016 include:

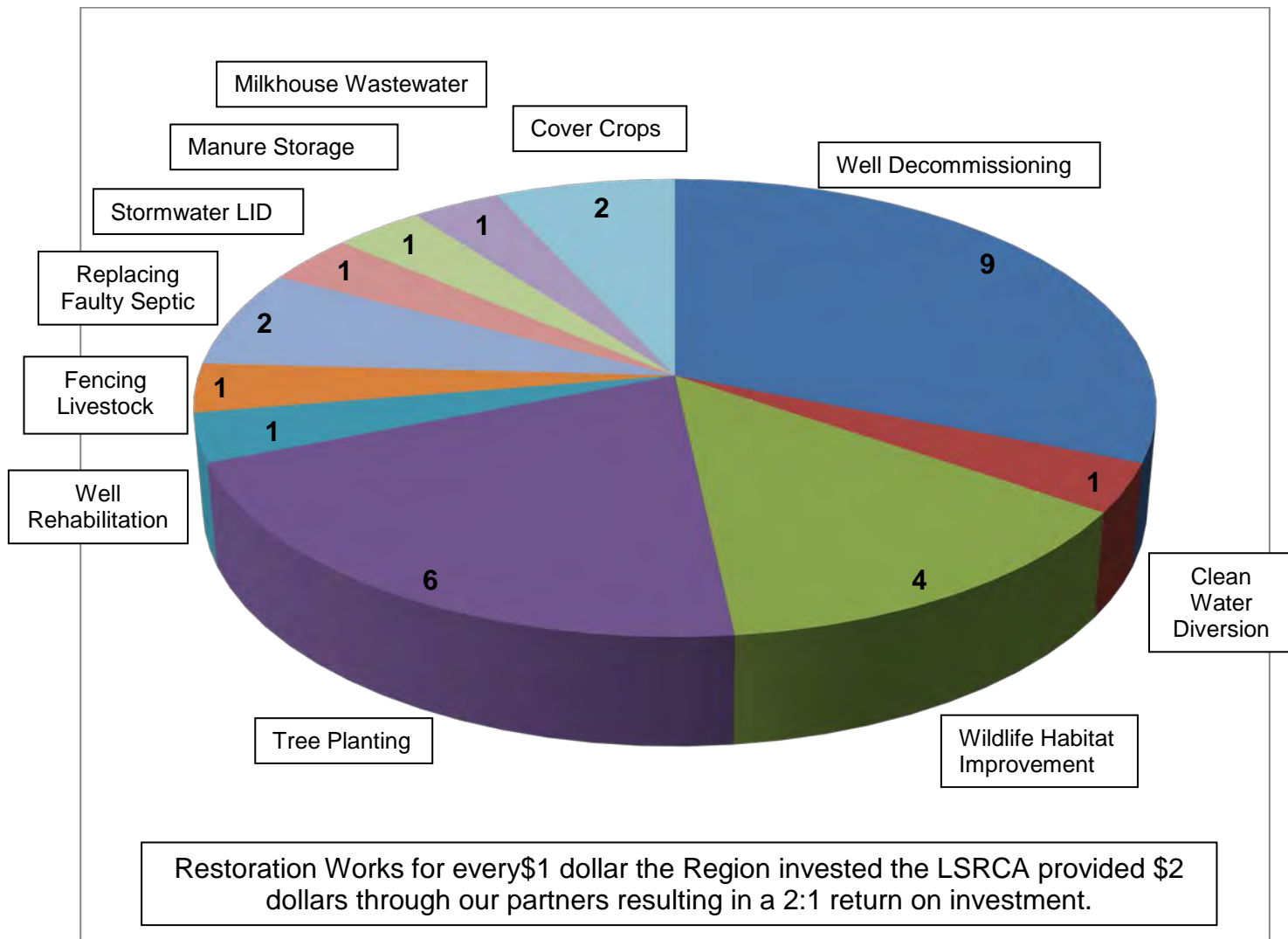
- Installation of new signage at access gates and property boundaries in partnership with Durham Region staff.
- Inspection, maintenance and hazard tree management activities along over 63km of recreational trails
- Building of over 1.3km of new sustainable single-track recreational trail in partnership with Durham Mountain Bike Association (DMBA).
- Tendered and supervised harvesting activities at the Main Tract, involving the removal of over 1,400 red pine poles to promote forest regeneration.
- Issued 12 Special Use Permits to host a variety of community events, including the Oracle Trail Race, Ontario's first winter all trail ultra-race.

### 4.2 Restoration Projects

A total of 29 restoration projects were completed in 2016 at a total cost of \$316,000. The numbers and types of projects are provided in Figure 1.0. A total of nine events were held within the Region including five tree planting events and four workshops with topics ranging from stormwater management to shoreline protection.

For every dollar invested by Durham Region the LSRCA was able provided two dollars through our other partners resulting in a 2:1 return on investment. Restoration projects are designed to mitigate the impact of climate change, improve water quality and reducing the severity and frequency of flooding.

**Figure 1.0 Number and Type of Restoration Projects Completed in Durham Region**



#### 4.2 Outreach Education

A total of 435 students were engaged from 4 schools in Durham Region in 2016 (Holy Family Catholic School, Beaverton, Quaker Village Public School, Uxbridge, Joseph Gould Public School, Uxbridge, and Uxbridge Public School). Programs delivered included the Aquatic Plants Program and Yellow Fish Road. The Aquatic Plant Program involves students growing plants in the classroom and transplanting them with Authority staff to improve environmental health. The Yellow Fish Road program engages students who paint yellow fish next to storm-sewers and provides residents with do's and don'ts to reduce urban runoff and pollution.

For a more complete review of the LSRCA programs and services please visit our website at [www.lsrca.on.ca](http://www.lsrca.on.ca). The LSRCA 2016 Annual Report will be available on-line after January 27, 2017 and a final audited statement will be provided by the end of March.

### Schedule 1 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2017-2021)

OPERATIONS BUDGET	2016 Actual		2017 Request		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Program Operations	233,403	233,403	233,403	<b>3,655,481</b>	237,756	<b>3,783,423</b>	248,486	<b>3,915,843</b>	259,753	<b>4,052,897</b>	271,583	<b>4,194,749</b>
Other Programs												
Assessment Growth (CVA)			(1,585)									
Economic Adjustment (Base)			5,938		8,321		8,613		8,998		9,406	
<b>Budget Request per Guideline</b>	<b>233,403</b>	<b>233,403</b>	<b>237,756</b>	<b>3,655,481</b>	<b>246,077</b>	<b>3,783,423</b>	<b>257,099</b>	<b>3,915,843</b>	<b>268,751</b>	<b>4,052,897</b>	<b>280,989</b>	<b>4,194,749</b>

### Schedule 2 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Benefitting Levy (2017-2021)

Special Benefitting Levy	2016 Actual		2017 Request		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Special Benefitting Levy	456,435	451,810	456,435	<b>4,342,380</b>	463,282	<b>4,491,298</b>	471,894	<b>4,645,429</b>	480,760	<b>4,804,954</b>	489,889	<b>4,970,062</b>
Assessment Growth												
Economic Adjustment (Base)		4,625	6,847		8,612		8,866		9,129		9,402	
<b>Budget Request per Guideline</b>	<b>456,435</b>	<b>456,435</b>	<b>463,282</b>	<b>4,342,380</b>	<b>471,894</b>	<b>4,491,298</b>	<b>480,760</b>	<b>4,645,429</b>	<b>489,889</b>	<b>4,804,954</b>	<b>499,291</b>	<b>4,970,062</b>

<b>Schedule 3 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Operating Levy (2017-2021)</b>												
	2016 Actual		2017 Request		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Wages & Benefits	14,828	14,828	14,828	<b>223,736</b>	15,125	<b>228,211</b>	15,427	<b>232,775</b>	15,736	<b>237,430</b>	16,050	<b>242,179</b>
Ed Centre - Operations	5,811	5,811	5,811	<b>82,784</b>	6,046	<b>86,923</b>	6,166	<b>91,269</b>	6,290	<b>95,833</b>	6,416	<b>100,624</b>
Economic Adjustment (Base)			297		302		309		315		321	
<b>Budget Request per Guideline</b>	<b>20,639</b>	<b>20,639</b>	<b>21,052</b>	<b>306,520</b>	<b>21,473</b>	<b>315,134</b>	<b>21,902</b>	<b>324,044</b>	<b>22,340</b>	<b>333,263</b>	<b>22,787</b>	<b>342,804</b>

<b>Schedule 4 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR One-Time Requests (2017-2021)</b>												
	2016 Actual		2017 Request		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Beaver River Trail Upgrades	50,000	50,000										
Asset capital work-Ed Centre	24,000	24,000	24,000	<b>24,000</b>	19,239	<b>19,239</b>						
IT Infrastructure Upgrades					11,000							
Phase II NC Education facility							35,000		81,000			
New NC Education facility												
<b>Budget Request per Guideline</b>	<b>74,000</b>	<b>74,000</b>	<b>24,000</b>	<b>24,000</b>	<b>29,239</b>	<b>19,239</b>	<b>35,000</b>	<b>0</b>	<b>81,000</b>	<b>0</b>	<b>0</b>	<b>0</b>



LAKE SIMCOE REGION CONSERVATION AUTHORITY - Schedule 5

SPECIAL BENEFITTING LEVY		Durham %	2017 Proposed Budget		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
			Request to Region	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
PROTECTION	<b>Watershed Planning, Implementation and Monitoring</b>											
	Sub-watershed Planning, Implementation and Monitoring	100.0%	77,571	77,571								
	<b>Total Watershed Planning</b>		<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>
	<b>Watershed Science - Monitoring</b>											
	Open Lake Monitoring	6.0%	13,503	226,900	13,976	234,842	14,465	243,061	14,971	251,568	15,495	260,373
	Surface Water Monitoring	5.7%	7,708	134,424	7,978	139,129	8,257	143,998	8,546	149,038	8,845	154,255
	Groundwater Monitoring	5.6%	7,085	126,885	7,333	131,326	7,590	135,922	7,855	140,680	8,130	145,603
	Water Response	5.3%	8,690	163,408	8,994	169,127	9,309	175,047	9,635	181,173	9,972	187,514
	<b>Total Watershed Monitoring</b>		<b>36,986</b>	<b>651,617</b>	<b>38,281</b>	<b>674,424</b>	<b>39,620</b>	<b>698,028</b>	<b>41,007</b>	<b>722,459</b>	<b>42,442</b>	<b>747,745</b>
	<b>Natural Heritage Systems</b>											
	Natural Heritage Mapping	5.2%	5,927	113,044	6,134	117,001	6,349	121,096	6,571	125,334	6,801	129,721
	<b>Total Natural Heritage Mapping</b>		<b>5,927</b>	<b>113,044</b>	<b>6,134</b>	<b>117,001</b>	<b>6,349</b>	<b>121,096</b>	<b>6,571</b>	<b>125,334</b>	<b>6,801</b>	<b>129,721</b>
	<b>Watershed Specific Programs/Projects/Studies</b>											
	Conservation Area Stewardship	16.8%	42,735	247,311	44,189	255,967	45,693	264,926	47,250	274,198	48,862	283,795
	Asset Management - Vehicles and Equipment	6.3%	5,574	89,135	5,769	92,255	5,971	95,484	6,180	98,826	6,396	102,284
	Program Information Management	4.7%	10,672	224,783	11,046	232,650	11,432	240,793	11,832	249,221	12,246	257,944
	Conservation Authorities Moraine Coalition	50.0%	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000
Basin Wide Initiatives	6.3%	22,575	361,604	23,365	374,260	24,183	387,359	25,029	400,917	25,905	414,949	
Lake Simcoe Protection Plan	5.7%	13,707	241,953	14,187	250,421	14,683	259,186	15,197	268,258	15,729	277,647	
Landowner Environmental Assistance Program (LEAP) (Rural program)	17.1%	93,425	944,369	94,359	977,421	95,303	1,011,631	96,256	1,047,038	97,218	1,083,685	
Urban Restoration Program (LEAP) (Urban program)	17.1%	93,425	944,369	94,359	977,421	95,303	1,011,631	96,256	1,047,038	97,218	1,083,685	
<b>Total Watershed Specific Programs/Projects/Studies</b>		<b>287,113</b>	<b>3,063,523</b>	<b>292,274</b>	<b>3,170,396</b>	<b>297,568</b>	<b>3,281,010</b>	<b>303,001</b>	<b>3,395,496</b>	<b>308,576</b>	<b>3,513,988</b>	
<b>Conservation Area Management Planning and Coordination</b>												
Conservation Area Management Planning and Coordination	18.8%	27,866	148,395	28,841	153,589	29,851	158,964	30,896	164,528	31,977	170,287	
<b>Total Conservation Area Management Plans</b>		<b>27,866</b>	<b>148,395</b>	<b>28,841</b>	<b>153,589</b>	<b>29,851</b>	<b>158,964</b>	<b>30,896</b>	<b>164,528</b>	<b>31,977</b>	<b>170,287</b>	
REGULATION	<b>Flood Forecasting/Warning</b>											
	Flood Forecasting and Warning Network	4.1%	7,526	182,869	7,789	189,269	8,062	195,894	8,344	202,750	8,636	209,846
	<b>Total Flood Forecasting/Warning</b>		<b>7,526</b>	<b>182,869</b>	<b>7,789</b>	<b>189,269</b>	<b>8,062</b>	<b>195,894</b>	<b>8,344</b>	<b>202,750</b>	<b>8,636</b>	<b>209,846</b>
	<b>Natural Hazard Mapping</b>											
Natural Hazard Modeling and Mapping	19.3%	20,293	105,361	21,003	109,049	21,738	112,865	22,499	116,816	23,287	120,904	
<b>Total Natural Hazard Mapping</b>		<b>20,293</b>	<b>105,361</b>	<b>21,003</b>	<b>109,049</b>	<b>21,738</b>	<b>112,865</b>	<b>22,499</b>	<b>116,816</b>	<b>23,287</b>	<b>120,904</b>	
<b>TOTAL CAPITAL</b>			<b>463,282</b>	<b>4,342,380</b>	<b>471,894</b>	<b>4,491,298</b>	<b>480,760</b>	<b>4,645,429</b>	<b>489,889</b>	<b>4,804,954</b>	<b>499,291</b>	<b>4,970,062</b>
<b>Regional Land Securement</b>			200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
<b>Total Regional Land Securement</b>			<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	



**Lake Simcoe Region**  
conservation authority

**BUSINESS CASE FOR  
INFRASTRUCTURE MAINTENANCE FOR SCANLON  
CREEK OPERATIONS CENTRE**

Presented to the Regional Municipality of Durham Region

**Budget 2017 - 2018**

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## EXECUTIVE SUMMARY

In 2014 Lake Simcoe Region Conservation Authority (LSRCA) identified the need for significant repairs and maintenance work to be completed on the Scanlon Creek Education Centre building (now known as the Scanlon Creek Operations Centre). Maintaining the asset in a state of good repair is essential from a liability perspective for both staff and public use.

Prior to staff moving into the building and commencing the infrastructure work, the Authority had to complete work associated with air quality and office requirements as follows:

<i>Scanlon Creek Operations Centre Expansion Project</i>	
IAQ and Mould Assessment - assessment and reports	\$25,000
Mould Remediation - abatement project	26,000
Renovations - walls, painting, carpet, ceiling tiles, heaters	8,000
Furniture and Equipment - workstations, meeting room furniture, power bars, etc.	24,000
IT – cabling	5,000
Telephones - IP phones throughout, including all education staff	6,200
Moving Expenses - packing supplies, moving cost	3,000
Expenses to Date and/or Projected (excluding HST)	\$97,200

At the same time as the building is renovated to function as an Operation Centre, LSRCA wishes to evaluate the feasibility of upgrading the facility's architectural, electrical, mechanical and HVAC systems.

In 2016 LSRCA engaged a consultant to evaluate the facility. The consulting work will be completed in three phases.

1. Review documentation, assess alternatives for the space, analyse our needs, provide schematics, review with LSRCA staff, and provide an Order of Magnitude budget for the renovation.
2. Design development, final design, and tender and construction documents.
3. The architect and sub consultants will provide construction services.

The building is one of the Authority's major assets. The cost of investing in the building is ensuring the protection of an asset that is valued for insurance purposes at approximately \$3.5 million dollars.

## SITUATIONAL ASSESSMENT – CURRENT STATE

The Scanlon Creek facility consists of a single storey building with basement originally constructed in 1978. Additions to the dormitories were completed in the 1990's. The building GFA is 16,500 square feet.

The centre was originally used to provide environmental education programs for elementary school groups with facilities to accommodate instruction, dining, dormitory, staff, administration and support program areas.

With the change in staffing needs, LSRCA contemplates the renovation of the building interior to serve as a satellite Operation Centre, similar in function to their main office at Newmarket, with offices, cubicles, meeting rooms, work rooms and lab.

At the same time as the building is renovated to function as an Operation Centre, LSRCA wishes to evaluate the feasibility of upgrading the facility's architectural, electrical, mechanical and HVAC systems. The renovation work will be executed in phases to allow the facility to continue to function and to the extent construction costs are limited by total budget available.

A number of detailed consulting reports have been issued, covering the condition of the building.

In 2016 LSRCA engaged a consultant to evaluate the facility. The details of consulting work are presented next.

## PROJECT DELIVERABLES & OBJECTIVES

In the first phase of the design, the architect will undertake to review documentation, assess alternatives for the space, analyse our needs, provide schematics, review with LSRCA staff, and provide an Order of Magnitude budget for the renovation.

When the schematics are accepted, the architect will proceed with the second phase consisting of design development, final design, tender and construction documents.

In the third phase (construction) the architect and sub consultants will provide construction services.

## SCOPE OF WORK

The scope of work to be performed as part of the proposed renovation project includes, but is not limited to architectural, structural, mechanical and electrical drawings and specifications to cover:

- Removal of surplus kitchen and mechanical equipment.
- Reconfiguring of available space.
- Assessment of washrooms, and replacement of partitions and fixtures.
- Assessment of interior doors and hardware, and upgrade as required.
- OBC handicapped accessible entrance door.
- Drywall repair as required.
- T-bar and ceiling tile repair add/or replacement.
- Additional insulation, as feasible.
- Painting.
- Assess switching from electricity to natural gas for all heating and DHW.
- Upgrade the HVAC system.
- Upgrade the plumbing system to reflect new occupancy levels and revised heat source, as applicable.

## PROJECT HISTORY

In 2014 the Lake Simcoe Region Conservation Authority (LSRCA) identified the need for significant repairs and maintenance work to be completed on the Scanlon Creek Operations Centre building. Maintaining the asset in a state of good repair is essential from a liability perspective for both staff and public use.

The facility has been repurposed to accommodate staff delivering programs and services that directly support the Authority's mandate to protect and restore the Lake Simcoe watershed. The entire watershed Stewardship and Forestry programs, the administration for the Education program, and several summer staff working in the field supporting various watershed wide programs are now accommodated in the Education Centre building. In the fall of 2016 the Conservation Lands administrative staff will relocate to the Scanlon facility.

The need for repairs for architectural, mechanical, electrical, and retrofitting costs is spread over a three year period. Durham Region contributed in the first year funding \$1,000 along with other funding partners for a total of \$216,435 to establish funding for work to begin on the building.

This business case provides an update on the current status of the project and the work to be undertaken in the facility with the funding from the partners.

This project benefits the Region of Durham and its residents by enabling LSRCA to maintain service levels for vital protection and restoration projects that are essential to the health of the Lake Simcoe watershed and its residence. The project work reduces potential liabilities that could arise in the absence of appropriate maintenance service levels of a building in use for staff and visitors. Future benefits will likely arise as the building is brought up to a level that it can be used to offer more programs that service watershed residents.

## PROJECT DESCRIPTION

### ASSET MAINTENANCE – SCANLON CREEK OPERATIONS CENTRE

LSRCA’s primary land holding that provides multiple outdoor activities, educational programming, and office space facilities for staff is the Scanlon Creek property located in Bradford West Gwillimbury.

In 2014, Durham Region and other municipal funding partners contributed funding towards the asset maintenance work required for the Scanlon Creek Operations Centre. The work identified to be completed in the building is estimated to be a total cost of \$685,600. LSRCA has spread the request for the funding over a three year period coinciding with when the works are anticipated to be completed. Of the five growth partners, Durham Region is the only partner with remaining share to be contributed.

The Scanlon Creek Operations Centre building is no longer used to deliver the Education Program at Scanlon, but rather has been repurposed to accommodate office space required for LSRCA’s staffing requirements in response to growth in the watershed.

The funding requested from each of the five growth partners is;

<b>Request to Partners</b>	<b>2014 Investment</b>	<b>2015 Investment</b>	<b>2016 Funding</b>	<b>2017 Funding Requested</b>	<b>2018 Funding</b>
York Region	\$150,000	\$147,000	\$147,000		
Barrie	44,714	44,714	44,714		
Durham	1,000	0	\$24,000	\$24,000	\$19,239
Innisfil	10,063	9,456	9,456		
Bradford	10,658	20,000	10,658		
<b>Total Investment</b>	<b>\$216,435</b>	<b>\$221,170</b>	<b>\$235,828</b>	<b>\$24,000</b>	<b>\$19,239</b>

Bradford West Gwillimbury (BWG) contributed an additional \$10,000 in 2015 for this project.

<b>Details of Asset Maintenance</b>					
<b>Education Centre</b>	<b>Retrofit (one-time)</b>	<b>Architectural</b>	<b>Mechanical</b>	<b>Electrical</b>	<b>Total</b>
To be completed in 2014/2015		\$25,260			\$25,260
To be completed in 2015/2016		119,740	152,435		272,175
To be completed in 2016/2017	150,000	15,850	85,315	\$137,000	388,165
Totals	\$150,000	\$160,850	\$237,750	\$137,000	\$685,600

Note: \$18,000 for replacement of toilets and urinals was identified on original report; however it was not included in the original business case.

## PROJECT COST ESTIMATE

The cost of this project in 2017 is \$388,165. In 2017 we are asking Durham Region to provide \$24,000 as part of their share of the project.

## PROJECT FUNDING

### FUNDING REQUEST - 2017

<b>YEAR</b>	<b>Required Funding (Total)</b>	<b>FUNDING (Durham Region Specific)</b>	<b>APPLICATION</b>
2017	\$388,165	\$24,000	<ul style="list-style-type: none"> <li>Scanlon Creek Operations Centre infrastructure work continued</li> </ul>

### OUTLOOK YEARS – 2018

<b>YEAR</b>	<b>Required Funding (Total)</b>	<b>ANTICIPATED FUNDING REQUEST (Durham Specific)</b>	<b>APPLICATION</b>
2018	\$19,239	\$19,239	<ul style="list-style-type: none"> <li>Scanlon Creek Operations Centre infrastructure work continued</li> </ul>



## CRITICAL ASSUMPTIONS AND RISK ASSESSMENT

With the anticipated growth in the watershed LSRCA expects our programs and service levels to also experience growth to ensure that we are responding to the changing needs and pressures put on the environment by growth related activities.

As an example, climate change is impacting infrastructure needs and driving the requirement to use more low impact development approaches to stormwater management. New requirements and pressures such as these require that LSRCA acquire more staffing resources and develop new programs and monitoring levels. As LSRCA resource requirements increase, so do our needs for space to accommodate workers and provide suitable workspace.

The risks of LSRCA not addressing the asset maintenance needs for the Operation Centre are;

- Non-compliance with health and safety legislation with regards to building management
- Liabilities arising from accidents related to improper maintenance levels
- Continued deterioration of a valuable corporate asset
- Loss of opportunity to maintain service levels of programs and services due to inadequate space resources

## IMPLEMENTATION TIMELINE

Some of the work identified in this business case was started in the 2014 fiscal year. The 2017 business case is a continuation of the asset maintenance needs required for 2017 and outlook years.

## COST/BENEFIT ANALYSIS

The Scanlon Operation Centre building is one of the Authority's major assets. The cost of investing in the maintenance of the building is ensuring the protection of an asset that is valued for insurance purposes at approximately \$3.5 million dollars. The building has sound structure and will provide services for LSRCA in the form of program delivery and office space for many more years with the investment in proper maintenance of the building.

The asset is critical to the LSRCA program delivery. With the increased demands in the LSRCA watershed which are related to growth, additional staffing requirements are necessary to maintain service levels and complete new emerging projects. The Operations Centre building provides the necessary space for staff and new programs to be accommodated. This will enable LSRCA to maintain a healthy watershed which supports healthy lifestyles for the residents.

## PERFORMANCE MEASURES

Success of the projects and programs delivered as a result of the building being maintained in a useable state of repair will provide a measurement of the value of the work.

As the repurposing assessments continue and the building accommodates more uses for the Authority, the measure of value will increase.

The length of the life-cycle obtained from the building will demonstrate the value of the maintenance work performed.

## CONCLUSIONS AND RECOMMENDATIONS

The value and usefulness of the Operation Centre building justifies the continued maintenance of the building. It is recommended that continuation of the works noted in 2014, 2015, 2016 and 2017 be supported in the 2017 budget request of which Durham Region's share is \$24,000 for the Scanlon Creek Operation Centre maintenance work.

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**2017**

**BUSINESS PLAN AND BUDGET**

**DURHAM REGIONAL POLICE SERVICE**

Approved by

Durham Regional Police Services Board

November 14, 2016



## 2017 Business Plan Budget

Durham Regional Police  
Service

### OUR VISION:

- To have the safest community for people to live, work and play.

### OUR MISSION STATEMENT:

- As Leaders in Community Safety we work proudly with all members of our community while holding ourselves accountable to improved effectiveness in everything we do. We proactively address future challenges, while upholding our values.

### OUR PHILOSOPHY:

- We are a problem solving organization which, in partnership with our community, addresses the root causes of crime, fear of crime and anti-social behaviour.

### OUR VALUES:

- Every member of the Durham Regional Police Service is committed to providing quality service in partnership with our community. While learning from each other, we will achieve excellence through pride, respect, understanding and ethical behaviour.

### GOALS:

#### Mandate:

- The Durham Regional Police Services Board (the Board) fulfills the municipality's legislated requirement to provide police services to ensure the safety and security of all citizens while safeguarding their Charter and Human Rights as required by the Province of Ontario as set out in the Police Services Act (PSA).

#### Measurement of Results:

- The Board's Ends policies require the Service to measure its results objectively and compare them to 8 communities in Ontario (Halton, Hamilton, Niagara, Ottawa, Peel, Toronto, Waterloo and York).
- All the measures are Region-wide and the Service responds to community needs by allocating and re-allocating staff and assets within the Region as needs change from time to time and place to place. Flexible deployment of staff and assets is essential to achieving effectiveness and efficiency.
- The Board has also directed that the Business Plans and Budgets of the Service clearly identify their impact on achievement of the Board Ends. This requires the Service to address objective performance outcome measures rather than only activity or effort measures (such as the number of calls for service).



# 2017 Business Plan Budget

## Durham Regional Police Service

- Board Guidance for 2011, 2012, 2013, 2014, 2015 and 2016 has been to maintain, and not to add to, staffing.
- The Service is an active participant in the Municipal Benchmarking Network Canada (MBN Canada), formerly known as OMBI.
- MBN Canada is an initiative undertaken by 16 Ontario municipalities to improve effectiveness and efficiency in the provision of services through information sharing and benchmarking of service levels and costs (Peel Region does not participate in MBN Canada).

The following chart shows that policing in Durham is provided at a cost which is competitive with comparable Police Services.

PLCE235 - Policing Net Operating Cost per Capita				
Publicly Reportable: Yes				
Priority Measure: No				
Rank	Municipality	2015 Result	2014 Result	2013 Result
1	Halton	\$ 237	\$ 244	\$ 249
<b>2</b>	<b>Durham</b>	<b>\$ 259</b>	<b>\$ 253</b>	<b>\$ 250</b>
3	York	\$ 261	\$ 252	\$ 247
4	Waterloo	\$ 282	\$ 280	\$ 258
5	Hamilton	\$ 293	\$ 273	\$ 274
6	Ottawa	\$ 305	\$ 295	\$ 290
7	Niagara	\$ 317	\$ 316	\$ 316
8	Toronto	\$ 392	\$ 383	\$ 374
<b>Average</b>		<b>\$ 293</b>	<b>\$ 287</b>	<b>\$ 282</b>



### **PSB Community Safety Monitoring Report (September 12, 2016)**

#### **Board Policy Statement:**

*The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.*

*It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:*

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

#### **Reporting**

*The following measures will be considered in an assessment of community safety:*

- Overall crime rate
- Violent crime rate
- Property crime rate
- Crime severity index
- Clearance rate
- Weighted clearance rate
- Response time to emergency calls
- Motor vehicle collision injury and fatality rates

*The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.*

*An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.*

*The Chief shall report annually on outcomes resulting from this policy.*

#### **Interpretation of the Chief of Police:**

The Board End of Community Safety is related to Section 1, principle 1 of the Police Services Act, 1990 - "The need to ensure the safety and security of all persons and property in Ontario". It is also responsive to Section 4(2) items (1), (2) and (5) of the Police Services Act regarding adequate and effective police services involving: crime prevention, law enforcement and emergency response respectively. This Board End encompasses both crime prevention and law enforcement activities.

It is my interpretation that community safety outcomes include a comparison, both internally and against our comparators of the Durham Region Police Service's ability to effectively respond to and manage calls for service, and resolve criminal incidents. An assessment of our community safety activities uses those measures that are available year-over-year including crime rates, clearance rates, crime severity indices, vehicle collision rates and fatalities, and emergency response times.



# 2017 Business Plan Budget

## Durham Regional Police Service

Using the Canadian Centre for Justice Statistics (CCJS) Incident-based Uniform Crime Reporting Survey (UCR2) information, the Durham Regional Police Service will rank in the top half of our comparators. Outcomes include survey measures of the community's perception of personal safety and the influence it has on their quality of life within our Region.

### Data Support:

#### Overall Criminal Code (Excluding Traffic) Crime Rate:

Crime rates are the number of criminal incidents known to, and substantiated by, police services per 100,000 population. A lower crime rate is better. The following three tables contain crime rate statistics for 2011 through 2015, and include data from the eight-comparator police services.

Durham Regional Police maintained the fourth lowest Criminal Code crime rate amongst comparator police services in 2015.

Total Criminal Code (Excluding Traffic) Rate per 100,000 Population

Police Service:	2011		2012		2013		2014		2015		2012 / 2011	2013 / 2012	2014 / 2013	2015 / 2014
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	% Change	% Change	% Change	% Change
Halton Regional Police Service	2653	2	2291	2	2021	1	1861	1	1777	1	-13.7	-11.8	-7.9	-4.5
York Regional Police Service	2370	1	2249	1	2089	2	1990	2	2149	2	-5.1	-7.1	-4.8	8.0
Peel Regional Police Service	2825	3	2619	3	2359	3	2318	3	2412	3	-7.3	-9.9	-1.8	4.1
Durham Regional Police Service	3423	4	3134	4	2895	4	2806	4	2760	4	-8.4	-7.6	-3.1	-1.6
Ottawa Police Service	4150	5	4130	6	3568	5	3447	5	3365	5	-0.5	-13.6	-3.4	-2.4
Niagara Regional Police Service	4348	7	4523	7	3977	7	3525	6	3532	6	4.0	-12.1	-11.4	0.2
Toronto Police Service	4197	6	3885	5	3652	6	3541	7	3575	7	-7.4	-6.0	-3.1	1.0
Hamilton Regional Police Service	5275	9	4979	9	4380	8	4108	8	4060	8	-5.6	-12.0	-6.2	-1.2
Waterloo Regional Police Service	4740	8	4603	8	4382	9	4297	9	4545	9	-2.9	-4.8	-2.0	5.8

Source: Statistics Canada. Table 252-0077 - Incident-based crime statistics, by detailed violations and police services, Ontario, annual/CANSIM (database). (accessed: 2016-08-19)

Note: Rates are rounded to the nearest whole number

#### Violent Crime Rate:

For its violent crime rate, Durham Regional Police maintained its fifth-place ranking amongst comparator police services in 2015.

#### Violent Crime Rate:

For its violent crime rate, Durham Regional Police maintained its fifth-place ranking amongst comparator police services in 2015.

Violent Crime Rate per 100,000 Population

Police Service:	2011		2012		2013		2014		2015		2012 / 2011	2013 / 2012	2014 / 2013	2015 / 2014
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	% Change	% Change	% Change	% Change
Halton Regional Police Service	505	1	395	1	367	1	344	1	353	1	-21.7	-7.2	-6.2	2.6
Peel Regional Police Service	602	3	572	3	533	3	485	3	483	2	-4.9	-6.9	-8.9	-0.5
York Regional Police Service	549	2	534	2	486	2	472	2	492	3	-2.8	-8.8	-3.0	4.2
Niagara Regional Police Service	756	6	824	6	726	6	604	4	564	4	9.0	-11.9	-16.8	-6.7
Durham Regional Police Service	755	5	707	5	675	5	615	5	600	5	-6.3	-4.5	-8.9	-2.3
Ottawa Police Service	651	4	635	4	674	4	625	6	616	6	-2.4	6.1	-7.4	-1.4
Waterloo Regional Police Service	994	7	930	7	865	7	778	7	787	7	-6.4	-7.0	-10.1	1.3
Hamilton Regional Police Service	1259	9	1029	8	890	8	906	8	816	8	-18.3	-13.5	1.8	-10.0
Toronto Police Service	1216	8	1111	9	1005	9	981	9	1020	9	-8.6	-9.5	-2.4	4.0

Source: Statistics Canada. Table 252-0077 - Incident-based crime statistics, by detailed violations and police services, Ontario, annual/CANSIM (database). (accessed: 2016-08-19)

Note: Rates are rounded to the nearest whole number





# 2017 Business Plan Budget

# Durham Regional Police Service

The violent crime rate in Durham continues to decline, although the rate of decline has decreased. These are the lowest violent crime rates in Durham since the Incident-based Uniform Crime Reporting Survey (UCR2) information is available (1998).

**Property Crime Rate:**

Durham Regional Police continues to rank fourth for its property crime rate amongst comparator services.

**Property Crime Rate:**

Durham Regional Police continues to rank fourth for its property crime rate amongst comparator services.

Property Crime Rate per 100,000 Population

Police Service:	2011		2012		2013		2014		2015		2012 / 2011	2013 / 2012	2014 / 2013	2015 / 2014
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	% Change	% Change	% Change	% Change
Halton Regional Police Service	1957	3	1715	2	1473	2	1341	1	1228	1	-12.4	-14.2	-9.0	-8.4
York Regional Police Service	1646	1	1556	1	1440	1	1351	2	1475	2	-5.5	-7.5	-6.2	9.2
Peel Regional Police Service	1943	2	1769	3	1543	3	1564	3	1652	3	-9.0	-12.8	1.4	5.7
Durham Regional Police Service	2190	4	2025	4	1860	4	1832	4	1810	4	-7.5	-8.2	-1.5	-1.2
Toronto Police Service	2679	5	2506	5	2381	5	2267	5	2259	5	-6.4	-5.0	-4.8	-0.3
Ottawa Police Service	2999	6	2982	6	2466	6	2388	6	2332	6	-0.6	-17.3	-3.2	-2.3
Niagara Regional Police Service	3180	8	3257	8	2813	7	2507	7	2585	7	2.5	-13.7	-10.9	3.1
Hamilton Regional Police Service	3553	9	3476	9	3014	9	2725	8	2783	8	-2.2	-13.3	-9.6	2.2
Waterloo Regional Police Service	3144	7	3072	7	2927	8	2890	9	3083	9	-2.3	-4.7	-1.3	6.7

Source: Statistics Canada. Table 252-0077 - Incident-based crime statistics, by detailed violations and police services, Ontario, annual, CANSIM (database). (accessed: 2016-08-19)

Note: Rates are rounded to the nearest whole number

**Crime Severity Index (CSI):**

The Crime Severity Index (CSI) is a measure of crime that reflects the relative seriousness of individual offences and tracks changes in crime severity in Canada. It includes all Criminal Code violations, including traffic, as well as drug violations and all federal statutes reported to police. The weight assigned to an incident is based on actual sentences handed down by the courts in all provinces and territories and is occasionally updated.

Use of the CSI reduces the impact of high-volume, less-serious offences compared to traditional measures such as the crime rate. To facilitate comparisons, using 2006 as the base year, Statistics Canada standardizes the index to a national score of 100. Like the crime rate, a lower CSI value is better.

The following table contains Crime Severity Index figures for 2011 through 2015, with data from the eight-comparator police services. Durham Regional Police has consistently ranked third amongst comparator police services.



# 2017 Business Plan Budget

## Durham Regional Police Service

### Overall Crime Severity Index

Police Service:	2011		2012		2013		2014		2015		2012 / 2011	2013 / 2012	2014 / 2013	2015 / 2014
	CSI	Rank	CSI	Rank	CSI	Rank	CSI	Rank	CSI	Rank	% Change	% Change	% Change	% Change
Halton Regional Police Service	34	1	28.4	1	25.5	1	24.1	1	22.9	1	-16.4	-10.4	-5.2	-5
York Regional Police Service	38.8	2	35.7	2	32.5	2	30.7	2	33.2	2	-7.8	-9.2	-5.3	8
<b>Durham Regional Police Service</b>	<b>47.9</b>	<b>3</b>	<b>45.1</b>	<b>3</b>	<b>40.7</b>	<b>3</b>	<b>38.4</b>	<b>3</b>	<b>37.9</b>	<b>3</b>	<b>-5.7</b>	<b>-9.8</b>	<b>-5.7</b>	<b>-1.2</b>
Peel Regional Police Service	52.4	4	48.2	4	42.3	4	40.8	4	42	4	-7.9	-12.3	-3.6	3
Ottawa Police Service	58.7	5	58.8	5	49.4	5	45.2	5	47.0	5	0.1	-16	-8.5	4
Niagara Regional Police Service	61.1	6	63.9	7	57.2	7	51	6	52	6	4.6	-10.4	-10.9	1.9
Toronto Police Service	68.5	8	65.5	8	58.5	8	55.7	8	56.4	7	-4.4	-10.7	-4.8	1.3
Waterloo Regional Police Service	63.7	7	59.1	6	57.1	6	55.4	7	59.5	8	-7.3	-3.3	-3	7.4
Hamilton Regional Police Service	74.7	9	71.8	9	64.7	9	59.8	9	59.8	9	-3.8	-9.9	-7.6	0

Source: Statistics Canada. Table 252-0085 Crime severity index and weighted clearance rates, by police service, Ontario, annual, CANSIM (database). (accessed: 2016-08-19)

### Clearance Rate:

The clearance rate is the calculation of the number of incidents cleared, by charge or otherwise, during the year as a percentage of incidents known to and substantiated by police services that year. A higher clearance rate is better.

The following table contains clearance rate statistics for 2011 through 2015, with data from the eight-comparator police services. For the second year in a row, the Durham Regional Police ranked fourth amongst comparator police services for clearance rate.

### Total Criminal Code (Excluding Traffic) Clearance Rate

Police Service:	2011		2012		2013		2014		2015		2012 / 2011	2013 / 2012	2014 / 2013	2015 / 2014
	Rate %	Rank	Rate %	Rank	Rate %	Rank	Rate %	Rank	Rate %	Rank	% Change	% Change	% Change	% Change
Peel Regional Police Service	47.0	3	49.5	1	50.8	1	49.2	1	47.5	1	5.3	2.6	-3.1	-3.6
Halton Regional Police Service	38.4	6	37.5	7	43.8	4	47.0	3	46.8	2	-2.4	17.0	7.2	-0.3
York Regional Police Service	48.2	2	49.3	2	50.5	2	48.6	2	46.7	3	2.2	2.6	-3.9	-3.8
<b>Durham Regional Police Service</b>	<b>49.5</b>	<b>1</b>	<b>47.3</b>	<b>3</b>	<b>47.3</b>	<b>3</b>	<b>45.3</b>	<b>4</b>	<b>43.9</b>	<b>4</b>	<b>-4.4</b>	<b>0.0</b>	<b>-4.3</b>	<b>-3.0</b>
Waterloo Regional Police Service	42.0	4	41.1	4	40.3	5	41.5	5	41.1	5	-2.3	-2.0	3.1	-1.0
Toronto Police Service	33.6	8	35.2	8	36.8	8	38.0	7	39.3	6	4.7	4.5	3.2	3.5
Ottawa Police Service	39.6	5	38.7	5	39.4	6	37.4	8	36.9	7	-2.2	1.8	-5.2	-1.3
Hamilton Regional Police Service	33.5	9	33.7	9	33.7	9	36.5	9	36.9	8	0.6	0.2	8.1	1.2
Niagara Regional Police Service	38.4	7	38.0	6	38.2	7	38.8	6	36.7	9	-1.1	0.7	1.4	-5.4

Source: Statistics Canada. Table 252-0077 - Incident-based crime statistics, by detailed violations and police services, Ontario, annual, CANSIM (database). (accessed: 2016-08-19)

### Weighted Clearance Rate:

The weighted clearance rate enhances the comparability of clearance rates - the proportion of crimes solved by police - among police services. Similar to the concept behind the Crime Severity Index, the weighted clearance rate means that serious crimes solved by police count for more than the solving of less serious crimes. Like the traditional clearance rate, a higher rate is better.

The following table contains weighted clearance rate statistics for 2011 through 2015, with data from the eight-comparator Police Services. Durham ranks third among its eight comparator services.



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### Weighted Clearance Rate

Police Service:	2011		2012		2013		2014		2015		2012 / 2011	2013 / 2012	2014 / 2013	2015 / 2014
	WCR	Rank	WCR	Rank	WCR	Rank	WCR	Rank	WCR	Rank	% Change	% Change	% Change	% Change
Halton Regional Police Service	41.8	5	40.5	4	44.4	4	47.6	1	47.0	1	-3.04	9.65	7.16	-1.2
York Regional Police Service	45.0	2	45.2	2	46.6	1	44.7	3	43.7	2	0.42	3.01	-4.16	-2.19
<b>Durham Regional Police Service</b>	<b>50.6</b>	<b>1</b>	<b>49.0</b>	<b>1</b>	<b>46.3</b>	<b>2</b>	<b>45.3</b>	<b>2</b>	<b>42.2</b>	<b>3</b>	<b>-3.16</b>	<b>-5.39</b>	<b>-2.33</b>	<b>-6.72</b>
Peel Regional Police Service	43.2	3	44.3	3	45.3	3	44.0	4	42.1	4	2.57	2.39	-3.04	-4.32
Toronto Police Service	36.4	8	38.8	7	39.6	6	39.4	6	39.7	5	6.59	2.01	-0.58	0.84
Waterloo Regional Police Service	42.8	4	39.9	5	39.9	5	39.5	5	39.3	6	-6.89	0	-0.98	-0.41
Ottawa Police Service	38.7	6	39.0	6	39.4	7	39.2	7	38.7	7	0.59	1.21	-0.63	-1.25
Niagara Regional Police Service	38.3	7	38.0	8	36.8	8	37.0	8	36.8	8	-0.73	-3.13	0.68	-0.54
Hamilton Regional Police Service	33.8	9	34.9	9	32.4	9	33.7	9	34.7	9	3.16	-7.08	3.76	2.94

Source: Statistics Canada. Table 252-0085 Crime severity index and weighted clearance rates, by police service, Ontario, annual, CANSIM (database). (accessed: 2016-08-19)

### Response Time to Emergency Calls:

Response time is defined as the number of minutes it takes a unit to arrive on scene from the time a call is received. Emergency calls are those calls that are citizen initiated, or would likely have been citizen initiated, and are dispatched as a priority one call through the regular dispatch queue. These exclude follow-up, duplicates and those calls that were cancelled by dispatch.

The following table shows various time thresholds (from eight to twelve minutes) and the percentage of emergency calls for service that had a response time less than the threshold by division.

Response Time		Under 8 minutes	Under 9 minutes	Under 10 minutes	Under 11 minutes	Under 12 minutes
DRPS	2016*	57%	65%	72%	77%	81%
	2015	57%	64%	71%	76%	81%
	2014	55%	63%	70%	76%	80%
North	2016*	30%	39%	44%	50%	57%
	2015	26%	32%	38%	43%	49%
	2014	30%	37%	43%	49%	53%
East	2016*	52%	58%	65%	73%	76%
	2015	51%	60%	67%	73%	78%
	2014	54%	60%	68%	75%	80%
Central East	2016*	70%	78%	84%	88%	91%
	2015	71%	78%	84%	88%	91%
	2014	70%	77%	83%	87%	90%
Central West	2016*	57%	66%	72%	78%	82%
	2015	57%	65%	71%	76%	81%
	2014	54%	64%	70%	76%	80%
West	2016*	56%	64%	72%	78%	82%
	2015	56%	63%	71%	77%	82%
	2014	49%	60%	68%	74%	80%

Source: DRPS Versadex Data Mart

\* 2016: January 1<sup>st</sup> 2016 to July 31<sup>st</sup> 2016

The average emergency response time in 2015 was eight-and-a-half minutes (8 min. 39 sec.).

Although the definitions of response time and an emergency call for service are similar amongst police services, they are open to variations in interpretation, and criteria may be applied differently between services. Unlike the reporting of criminal incidents to the Canadian Centre for Justice Statistics, there is no standard reporting mechanism for response times, or for calls for service in general. As a result, response time to emergency calls cannot be compared amongst police services.



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## Motor Vehicle Collision Injuries and Fatalities

The following table summarizes the number of motor vehicle collisions with injury (a count of incidents) and the number of motor vehicle collision fatalities (a count of persons) for the last five years. The table also contains a summary of the same statistics year-to-date for the current year and past two years.

The number of motor vehicle collisions involving injury remained relatively unchanged (+0.6%) between 2014 and 2015. The number of fatalities resulting from motor vehicle collisions increased by four (22%) in the same period.

*Number of Motor Vehicle Collision with Injury and Motor Vehicle Collision Fatalities*

	2011	2012	2013	2014	2015	% Change '15 / '14	Year-To-Date July 31			% Change '16 YTD - '15 YTD
							2014	2015	2016	
MOTOR VEHICLE COLLISION – INJURY	1,544	1,657	1,682	1,653	1,663	0.6%	931	932	966	3.6%
FATALITIES RESULTING FROM MOTOR VEHICLE COLLISION (NON-MEDICAL)*	20	17	24	18	22	22%	6	12	9	-25%

\*As reported in DRPS Traffic Services Branch Call-Out Sheet

### Contributing Causes to Fatal Collisions

	2014	2015	
Contributing Causes of Fatal MVC (may have multiple factors)	Alcohol	2	3
	Drug	1	2
	Distraction	1	1
	Speed	6	7
	Environment (Roads)	1	1
	Weather	1	3
	Driver Error	11	15
Contributing Causes to Death or Injury in Fatal MVC (may have multiple factors)	Seatbelt	9	3
	Age	0	4
	Fire	0	1
	Vehicle Condition	2	2

The table on the left outlines the factors that contribute to fatal collisions and the resulting fatalities and injuries.

Motor vehicle collisions are not a criminal offence and as such are not available through CCJS for comparison to other police services.

## Sense of Security

The Durham Regional Police Service conducted its most recent public opinion survey between September 2015 and January 2016. A section of this survey is dedicated to evaluating the sense of security felt by members of our community.

Participants were asked about their feeling of safety during both day and night across a variety of settings ranging from open areas, to roads and downtown centres. For each setting a majority of respondents (85%) indicated that they *Usually* or *Always* felt safe during the day in the region.

During the day, respondents felt most secure in their homes (95%) and in local malls and plazas (91%). Respondents also felt safe while driving in the region (83%), and while walking alone in their neighbourhood (83%). Slightly lower levels of safety were reported while in downtown areas (77%), while walking in parks (78%), and while riding public transit (79%).

Nearly three-quarters (73%) of respondents stated that they *Usually* or *Always* felt safe in the region at night. Ninety per cent (90%) report feeling safe in their residence at night. Eighty per cent of respondents report feeling safe in their local mall or plaza at night, and a similar proportion (79%) say that they feel safe while driving in the region at



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night. Feelings of safety drop for the following settings during the night: walking in the downtown area (58%), walking alone in their neighbourhood (66%), riding public transit (65%), and while walking in parks (50%).

In addition to asking about their sense of security, respondents were also asked how often the fear of crime prevents them from doing things that they would like to do. Sixty-nine per cent (69%) answered that fear of crime *Rarely* or *Never* prevented them from engaging in activities.

Over three quarters (77%) of respondents said that they feel the roads are usually or always safe in the region.

These results are similar to those received in previous surveys.

### **BASIC STAFFING PRINCIPLES:**

- Flexible deployment is based on the needs of the community. The combination of specialists and generalists changes over time and place as community needs change. For example, when a serious crime occurs, staff are brought from all policing areas across the Region to work on solving the crime.
- Front-line officers need an appropriate level of support to achieve their goals and this is a fact of life in policing as it is in any other service organization. Civilians work in both front-line policing functions (like call dispatching and front desk) as well as specialized functions supporting front-line service providers.
- Right skills for the job; The Service has both sworn and civilian members. The ratio of sworn to full-time civilian members is 2.9:1 which is similar to comparable police services in Ontario.
- As the Service grows, specialist civilian roles assume more functions allowing sworn members to focus on operational rather than support tasks.

### **Major Capital Projects (see detailed capital schedule at the end of this package):**

The Service's most recent completed building project was Phase 1 of the Clarington Police Complex which was completed and opened in early 2016. These buildings replace the East (Clarington) Division and the Forensic Investigation Facility.

The Next Generation Common Communications Platform (NGCCP) commenced operation in September 2014.

The 2018 Capital Forecast contains \$54.5 million for the building of Phase 2 of the Clarington Police Complex, which includes the Regional Support Centre to contain Fleet, Quartermaster, Evidence and Property, Canine, and Tactical Support, and a new building to house the Centre for Investigative Excellence containing Crime Management functions. In 2015, \$5.26 million was approved for the design, project management and land acquisition for Phase 2. The total project cost estimate is \$60 million.

In 2019 the Capital Forecast shows the start of Phase 2 of the Operations Training Centre to have essentially all training in one location.

These capital projects will have a major impact on the operating budget due to the significant costs to service the debt that will finance the projects.

Details of the long term Capital Expenditures plan may be reviewed at the end of this budget document in the Section titled 2017 – 2026 Capital Forecast. Debt service costs related to the capital plan are found under section "Program 12 Debt Service".



### BOARD ENDS POLICIES EFFECTIVE JANUARY 1, 2011

#### 1) Community Safety

##### Policy Statement

The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

##### Reporting

The following measures will be considered in an assessment of community safety:

- Overall crime rate
- Violent crime rate
- Property crime rate
- Crime severity index
- Clearance rate
- Weighted clearance rate
- Response time to emergency calls
- Motor vehicle collision injury and fatality rates

The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.

An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.

The Chief shall report annually on outcomes resulting from this policy.



### 2) Community Policing

#### Policy Statement

The mission, philosophy and values of the Durham Regional Police Service emphasize the importance of working in partnership with citizens communities. Working in collaboration with community partners fosters trust and confidence in the police.

It is the policy of the Durham Regional Police Services Board that police services in Durham Region shall be delivered in partnership with communities and citizens to proactively address and resolve community problems. These partnerships will focus on the root causes of crime, aim to reduce fear of crime, and maintain and enhance high levels of community safety.

#### Reporting

An assessment of community policing in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

### 3) Assistance to Victims of Crime

#### Policy Statement

The police are often the first point of contact within the criminal justice system for victims of crime, who have a wide range of needs based on their own unique circumstances. Having experienced the trauma of being victimized, all victims deserve special care and attention.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service will extend victims of crime an abundance of respect and understanding and appropriate levels of support and services.

#### Reporting

An assessment of assistance to victims of crime in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

### 4) Community Diversity

#### Policy Statement

An effective and responsive police service must reflect the composition of the communities it serves. The police service must further demonstrate respect and sensitivity to the pluralistic, multiracial and multicultural character of its communities in the delivery of its programs and services.



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It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall embrace diversity internally as an employer and externally through the services provided by the DRPS. The values of inclusiveness, tolerance, and respect will be promoted and maintained throughout the organization and the communities served by the DRPS.

### Reporting

An assessment of the level of diversity embraced by the DRPS shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

### 5) Cost of Policing Services

#### Policy Statement

Policing is a critical public service, and an expensive one for the taxpayer. Financial resources must be treated with great respect and diligence, and the potential for efficiencies examined continually.

It is the policy of the Durham Regional Police Services Board that policing shall be provided at a competitive cost, relative to the following similar communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

### Reporting

The following measures will be considered in an assessment of policing costs:

- Cost per police officer
- Cost per police member (officers and civilians)
- Cost per capita

The Chief shall report annually on this policy.





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### 2017-2019 Business Plan:

#### Introduction

This document represents the input of thousands of members of our community on the topic of public safety and policing services. Our Business Plan is a guiding document that sets out the major priorities for our police service to focus on over the next three years. The goals and objectives laid out in this plan serve as a template for the daily activities of hundreds of our members.

The Business Plan forms the basis for subsequent Community Safety Plans, which are developed annually at each of our five community police stations. These Community Safety Plans, in turn, translate into the initiatives and activities carried out by members across the Service in the course of their duties. The individual performance of each member is determined, in part, by their contribution to the Community Safety Plan. In this way, the goals and objectives set forth in the Business Plan cascade down to the activities of individual members on a daily basis.

A business plan is not just a set of goals to be achieved over a specific time frame. A business plan is also an accounting of public value; providing the citizens that receive policing services with the ability to assess the quality and value of those services. No plan is complete without a way to measure an organization's progress on its stated goals. Each goal within this plan is associated with measurable objectives. As part of the accountability mechanism, the Chief of Police reports on our business plan progress semi-annually to the Police Services Board.



### Review of the 2014-2016 Business Plan

The following pages highlight some of the results from our 2014-2016 Business Plan. The four main priorities in this plan were Community Presence, Community Engagement, Community of Our Youth, and Professionalism and Accountability.

#### COMMUNITY PRESENCE

- Overall Crime Rate in Durham Region decreased by 5% from 2013 to 2015
- Crime Severity Index in Durham Region decreased by 7% from 2013 to 2015
- Our Weighted Clearance Rate is consistently among the highest when compared to similarly sized municipalities in Ontario
- The DRPS led a multi-jurisdictional project to fight human trafficking
- The NextGen radio system was implemented, allowing better integration with other emergency service providers
- Increased the number of foot and bike patrols conducted in communities throughout the region

#### COMMUNITY ENGAGEMENT

- The DRPS official Twitter account has over 26,000 followers and recently surpassed one million Tweet impressions in a month
- Since its inception in June 2015, Durham Connect has achieved success in 130 cases of acutely elevated risk and has helped 239 people
- 78% of residents are satisfied or very satisfied with the quality of police services in Durham Region
- 90% of residents agree that DRPS officers are approachable
- DRPS instituted the annual Speak Up Durham event which asked citizens to participate in a discussion about diversity and community relations
- A new partnership with Medic Alert has allowed DRPS officers to quickly locate missing individuals with dementia



### COMMUNITY OF OUR YOUTH

- Youth Crime Rate decreased by 20% between 2013 and 2015
- In 2014, DRPS became one of only three services in Canada to offer an after-school Youth in Policing program
- The School Resource Officer program was implemented, which placed officers into full time roles within schools around the Region
- DRPS officers continue to engage in initiatives that create positive relationships between youth and police including Gowns for Girls, Youth Development through Sport and Racing Against Drugs to name a few
- A new 20-year lease was negotiated with the Kids' Safety Village which teaches 10,000 kids a year about roadway and personal safety
- New specialty cruisers displaying anti-bullying and Pride messages were unveiled

### PROFESSIONALISM AND ACCOUNTABILITY

- The Fair and Impartial Policing program which trains DRPS members on the science of bias and prejudice was developed and implemented with all members scheduled to receive training by the end of 2016
- A scorecard for our Business Plan was developed to show progress on stated goals and priorities
- The Continuous Improvement Program has improved efficiency and effectiveness through a staged corporate wide review
- Members of DRPS Command attended all eight Municipal Councils as well as Regional Council to hear your concerns and gather your input on the services that we provide
- Public Community Safety Plans are produced by each Division annually to inform citizens of local initiatives and priorities

## Trends and Issues in Durham Region

### DEMOGRAPHICS

- Durham Region continues to experience a growth in population with an overall population growth rate of 8.4% between 2006 and 2011. The population of Durham Region is expected to rise to 722,300 by 2019 and to 960,000 by 2031.
- Baby Boomers (aged 53-71 in 2017) are the most prominent cohort in Durham Region according to the 2011 Census.
- Compared to Canada and Ontario, Durham Region had a higher percentage of children under the age of 14 (18.6%) and young people aged 15-24 (14.3%).



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- Immigrants accounted for 21.3% of Durham Region's population in 2011. This represents an increase from 19.1% in 2006.
- More than twenty per cent (21.4%) of the Region's population identified as visible minority in the 2011 National Household Survey.

### CRIME TRENDS

- Crime in Canada is at its lowest level since 1969. Crime rates in Durham Region have decreased by nearly 30% between 2009 and 2014.
- Rates of violent crime have decreased by 25.6% since 2009 while rates of property crime have decreased by 30.7%.
- Persons aged 12 – 23 made up approximately one third of those accused of crime in 2014.
- There were nearly 1,500 apprehensions made under the Mental Health Act in Durham Region in 2014. This represents an increase of 49.4% since 2009.
- Calls related to domestic incidents made up approximately 13% of all citizen-generated calls for service in 2014.

### VICTIMIZATION

- The Durham Regional Police Service 2015 Public Opinion Survey found that 17% of respondents in Durham Region have been the victim of a crime in the past year.
- People under 24 years of age, females, those who identify as a member of a racialized group, and those with a low household income were all more likely to be victims of crime, especially violent crime.
- Cases that come to the Durham Connect table have an average of 10 risk factors each. Suspected mental health problems are the most commonly identified risk factor.
- Between 2 and 9 agencies are involved in collaborative interventions in each case that comes through Durham Connect.

### TRAFFIC

- The number of collisions in Durham Region resulting in an injury rose from 1,403 in 2009 to 1,663 in 2015. This represents an increase of 18.5%.

### IMPLICATIONS FOR POLICING IN DURHAM REGION

- Growing diversity in our Region presents an array of opportunities for the Durham Regional Police Service, as well as a set of associated challenges. Recruitment and outreach efforts should be implemented to strengthen community partnerships and build a workforce that is representative of the community we serve. As a Service, we will also need to be proactive in bridging any language or cultural barriers that may impede our efforts to provide quality police services in this area.



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- As the cohort of Baby Boomers moves into retirement, appropriate measures should be taken to ensure that criminal issues affecting seniors are addressed.
- While the overall crime rate has steadily decreased over the past decade, calls for police service have remained relatively stable. Police are increasingly required to deal with issues that are social or non-criminal in nature. These can include dealing with issues related to mental illness or domestic disputes. Strategies will need to be developed to increase the efficiency and effectiveness of our response to these issues. A key element of strategies in this area will be partnering with other social service agencies to perform targeted interventions aimed at sustainably reducing risk factors in these types of situations.
- Certain types of crime such as cyber-crime and fraud have been steadily increasing over the past few years, despite the overall drop in crime rate. These crimes can often be difficult to address due to the complexity of the technology used and the geographic dispersion of offenders. Education and prevention will be an important part of addressing these types of harm, while national partnerships may be required to enhance our overall cyber security.
- Despite a decrease in the rate of youth crime, young people still make up the largest cohort of both victims and perpetrators of crime. Partnerships between schools, police, government departments and community agencies need to be strengthened and maintained to ensure the safety and wellbeing of our youth.
- Traffic issues are one of the most common sources of complaints related to public safety. Durham Regional Police Service needs to play a role in increasing the safety of our roadways through partnership, education, prevention and enforcement.



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### The Planning Process

This business plan represents the culmination of one year of research and consultation. Although our organization is constantly adapting to changing requirements, we begin a formal business planning process with the development of an environmental scan, a research report that provides a summary of all of the factors that need to be considered when planning to provide excellent police service over the next few years. The environmental scan document includes an analysis of our region - its growth rate and demographics, the economic environment, infrastructure, and future development. It reviews current trends in crime and victimization. It also provides a look within our organization to reveal current and future changes in staffing, resources, and training.

From this starting point, the planning process continues with its most important component – consultation. The consultation phase includes a number of different activities. We began our consultations by attending public events throughout Durham Region over the summer and fall of 2015 where we held informal, one-on-one conversations with more than 500 members of the public on the topic of community safety and policing.

Following this round of consultation with the general public we turned to our community partners – more than sixty agencies from across the region – who work to provide community safety and well-being in Durham. This consultation took the form of a one-day workshop where policy makers and practitioners from a variety of sectors including health-care, homelessness, poverty, family services, mental health, education, emergency services, municipal and provincial government, child and youth services, and victim services came together to consider the challenges and opportunities of providing community safety in our region.

Throughout the fall of 2015 we attended each of the eight municipal councils and regional council to solicit the input of mayors and councillors on behalf of their constituents.

While face-to-face consultations provide a great deal of information, by their nature they are limited to a relatively small number. To broaden our reach and to make sure that we heard from a wide variety of the public we also conducted two public surveys.

The first was a Public Opinion survey which asked a number of questions about satisfaction with police service, experiences with criminal victimization, and perceptions of safety. The survey also offered respondents the option of providing input into future policing priorities. We received more than 3,300 responses to this survey.

The second survey was aimed at soliciting feedback from businesses throughout the region. We heard from about one out of every eight businesses in Durham about their satisfaction with police service, victimization at their place of business, and their level of participation in crime prevention.

To complete the consultation phase we turned our attention inward and spoke with more than eighty members of our Service, and held an internal employee survey in order to gather feedback on the strengths, challenges and opportunities within our organization.

### Guiding Themes

During consultations with the various groups involved in formulating our Business Plan, the following over-arching themes arose: Communication, Collaboration, Diversity, Innovation & Continuous Improvement, and Accountability. Throughout the consultative process, some variation on one or more of these seemed to underlie the discussion. As we turned towards putting the plan on paper, we used these guiding themes as a compass to make sure that we were on the right path as we devised a set of goals and objectives.



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### Strategic Goals

Through the research and consultation process we have identified three strategic goals for our Service to focus on over the next business plan cycle. These goals are: **Deliver Community Safety through Collaboration**; **Demonstrate Excellence in Core Service Delivery**; and to **Build Strength in Our Membership**. Within each of these goals we have developed a set of objectives. Each objective is evaluated using one or more measures that will provide a way to monitor our progress towards achieving our goals.

#### GOAL 1 - DELIVER COMMUNITY SAFETY THROUGH COLLABORATION

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One of the principles underlying policing in Ontario is the need for co-operation between the police and the communities that they serve. This co-operation extends to members of the general public, as well as to the providers of other services including social services, health care, and education. It is incumbent on all of us to contribute to the safety and well-being of our communities. As a police service, we recognize the importance that partnerships play in realizing our vision of having the safest community for people to live, work and play. The objectives set within this goal reflect the principles stated above.

##### **OBJECTIVE 1.1 - BE A PARTNER IN BUILDING STRONG COMMUNITIES**

##### **OBJECTIVE 1.2 – KEEP OUR ROADWAYS SAFE FOR PEDESTRIANS, MOTORISTS AND CYCLISTS**

##### **OBJECTIVE 1.3 - BE A VISIBLE AND ENGAGED MEMBER OF OUR COMMUNITY**

##### **OBJECTIVE 1.4 - RESPOND TO THE CHANGING NATURE OF HARM IN OUR COMMUNITIES**

##### **OBJECTIVE 1.5 - PROTECT VULNERABLE MEMBERS OF THE COMMUNITY**



### GOAL 2 – DEMONSTRATE EXCELLENCE IN CORE SERVICE DELIVERY

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The public expect nothing less than excellence in their institutions. Policing is no exception. The Durham Regional Police Service has a history of providing exceptional service to our community, whether this is through emergency response, skilled investigations, intelligence-led patrols, or through a commitment to prevent harm through partnerships. Our goal of Demonstrating Excellence in Core Service Delivery is a commitment to continue, and build upon, this tradition.

**OBJECTIVE 2.1 - DEVELOP AND REPORT ON EFFECTIVE MEASURES OF SERVICE DELIVERY**

**OBJECTIVE 2.2 - PROVIDE POLICING SERVICES IN A BIAS-FREE MANNER**

**OBJECTIVE 2.3 - DELIVER SERVICE IN A FISCALLY PRUDENT MANNER THROUGH INNOVATION AND CONTINUOUS IMPROVEMENT**

**OBJECTIVE 2.4 - FOCUS ON CUSTOMER SERVICE**

**OBJECTIVE 2.5 - ENSURE INVESTIGATIVE EXCELLENCE**

**OBJECTIVE 2.6 - IMPROVE OUR ABILITY TO USE INFORMATION TO MAKE EFFECTIVE DECISIONS**

### GOAL 3 – BUILD STRENGTH IN OUR MEMBERSHIP

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The work that our members - both civilian and sworn - perform on a day-to-day basis forms the core of our service. It is through our members' actions and efforts that we strive to create the safest community for people to live, work and play. Therefore, our Service must work to ensure that we maintain a highly-skilled, effective, and diverse workforce. Our final goal of Building Strength in our Membership addresses the key issues that will be necessary to meet the challenges of the future.

**OBJECTIVE 3.1 - ATTRACT A SKILLED WORKFORCE THAT REFLECTS OUR COMMUNITY**

**OBJECTIVE 3.2 – DEVELOP LEADERSHIP CAPACITY IN OUR ORGANIZATION**

**OBJECTIVE 3.3 - DEVELOP OUR INTERNAL COMMUNICATION TO EFFECTIVELY MANAGE OUR ORGANIZATION**

**OBJECTIVE 3.4 – FOSTER UNITY THROUGHOUT OUR ORGANIZATION**

**OBJECTIVE 3.5 – SUPPORT OUR MEMBERS IN ACHIEVING A HEALTHY AND BALANCED LIFESTYLE**





## 2017 Business Plan Budget

## Durham Regional Police Service

### Information Technology Plan

Every year the Manager of our Information Technology Unit prepares an Information Technology Plan which identifies the current and future needs of the service in relation to the technological infrastructure which underlies so much of our operations. The plan identifies short- and long-term hardware replacement needs and timelines, as well as training requirements of staff to ensure that their skills remain current with changing technology.

The Information Technology Plan also provides a review of current trends in technology as they relate to policing. These trends include technologies such as body-worn cameras, mobile computing, digital evidence, business intelligence and cloud technology.

In addition to evaluating the existing information technology infrastructure, the Information Technology Plan addresses cyber security to ensure that sensitive information is kept safe and that personal information cannot be compromised.

### Police Facilities Plan

The Durham Regional Police Service currently operates out of twenty facilities totalling more than 440,000 square feet of space with the recent completion of the new East Division and Forensic Investigation Facility. This represents a doubling of facilities space since 2000 and a tripling of space since 1990.

To address the projected growth of the Region and the corresponding needs of the Service, plans for new construction include a Regional Support Centre, Centre for Investigative Excellence, and the Operations Training Centre Phase 2.

A three-year Facilities Plan, updated annually, is developed to coincide with our business planning cycle. This Facilities Plan addresses all aspects of the Ministry of the Solicitor General Policing Standards guidelines as they relate to police facilities.

Long-term plans for facilities are addressed in a Capital Forecast which covers a ten year time frame. The Capital Forecast includes projects such as Durham North West Seaton, expansion of North Division and replacement of Central East Division.



**Measures of Success**

Without an effective measurement framework it would be impossible to track our progress towards the goals of our business plan. The following measures were selected for their connection with our goals and objectives. These measures will be incorporated into a scorecard that contains performance targets. The scorecard will be reported to the Police Services Board twice annually.

<b>DELIVER COMMUNITY SAFETY THROUGH COLLABORATION</b>	
<b>OBJECTIVE 1.1 - BE A PARTNER IN BUILDING STRONG COMMUNITIES</b>	
% Usually/Always feel safe in parks/public transit/walking alone/downtown/local mall	# of cases brought to Durham Connect from DRPS
Neighbourhood disorder index	# cases where overall risk lowered
% Usually/Always feel they have opportunities to take part in crime prevention activities	% of partners who say that they are well-coordinated with police
Crime rate	# of presentations made to local councils
Property crime rate	# of cases brought to Durham Connect by partners
Violent crime rate	Crime severity index
<b>OBJECTIVE 1.2 – KEEP OUR ROADWAYS SAFE FOR PEDESTRIANS, MOTORISTS AND CYCLISTS</b>	
Index of risky driving behaviours	# of injury collisions per registered vehicle
% Usually/Always feel safe on the roads	# of fatal collisions per registered vehicle
Pedestrian & Cyclist injury rate per 100,000 population	# of property damage collisions per registered vehicle
% injury/fatal collisions caused by impairment	
<b>OBJECTIVE 1.3 - BE A VISIBLE AND ENGAGED MEMBER OF OUR COMMUNITY</b>	
# surveys administered	# of YIP applicants
# events attended	# of YIP referrals
% who feel the DRPS is present at enough community events	% of diverse YIP applicants
# Tweet Impressions	# of community meetings attended by DRPS members
% who feel informed about what the DRPS has been doing	% who feel that interactions of the DRPS with youth in the community are Mostly Positive



# 2017 Business Plan Budget

# Durham Regional Police Service

<b>OBJECTIVE 1.4 - RESPOND TO THE CHANGING NATURE OF HARM IN OUR COMMUNITIES</b>	
# partners at Durham Connect Table	# media releases related to crime prevention
% who feel people using/dealing drugs is a problem in their neighbourhood	% who feel that the DRPS communicates community safety issues in a timely manner
% of frauds with loss	
<b>OBJECTIVE 1.5 - PROTECT VULNERABLE MEMBERS OF THE COMMUNITY</b>	
Youth/Child Victimization Rate	% of victims who report receiving adequate support
Youth CSI	Subject injury per MHA apprehension
Youth diversion rate	Re-victimization rate
Elder victimization rate	# referrals to victim services
# educational presentations to elders	Total fraud loss among senior population
% who feel that DRPS is Good/Very Good at educating and providing policing programs for youth	# educational presentations to youth

<b>DEMONSTRATE EXCELLENCE IN CORE SERVICE DELIVERY</b>	
<b>OBJECTIVE 2.1 - DEVELOP AND REPORT ON EFFECTIVE MEASURES OF SERVICE DELIVERY</b>	
% of members who feel outcomes are measured appropriately	
<b>OBJECTIVE 2.2 - PROVIDE POLICING SERVICES IN A BIAS-FREE MANNER</b>	
% of members who have completed Fair and Impartial Policing training	% male street check subjects (as per Reg 58/16 S14(2) 6)
% street check subjects aged 17-21 (based on Reg 58/16 S14(2) 7)	% street check subjects from racialized groups (as per Reg 58/16 S14(2) 8)
% Agree police treat people fairly	% agree police are culturally sensitive
Equity Continuum™ Score (Community Component)	
<b>OBJECTIVE 2.3 - DELIVER SERVICE IN A FISCALLY PRUDENT MANNER THROUGH INNOVATION AND CONTINUOUS IMPROVEMENT</b>	
# Continuous Improvement reviews completed	# Innovation Box submissions
Cost of police services per capita	Member satisfaction with Continuous Improvement review process
Member satisfaction with Continuous Improvement recommendations	



**2017 Business Plan Budget**

**Durham Regional Police Service**

<b>OBJECTIVE 2.4 - FOCUS ON CUSTOMER SERVICE</b>	
Cumulative professionalism score	% Satisfied with quality of police services
# conduct complaints per 100 officers	% Victims Satisfied with encounter
% Businesses satisfied with encounter	% agree prompt response to calls
% Businesses satisfied with quality of police services	% substantiated OIPRD complaints
Median response time to emergency calls for service	

<b>OBJECTIVE 2.5 - ENSURE INVESTIGATIVE EXCELLENCE</b>	
Weighted Clearance Rate	Violent Crime Clearance Rate
Property Crime Clearance Rate	Total Clearance Rate
Youth Crime Clearance Rate	
<b>OBJECTIVE 2.6 - IMPROVE OUR ABILITY TO USE INFORMATION TO MAKE EFFECTIVE DECISIONS</b>	
% members agree that they have the information they need to do their job effectively	



# 2017 Business Plan Budget

# Durham Regional Police Service

<b>BUILD STRENGTH IN OUR MEMBERSHIP</b>	
<b>OBJECTIVE 3.1 - ATTRACT A SKILLED WORKFORCE THAT REFLECTS OUR COMMUNITY</b>	
% of members identifying as being part of an under-represented group	% applicants from diverse backgrounds
% diverse applicants hired	Representativeness Index
<b>OBJECTIVE 3.2 – DEVELOP LEADERSHIP CAPACITY IN OUR ORGANIZATION</b>	
Cumulative Score from <i>Senior Management</i> section of internal survey	Cumulative score from <i>Supervision</i> section of internal survey
<b>OBJECTIVE 3.3 - DEVELOP OUR INTERNAL COMMUNICATION TO EFFECTIVELY MANAGE OUR ORGANIZATION</b>	
% who agree that information is effectively communicated internally	% who feel Senior Management does a good job communicating to the organization
<b>OBJECTIVE 3.4 – FOSTER UNITY THROUGHOUT OUR ORGANIZATION</b>	
Cumulative Score from <i>Work Unit</i> section of internal survey	% who have experienced harassment or discrimination
Cumulative score from <i>Respect in the Workplace</i> section of internal survey	Diversity Census index of inclusivity
Equity Continuum™ Score	
<b>OBJECTIVE 3.5 – SUPPORT OUR MEMBERS IN ACHIEVING A HEALTHY AND BALANCED LIFESTYLE</b>	
% of members who say that workplace stress Usually/Always affects their personal life	% who say that support services are accessible to them
% Satisfied/Very Satisfied with overall level of job satisfaction	% who have used sick time for reasons other than illness or medical appointments
% who say that DRPS provides adequate support services to help balance professional, personal and familial obligations	Average # of sick leave hours



## Acknowledgements

This Business Plan represents the culmination of input from a diverse array of sources. We would like to acknowledge the time and feedback provided by the members of our community who spoke with us throughout the consultation process or who took the time to respond to our Public Opinion Survey; the members of our organization who provided much needed insight into the current challenges and opportunities that they see in their various roles; the members of our business community who responded to our Business Survey and shared their thoughts on crime and crime prevention; the municipal and regional councillors who contributed with their thoughts; and finally to all of our community partners who attended our forum on community safety and well-being.

*Ajax Diversity and Community Engagement Advisory Committee*  
*Ajax Municipal Housing Corporation*  
*Ajax-Pickering Probation and Parole*  
*Alzheimer Society Of Durham Region*  
*Bethesda House*  
*The Youth Centre, Ajax*  
*Brock Community Health Care*  
*Canadian Mental Health Association, Durham*  
*Luke's Place Support & Resource Centre for Women & Children*  
*Lakeridge Health Child, Youth and Family Program*  
*Clarington Public Library*  
*Community Development Council Durham*  
*Community Care Durham, COPE Mental Health Program*  
*Ontario Shores Centre for Mental Health Sciences*  
*Cornerstone Community Association Durham*  
*Denise House*  
*Durham Catholic District School Board*  
*Durham Children's Aid Society*  
*Catholic Family Services of Durham*  
*Durham District School Board*  
*Durham Elder Abuse Network*  
*Durham Mental Health Services*  
*Oshawa Fire Services*  
*Durham Region EMS*  
*Durham Region Health Department*  
*Durham Violence Prevention Coordinating Council*  
*Enterphase Child & Family Services*  
*Family and Community Action Program*  
*Family Court Clinic*  
*Family Services Durham Region*

*Children's Services Division, Durham Region Social Services*  
*Firehouse Youth Centre*  
*Frontenac Youth Services*  
*Herizon House*  
*Joanne's House*  
*John Howard Society*  
*Kawartha Pine Ridge District School Board*  
*Kennedy House Youth Service Inc.*  
*Big Brothers & Big Sisters of Ajax/Pickering, North Durham, and Oshawa/Whitby*  
*Community Justice Alternatives of Durham Region*

*Ministry of Children & Youth Services*  
*Murray McKinnon Foundation*  
*Durham College & University of Ontario Institute of Technology*  
*Durham Region Domestic Abuse/Sexual Assault Care*  
*Oshawa Public Library*  
*Regional Fire Coordination Committee*  
*Rose of Durham*  
*Simcoe Hall Settlement House*  
*St. Vincent's House*  
*Supervised Access Program - YMCA*  
*The Refuge Youth Outreach Centre*  
*The Regional Municipality of Durham*  
*Fernie House*  
*Town of Ajax Municipal Office*  
*Town of Whitby Municipal Office*  
*Township of Brock Municipal Office*

*Victim Services Durham Region*  
*Victim Witness Assistance Program*  
*Women's Multicultural Resource and Counseling Centre of Durham*

## PROGRAM SUMMARY



### 2017 Business Plan

### Durham Regional Police Service

By Program	2016		2017		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Community Policing	73,606	74,719	77,565	-	77,565
2 Crime Management	27,152	27,285	28,273	-	28,273
3 Patrol Operations	9,288	9,146	9,721	-	9,721
4 Operational Support	14,806	14,860	15,827	-	15,827
5 NextGen Common					
Communications Platform	737	723	906	36	942
6 Administrative Support	21,323	19,917	20,249	-	20,249
7 Business Services	16,273	17,061	16,901	-	16,901
8 Executive Branch	5,909	6,244	6,597	-	6,597
9 Police Services Board	545	470	566	-	566
10 Headquarters Shared Cost	1,553	1,553	1,612	-	1,612
<b>Net Operating Program Expenses</b>	<b>171,191</b>	<b>171,978</b>	<b>178,217</b>	<b>36</b>	<b>178,253</b>
11 Contribution to the Helicopter Reserve	150	150	150	-	150
12 Debt Service	12,000	12,000	11,500	-	11,500
13 <b>Tangible Capital Assets</b>					
New	913	351	-	-	-
Replacement	2,900	3,020	3,221	-	3,221
<b>Tangible Capital Assets Subtotal</b>	<b>3,813</b>	<b>3,371</b>	<b>3,221</b>	<b>-</b>	<b>3,221</b>
<b>Net Program Expenses</b>	<b>187,154</b>	<b>187,499</b>	<b>193,088</b>	<b>36</b>	<b>193,124</b>
<b>Summary of Increase (Decrease)</b>			<b>\$5,589</b>	<b>2.98%</b>	<b>\$5,625</b>
					<b>3.00%</b>

**PROGRAM SUMMARY**



**2017 Business Plan**

**Durham Regional Police Service**

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	5,729	Economic Increases
Operating Expenses	622	Maintenance costs (Nextgen, Air One); Facility related costs
Debt Service	(500)	Debt Service for Clarington Police Complex Phase 2
Capital Assets	(150)	Lower number of vehicle replacements
Revenue	(112)	Lower Court Security funding, offset by increased Criminal Info Request and Paid Duty revenues
	5,589	



# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Durham Regional Police Service

### Program Changes for 2017 Budget

\$000's

#### PERSONNEL STRENGTH

Police Authorized Strength for 2017 is maintained without change at the 2016 approved level of 871. Total 2017 Civilian FTE's is 373 representing 304 full time members, plus the equivalent of 69 FTE's in part-time support. Authorized staff has not increased since 2011. In the 2010 Budget a single position was added. In the 2015 Budget, an approved Program Change eliminated 2 Civilian positions, which reduced civilian authorized strength from 306 to 304 full time.

#### **Program 5 - NextGen CCP**

**36**

- ◆ NextGen - Additional Radio System Technician (contracted service) to support the Nextgen communications platform with additional capacity to maintain the system and provide service to radio users. This is a partner share cost and the amount requested represents the net cost. 35
- ◆ NextGen - Computer for the Radio Service Technician. 1

**Total Program Changes for 2017**

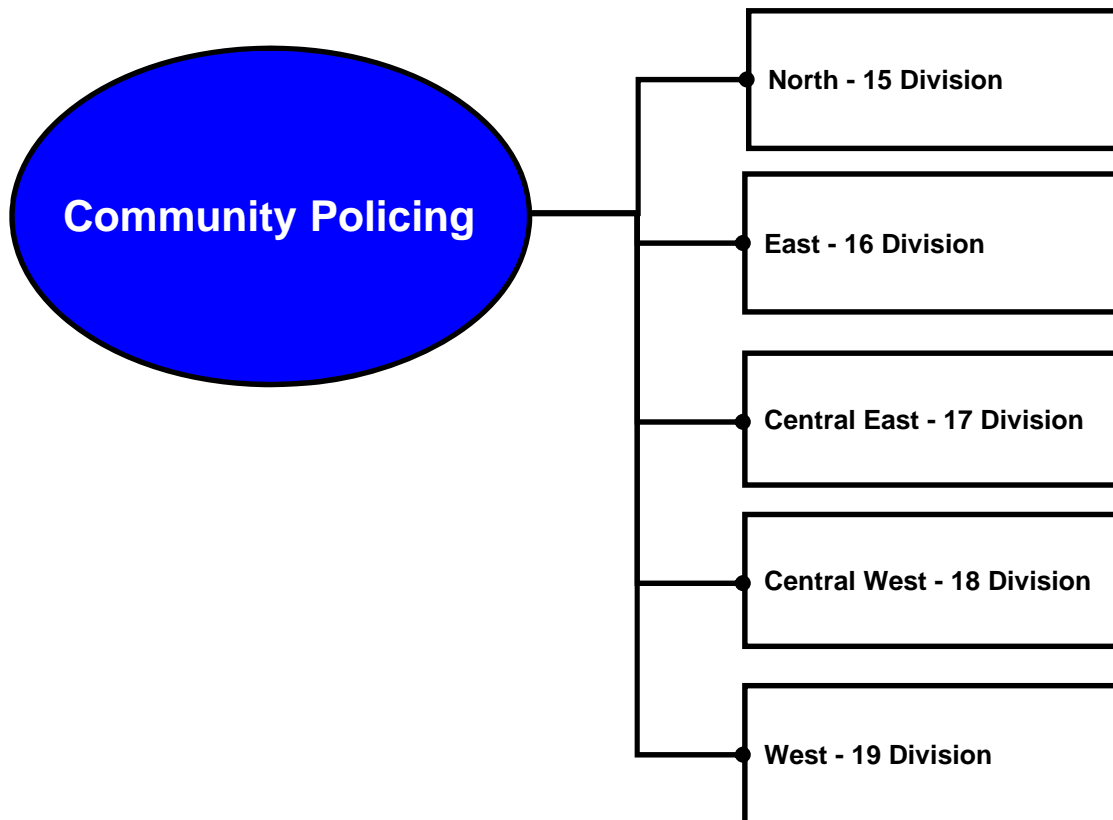
**36**

# PROGRAM 1 COMMUNITY POLICING



## 2017 Program Detail

## Durham Regional Police Service



### Purpose (Primary Board End or Outcome and Performance Measure):

- ◆ Community Policing consists of the five Police Divisions. Their responsibility is emergency response, and crime prevention, with officers and staff dedicated to uniform patrol and local criminal investigations. The five Divisions are East (16-Clarington), Central East (17-Oshawa), Central West (18-Whitby), West (19-Ajax-Pickering), and North (15-North Durham) as well as smaller substation offices.
- ◆ Community Safety - Please refer to pages 10, 11 and 12 for Board Ends and Performance Measures

### Description of Program Activities (Means to Achieving Ends):

- ◆ Answer calls from citizens quickly and safely.
- ◆ Use intelligence and education to prevent crime and disorder. Maintain traffic enforcement activities.
- ◆ The illegal activities of gangs will remain a top priority. Division resources will focus on the illegal activities of street level gangs with a special emphasis on those involved in school related incidents. Intelligence-led policing will continue to be a key technique to target problems before they worsen.

**PROGRAM 1  
COMMUNITY POLICING**



**2017 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 2 Superintendents (in Executive Budget), 5 Inspectors, 21 Staff Sergeants, 5 Detective Sergeants, 40 Sergeants, 26 Detectives, 28 Detective Constables, 452 Constables, 24 Civilians (Total Staff: 601)
- ◆ Fleet: 125 Marked Patrol (115 for patrol officers and 10 for supervisors), 1 Marked Other (Van), 47 Unmarked (24 Cars and 23 Trucks/Vans), 7 Pay Duty, 4 ATVs, 2 Snowmobiles, 6 Trailers
- ◆ Software: Versadex CAD/RMS system.

**Performance Measurements**

<u>End and Measurement</u>	<u>Rankings</u>		
	<u>2014</u>	<u>2015</u>	<u>Plan 2016</u> <u>Plan 2017</u>
Community Safety-Crime Prevention (Crime Rate Per 100,000 residents)	2,806 4th	2,760 4th	Crime Rates in the Lowest 50% of Comparators

**PROGRAM 1  
COMMUNITY POLICING**



**2017 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	77,283	78,153	80,991	-	80,991
Personnel Related	70	70	66	-	66
Communications	38	30	34	-	34
Supplies	132	129	137	-	137
<b>Gross Operating Expenses</b>	<b>77,523</b>	<b>78,382</b>	<b>81,228</b>	<b>-</b>	<b>81,228</b>
<b>Tangible Capital Assets</b>					
New	3	-	-	-	-
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>77,526</b>	<b>78,382</b>	<b>81,228</b>	<b>-</b>	<b>81,228</b>
<b>Revenues</b>					
Prov. Subsidy	(3,337)	(3,084)	(3,083)	-	(3,083)
Great Blue Heron	(580)	(580)	(580)	-	(580)
<b>Total Revenues</b>	<b>(3,917)</b>	<b>(3,663)</b>	<b>(3,663)</b>	<b>-</b>	<b>(3,663)</b>
<b>Net Program Expenses</b>	<b>73,609</b>	<b>74,719</b>	<b>77,565</b>	<b>-</b>	<b>77,565</b>

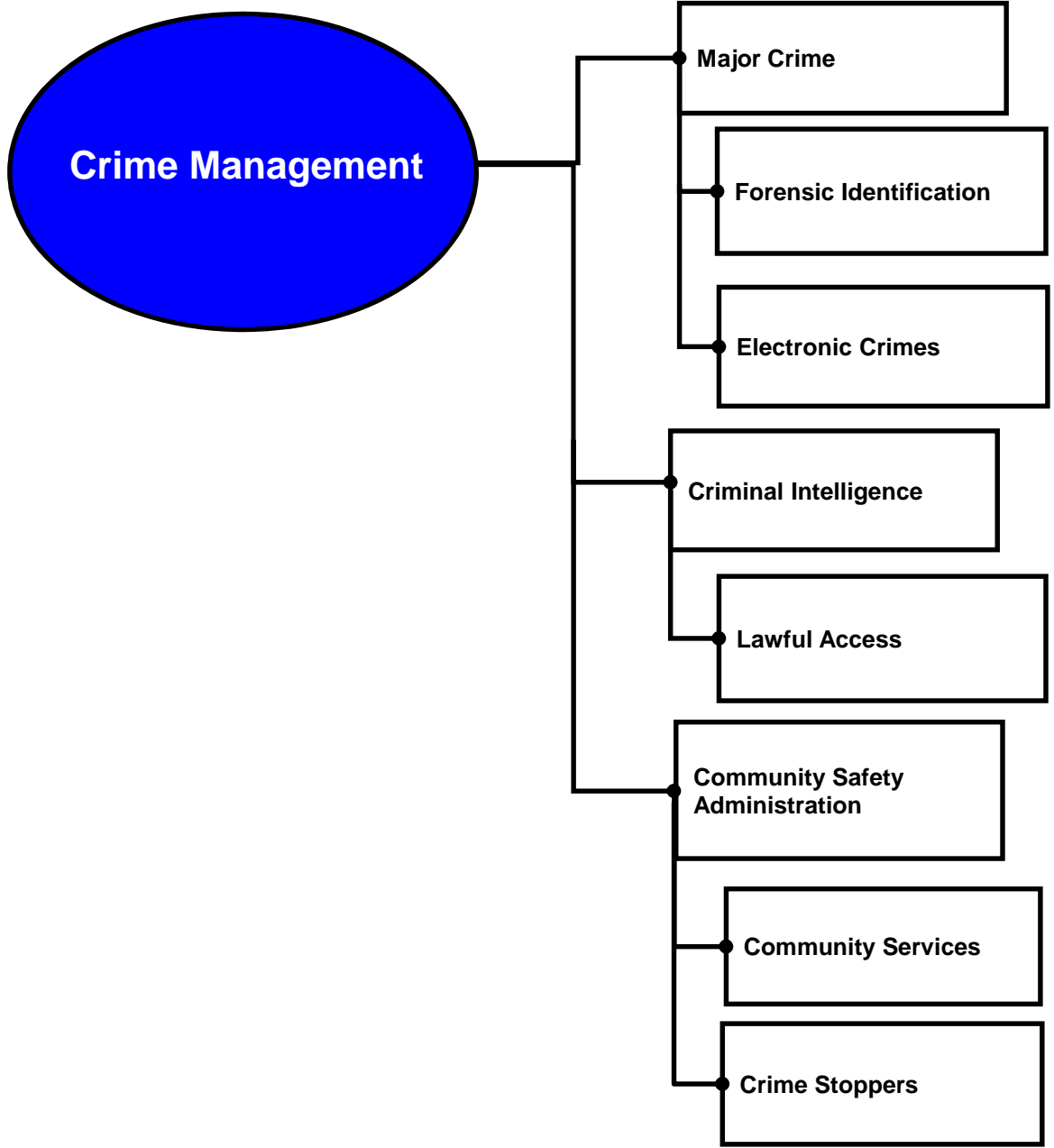
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	77,565
Less: Tangible Capital Assets	-
Net Operating Program Expenses Per Program Summary	<u>77,565</u>



2017 Program Detail

Durham Regional Police  
Service



**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ Community Safety - Law Enforcement: Clearance rates achieved by Durham Regional Police shall be among the top half of similar communities in Ontario. (The clearance rate equals total reported crimes in which charges are laid or the crime is otherwise considered solved divided by total reported crimes).
- ◆ Community Safety Crime Prevention: The crime rate in Durham Region shall be amongst the lowest for similar communities in Ontario.
- ◆ Assistance to Victims - Please refer to pages 10, 11 and 12 for Board Ends and Performance Measures



**2017 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Activities (Means to Achieving Ends)**

- ◆ **Crime Management** is comprised of three functional areas: **Major Crime, Criminal Intelligence** and **Community Safety Administration**
- ◆ **Major Crime** is tasked with the investigation of: Homicides; Sexual Assaults and Child Abuse; Robberies of financial institutions, armoured vehicles and robberies of a serial nature; Major Frauds and Counterfeit; E-Crimes including Computer Crime and Child Pornography; and crime scene investigation through the Forensic Identification Unit.
- ◆ **Criminal Intelligence** is comprised of the: Drug Enforcement Unit, Surveillance Unit, Technical Services Unit, Source Management Unit, Gang Enforcement, Joint Forces and a General Assignment component that addresses Organized Crime and Anti-Terrorist concerns on a local, provincial and national level.
- ◆ **Community Safety Administration** contributes to community safety by providing support to criminal investigations through: Offender Management, Polygraph Examination, Warrant Liaison, and support to victims of crime through the Vulnerable Persons Unit, Community Services (including the Kid's Safety Village) and Crime Stoppers.
- ◆ The Superintendent of Crime Management also has a shared responsibility for investigations carried out in Policing Operations. Those include work done by front-line officers and CIB units.
- ◆ **Primary Crime Prevention:** Co-ordination of regional community services and crime prevention programs including Neighbourhood Watch, Kid's Safety Village and School Liaison.
- ◆ Crime Stoppers assists Law Enforcement by getting tips from the public to solve crimes.

**Description of Program Resources**

- ◆ Human Resources: 1 Superintendent (in Executive Budget), 3 Inspectors, 7 Detective Sergeants, 1 Staff Sergeant, 40 Detectives, 3 Sergeant, 98 Detective Constables, 4 Constables, 27 Civilian. (Total Staff: 183)
- ◆ Fleet: 1 Marked Other (Van), 47 Unmarked (25 Cars and 22 Trucks/Vans), 47 Specialty Cars/Trucks/Vans, 2 Trailers, 2 Forensic Mobile Units

**Performance Measurements**

<u>End and Measurement</u>	<u>2014</u>	<u>2015</u>	<u>Plan 2016</u>	<u>Plan 2017</u>
Community Safety-Crime Prevention (Crime Rate Per 100,000 residents)	2,806 4th	2,760 4th	Crime Rates in the Lowest 50% of Comparators	
Community Safety-Law Enforcement (Clearance Rate)	45.3%	43.9%	Clearance Rate in the Top 50% of Comparators	

**PROGRAM 2  
CRIME MANAGEMENT**



**2017 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	26,302	26,339	27,250	-	27,250
Personnel Related	63	63	67	-	67
Communications	260	261	266	-	266
Supplies	318	360	368	-	368
Computer Maintenance & Operations	203	203	208	-	208
Equipment Maintenance & Repairs	89	89	90	-	90
Vehicle Operations	61	56	94	-	94
Professional Services	291	288	294	-	294
Minor Assets & Equipment	-	-	10	-	10
<b>Gross Operating Expenses</b>	<b>27,587</b>	<b>27,659</b>	<b>28,647</b>	<b>-</b>	<b>28,647</b>
<b>Tangible Capital Assets</b>					
New	166	-	-	-	-
Replacement	225	225	214	-	214
<b>Total Tangible Capital Assets</b>	<b>391</b>	<b>225</b>	<b>214</b>	<b>-</b>	<b>214</b>
<b>Total Expenses</b>	<b>27,978</b>	<b>27,884</b>	<b>28,861</b>	<b>-</b>	<b>28,861</b>
<b>Revenues</b>					
Prov. Subsidies-Other	(159)	(98)	(98)	-	(98)
Prov. Subsidy-Extra Judicial Measures	(119)	(119)	(119)	-	(119)
Prov. Subsidy-Child Protection	(157)	(157)	(157)	-	(157)
<b>Total Revenues</b>	<b>(435)</b>	<b>(374)</b>	<b>(374)</b>	<b>-</b>	<b>(374)</b>
<b>Net Program Expenses</b>	<b>27,543</b>	<b>27,510</b>	<b>28,487</b>	<b>-</b>	<b>28,487</b>

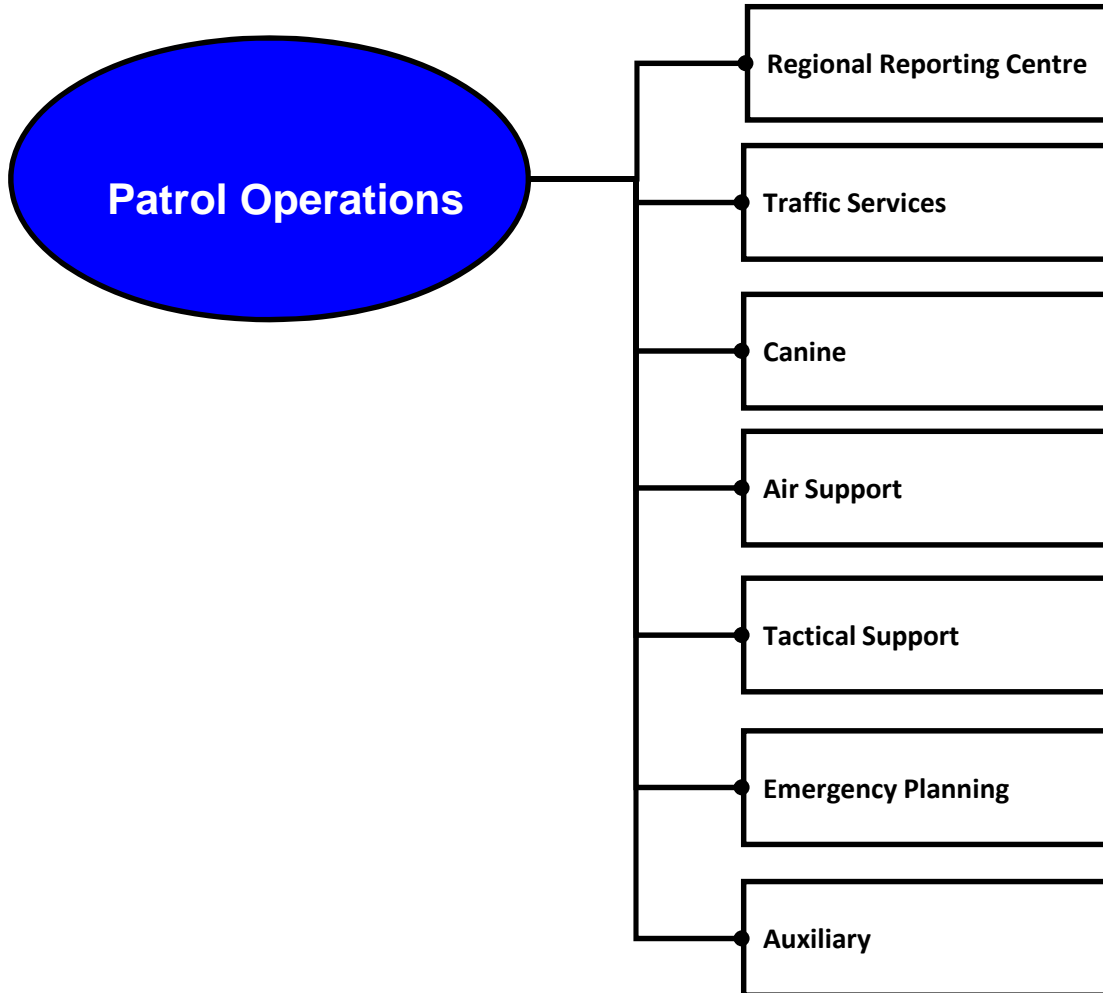
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	28,487
Less: Tangible Capital Assets	(214)
Net Operating Program Expenses Per Program Summary	<u>28,273</u>



**2017 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ Community Safety - Please refer to pages 10, 11 and 12 for Board Ends and Performance Measures

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Regional Reporting Centre houses the Central Alternate Response Unit which provides a timely appropriate response to non-urgent calls for service as well as the Collision Reporting Centre.
- ◆ Auxiliary are highly trained uniformed volunteers who enhance police service availability for public events. They contribute in excess of 15,000 hours per year to support police work.
- ◆ Traffic Services provides education and enforcement as well as investigation and reconstruction of serious injury and fatal vehicle collisions.
- ◆ Tactical Support/Explosive Disposal Unit responds to dangerous and armed persons, hostage incidents, and bomb calls.
- ◆ Air Support provides surveillance capability and support.
- ◆ Canine provides search and tracking support.
- ◆ Emergency Planning for disaster response



## PROGRAM 3 PATROL OPERATIONS



### 2017 Program Detail

### Durham Regional Police Service

#### Description of Program Resources

- ◆ Human Resources: 1 Inspector, 2 Staff Sergeants, 7 Sergeants, 34 Detective Constables, 14 Constables, 1 Civilian (Total Staff:59)
- ◆ Fleet: 5 Marked Patrol, 7 Marked Other, 13 Unmarked (3 Cars and 10 Trucks/Vans), 3 Motorcycles, 2 Boats, 4 Trailers, 1 Mobile RIDE Unit, 1 Collision Reconstruction Unit, 1 Incident Command Unit

#### Performance Measurements

- ◆ These units provide support to Community Policing to aid them in Emergency Response.

**PROGRAM 3  
PATROL OPERATIONS**



**2017 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	7,929	8,058	8,587	-	8,587
Personnel Related	107	140	124	-	124
Communications	24	24	24	-	24
Supplies	654	661	724	-	724
Computer Maintenance & Operations	6	5	6	-	6
Buildings & Grounds Operations	1	1	1	-	1
Equipment Maintenance & Repairs	332	248	429	-	429
Contribution from Helicopter Reserve for Operating Costs	-	(215)	(391)	-	(391)
Vehicle Operations	128	126	108	-	108
Professional Services	28	20	30	-	30
Leased Facilities Expenses	9	8	8	-	8
Financial Expenses	70	70	71	-	71
<b>Gross Operating Expenses</b>	<b>9,288</b>	<b>9,146</b>	<b>9,721</b>	<b>-</b>	<b>9,721</b>
<b>Tangible Capital Assets</b>					
New	137	-	-	-	-
Replacement	-	-	60	-	60
<b>Total Tangible Capital Assets</b>	<b>137</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>60</b>
<b>Net Program Expenses</b>	<b>9,425</b>	<b>9,146</b>	<b>9,781</b>	<b>-</b>	<b>9,781</b>

\* Tangible Capital Assets are stated separately on the Program Summary

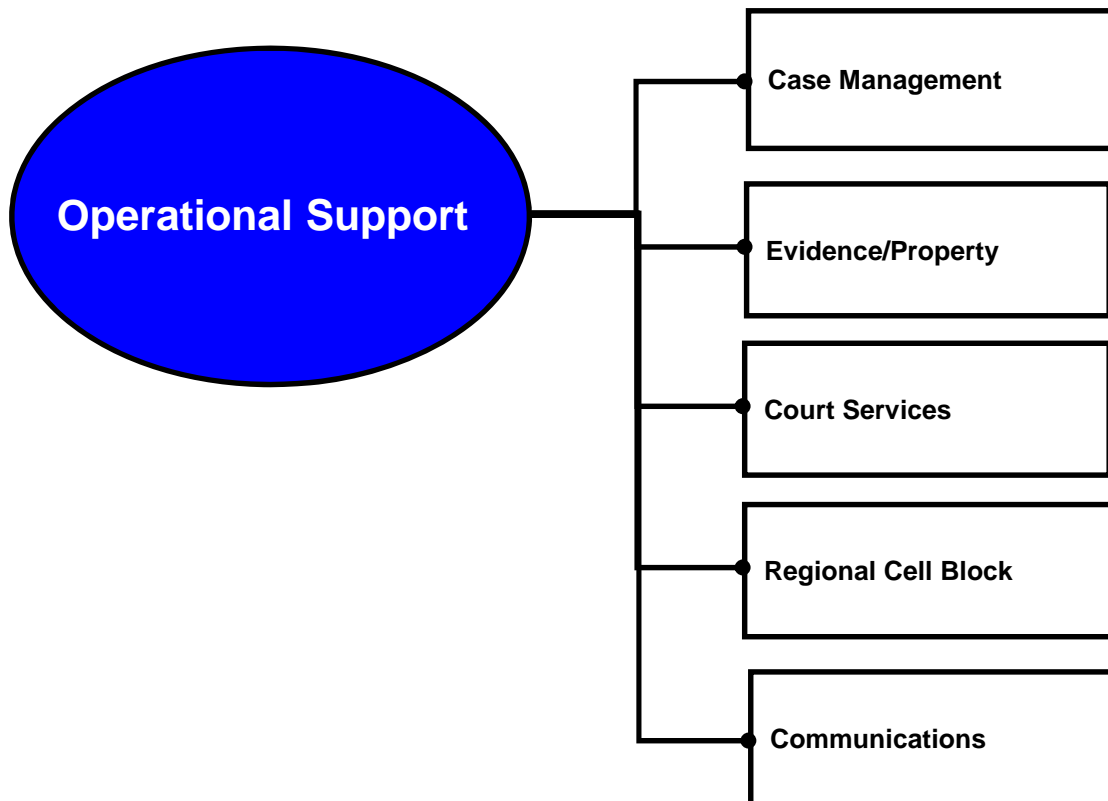
Net Program Expenses Per Above	9,781
Less: Tangible Capital Assets	(60)
Net Operating Program Expenses Per Program Summary	<u>9,721</u>

**PROGRAM 4  
OPERATIONAL SUPPORT**



**2017 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure):**

- ◆ To provide support to the police service through centralized and specialized resources to achieve the Board Ends and to provide court security mandated under the Police Services Act.
- ◆ The Communications and 9-1-1 Emergency Call Answering Centre provides the vital link between the public seeking assistance and the Emergency Services that will respond. The non-police calls are routed to the appropriate agency, either Fire or Emergency Medical Services. The Police calls form the majority of calls, and as pertinent information is collected from the caller, calls are routed to the appropriate response group, whether direct police dispatch or the Central Alternate Response Unit.

## PROGRAM 4 OPERATIONAL SUPPORT



### 2017 Program Detail

### Durham Regional Police Service

#### Description of Program Activities (Means to Achieving Ends):

- ◆ Case Management provides quality control over crown briefs.
- ◆ Evidence/Property Unit to account for and maintain continuity of seized/found property and evidence.
- ◆ Court Services including court security and prisoner transport.
- ◆ Communications/9-1-1 Unit provides the initial point of contact for emergency calls from the public and dispatches officers to respond. The unit operates at all times on a 24/7 basis.

#### Description of Program Resources

- ◆ Human Resources: 1 Superintendent (in Executive Budget), 2 Inspectors, 2 Staff Sergeants, 13 Sergeants, 17 Constables, 1 Civilian Managers, 112 Civilians. (Total Staff: 147)
- ◆ Fleet: 1 Marked Patrol, 5 Marked Other (2 Paddy Wagons and 3 non pursuit), 5 Unmarked (3 Cars and 2 Trucks/Vans), 1 Helicopter

#### Performance Measurements

- ◆ Operational Support provides support to the police service and has joint responsibility for achievement of the Board Ends.
- ◆ The Police Communications Unit answers all Regional 9-1-1 calls and routes them to Police, Fire or Ambulance.
- ◆ The following costs are incurred in the Police Communications budget and then recovered from (charged to) 9-1-1 budget.

Personnel Expenditures                      \$    2,965            21 Communicators and 5 Supervisors

- ◆ This recovery is included on the Program Summary under Program 4.

**PROGRAM 4  
OPERATIONAL SUPPORT**



**2017 Program Detail**

**Durham Regional Police  
Service**

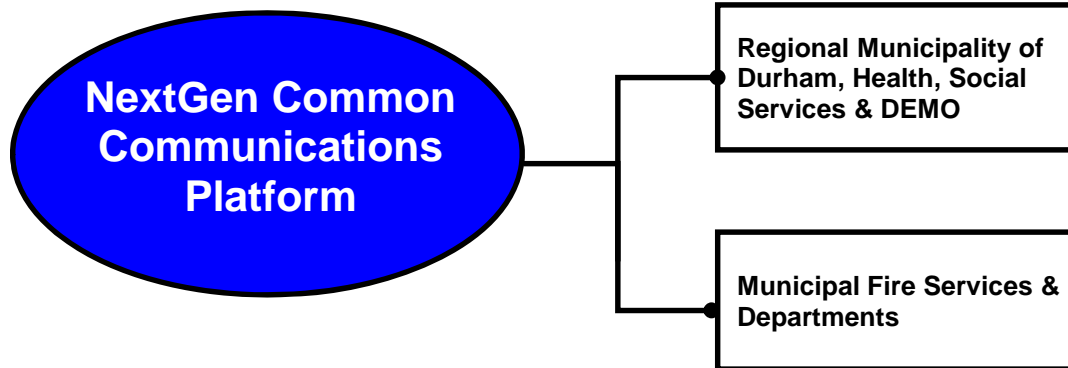
<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	21,054	21,111	21,667	-	21,667
Personnel Related	22	22	22	-	22
Communications	344	344	384	-	384
Supplies	104	101	97	-	97
Food	25	25	29	-	29
Computer Maintenance & Operations	8	8	10	-	10
Equipment Maintenance & Repairs	39	39	39	-	39
Professional Services	5	9	10	-	10
<b>Total Expenses</b>	<b>21,601</b>	<b>21,659</b>	<b>22,258</b>	<b>-</b>	<b>22,258</b>
<b>Revenues</b>					
Prov. Subsidy-Court Security	(3,816)	(3,816)	(3,407)	-	(3,407)
Fees-Disclosure & Prisoner Escort	(67)	(71)	(59)	-	(59)
Recovery from 9-1-1 Emergency Services	(2,912)	(2,912)	(2,965)	-	(2,965)
<b>Total Revenues</b>	<b>(6,795)</b>	<b>(6,799)</b>	<b>(6,431)</b>	<b>-</b>	<b>(6,431)</b>
<b>Net Program Expenses</b>	<b>14,806</b>	<b>14,860</b>	<b>15,827</b>	<b>-</b>	<b>15,827</b>

# PROGRAM 5 NEXTGEN COMMON COMMUNICATIONS PLATFORM



## 2017 Program Detail

## Durham Regional Police Service



### Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ To ensure and enhance safety within the communities of the Region of Durham through partnerships with public safety agencies.
- ◆ The citizens of Durham Region have a safe community in which to live and work at a cost that is competitive with similar communities in Ontario.
- ◆ The single, unified, regional radio communications system supports mission critical communications for the Durham Region Police Service (DRPS), the Region's eight (8) municipal fire service agencies, as well as the Region's and Municipalities local government departments, with the potential to add on other agencies involved in the community. The communications system replaced several existing disparate systems, and provides enhanced two-way land mobile radio communications capabilities to all users and seamless communications interoperability.

### Description of Program Activities (Means to Achieving Ends)

- ◆ Design, purchase, installation and implementation of a unified Interoperable Communications Radio System. This includes tower sites (owned, leased and shared), Dispatch Centres (Police and Fire), and user equipment.
- ◆ 2 year warranty period ended in August 2016 at which time the 13 year extended maintenance period with the vendor began which includes software and hardware refreshes, guaranteed monitoring, repair and maintenance of the System. The impact to the 2017 Budget was an increase to the computer maintenance budget of \$350k, representing a full 12 months versus only 4 months in the 2016 Budget.
- ◆ Involves a partnership between the Region of Durham, the DRPS, and the eight municipalities that is governed by a Memorandum of Understanding and is under the oversight of the Regional Communication Interoperability Steering Committee made up of representatives of the partners.
- ◆ Day to day management of the System is the responsibility of the DRPS and the Radio System Technician (RST) hired for the purpose.

# PROGRAM 5 NEXTGEN COMMON COMMUNICATIONS PLATFORM



## 2017 Program Detail

## Durham Regional Police Service

### Special Budget Considerations

- ◆ The NextGen Radio Communications budget is reviewed by the steering committee and then approved by the Police Services Board and Region in accordance with the MOU.
- ◆ As per the MOU, each partner agency is responsible to pay their percentage share of the operations and maintenance portion of the budget on a quarterly basis. The percentage share is equal to the percentage of the total user equipment that the agency has approved for use on the System. DRPS is responsible for approximately 52.2% of the shared costs plus the Police specific costs.

### Description of Program Resources

#### Partners:

City of Pickering	Scugog Fire
Pickering Fire	Brock Fire
Ajax Fire	Uxbridge Fire
Town of Whitby	Durham College/UoIT
Whitby Fire	Pickering Auxilliary Rescue Association
City of Oshawa Works	Region of Durham Works
City of Oshawa Municipal Law Enforcement	Region of Durham Health
Oshawa Fire	Region of Durham Social Services
Municipality of Clarington	Region of Durham DEMO
Clarington Fire	Region of Durham Paramedic Services

#### Human Resources:

- 1 Radio System Technician (RST) (Contracted to the DRPS)
- 8 Regional Communication Interoperability Steering Committee (part time function)

#### Fleet:

- 1 unmarked DRPS fleet vehicle available to the RST.
- ◆ 3,071 units of user equipment
- ◆ 2 System Cores (Redundant and Geographically separated for enhanced reliability and availability)
- ◆ 4 Dispatch Centres (2 Police, 2 Fire)
- ◆ 14 Leased Tower Sites
- ◆ 14 Partner owned Tower Sites
- ◆ 8 of the sites are shared with the Region's Water SCADA network

### Performance Measurements

#### Performance Outcomes:

##### Availability and Reliability

- ◆ Radio System Availability of 99.9%

##### Coverage

- ◆ Radio System coverage for 97% of Southern Durham and 95% of Northern Durham with a confidence level of 99% at DAQ 3.4 (Digital Audio Quality).

##### Interoperability

- ◆ Seamless Interoperability capability between partner agencies.

**PROGRAM 5**  
**NEXTGEN COMMON COMMUNICATIONS PLATFORM**



**2017 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated</b>	<b>Approved</b>	<b>Base</b>	<b>Program</b>	<b>Proposed</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Budget</b>
<b>Operating Expenses</b>					
Personnel Related	10	10	12	4	16
Communications	30	30	31	-	31
Supplies	15	14	14	-	14
Utilities	72	74	76	-	76
Computer Maintenance & Operations	446	447	801	-	801
Buildings & Grounds Operations	17	22	13	-	13
Equipment Maintenance & Repairs	102	122	145	-	145
Vehicle Operations	3	2	2	-	2
Professional Services	170	163	163	64	227
Leased Facilities Expenses	369	381	384	-	384
Financial Expenses	15	16	16	-	16
<b>Gross Operating Expenses</b>	<b>1,249</b>	<b>1,281</b>	<b>1,657</b>	<b>68</b>	<b>1,725</b>
<b>Tangible Capital Assets</b>					
New	8	-	-	1	1
<b>Total Tangible Capital Assets</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Total Expenses</b>	<b>1,257</b>	<b>1,281</b>	<b>1,657</b>	<b>69</b>	<b>1,726</b>
<b>Revenues</b>					
Lease Recovery	-	(10)	-	-	-
Revenue from NextGen Partners	(520)	(548)	(751)	(33)	(784)
<b>Total Revenues</b>	<b>(520)</b>	<b>(558)</b>	<b>(751)</b>	<b>(33)</b>	<b>(784)</b>
<b>Net Program Expenses</b>	<b>737</b>	<b>723</b>	<b>906</b>	<b>36</b>	<b>942</b>



**PROGRAM 5**  
**NEXTGEN COMMON COMMUNICATIONS PLATFORM**



**2017 Program Detail**

**Durham Regional Police Service**

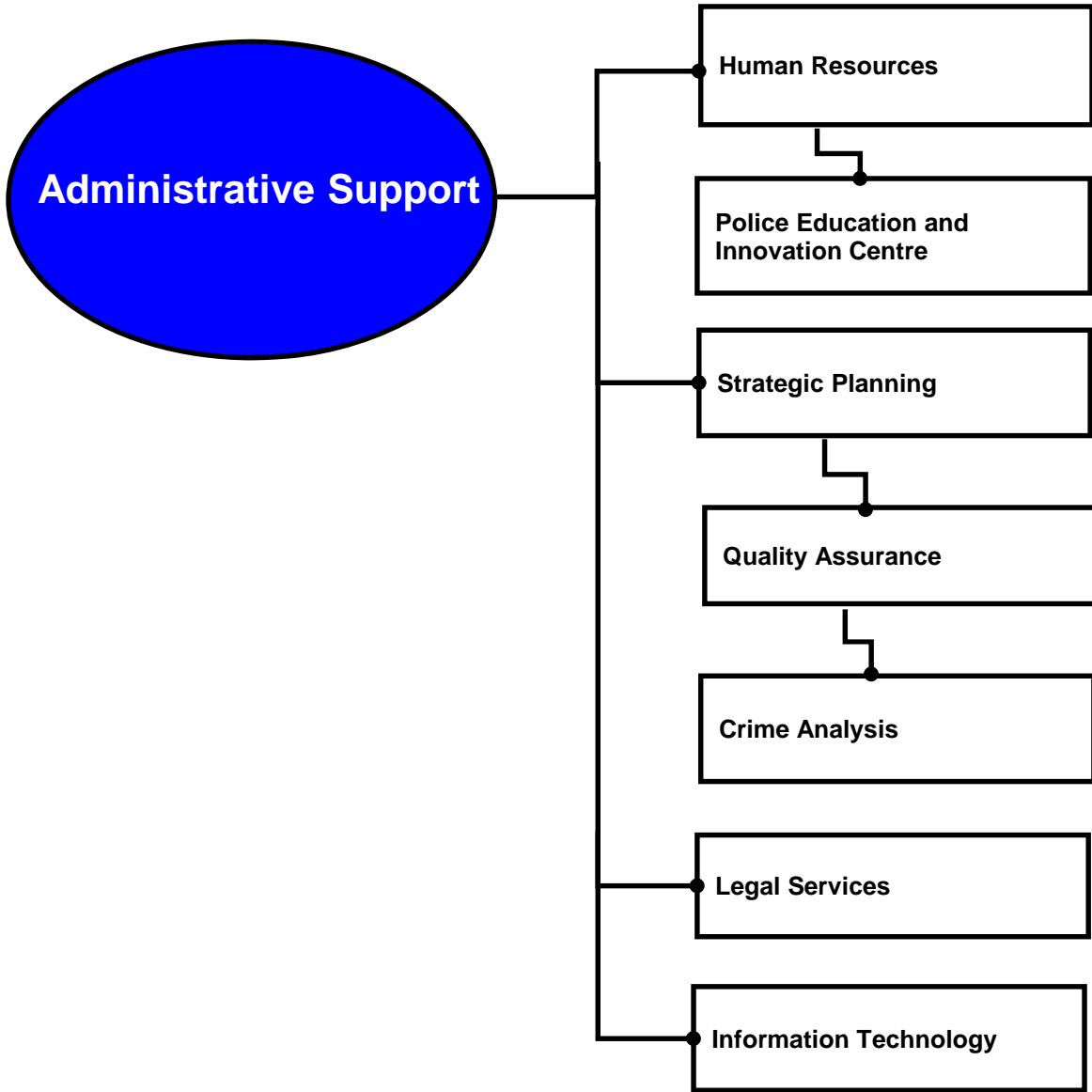
Detailed Revenue: Partner Share:	2016		2017		
	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
City of Pickering	(29)	(25)	(41.9)	(1.8)	(43.8)
Pickering Fire	(32)	(36)	(46.5)	(2.0)	(48.6)
Ajax Fire	(34)	(39)	(49.1)	(2.1)	(51.2)
Town of Whitby	(61)	(75)	(87.4)	(3.8)	(91.3)
Whitby Fire	(28)	(32)	(39.9)	(1.7)	(41.6)
City of Oshawa	(90)	(104)	(129.8)	(5.7)	(135.4)
Oshawa Fire	(36)	(44)	(51.6)	(2.3)	(53.9)
Municipality of Clarington	(35)	(28)	(51.1)	(2.2)	(53.4)
Clarington Fire	(45)	(52)	(63.9)	(2.8)	(66.7)
Scugog Fire	(26)	(30)	(37.3)	(1.6)	(39.0)
Brock Fire	(24)	(27)	(34.8)	(1.5)	(36.3)
Uxbridge Fire	(18)	(20)	(25.1)	(1.1)	(26.1)
Durham College/UOIT	(12)	-	(18.9)	(0.8)	(19.7)
Pickering Auxiliary Rescue Assoc	(1)	-	(2.6)	(0.1)	(2.7)
Region of Durham Works	(39)	(26)	(55.7)	(2.4)	(58.2)
Region of Durham Health	(4)	(4)	(5.1)	(0.2)	(5.3)
Region of Durham Social Services	(4)	(4)	(5.1)	(0.2)	(5.3)
Region of Durham DEMO	(2)	(2)	(2.6)	(0.1)	(2.7)
Region of Durham Paramedic Services	(2)	-	(2.6)	(0.1)	(2.7)
<b>REVENUE &amp; RECOVERY</b>	<b>(520)</b>	<b>(548)</b>	<b>(751)</b>	<b>(33)</b>	<b>(784)</b>

**PROGRAM 6  
ADMINISTRATIVE SUPPORT**



**2017 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ Provision of Human Resource management ensuring the Service complies with all employment legislation and maintains a suitable work environment that enforces our value statement and helps achieve our goals through teamwork.
- ◆ Ensure that strategies are implemented to develop a business plan consistent with the requirements of the Adequacy Standards Regulations.

## PROGRAM 6 ADMINISTRATIVE SUPPORT



### 2017 Program Detail

### Durham Regional Police Service

- ◆ Provision of Quality Assurance, including the internal audit function, independently of the operational units providing direct service to citizens.
- ◆ Crime Analysis provides front line police with information on crime trends to focus on problem-solving.
- ◆ Police Education and Innovation Centre provides mandatory training, e-learning, as well as coordinating external training.
- ◆ Legal Services provides independent advice to the Chief and the Board.
- ◆ Provision of current technology, related equipment and business processes that will decrease the administrative workload of front line officers thereby allowing them to provide ever improving police service to our communities.

### Description of Program Resources

- ◆ Human Resources: 1 Chief Administrative Officer (in Executive Budget), 1 Director, 6 Civilian Managers, 1 Staff Sergeants, 6 Sergeants, 15 Constables, 47 Civilians (Total Staff: 76).
- ◆ Fleet: 3 Marked Patrol, 1 Marked Other (Van), 16 Unmarked (8 Cars and 8 Trucks/Vans)

**PROGRAM 6  
ADMINISTRATIVE SUPPORT**



**2017 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	15,084	14,261	14,405	-	14,405
Personnel Related	1,072	1,105	1,099	-	1,099
Communications	1,252	1,257	1,160	-	1,160
Supplies	403	403	466	-	466
Computer Maintenance & Operations	1,360	1,363	1,550	-	1,550
Materials & Services	-	-	1	-	1
Equipment Maintenance & Repairs	318	320	331	-	331
Vehicle Operations	5	5	5	-	5
Professional Services	2,038	1,405	1,360	-	1,360
<b>Operating Expenses Subtotal</b>	<b>21,532</b>	<b>20,119</b>	<b>20,377</b>	<b>-</b>	<b>20,377</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Finance-Financial Application Services Charge	159	159	196	-	196
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>159</b>	<b>159</b>	<b>196</b>	<b>-</b>	<b>196</b>
<b>Gross Operating Expenses</b>	<b>21,691</b>	<b>20,278</b>	<b>20,573</b>	<b>-</b>	<b>20,573</b>
<b>Tangible Capital Assets</b>					
New	174	-	-	-	-
Replacement	740	745	726	-	726
<b>Total Tangible Capital Assets</b>	<b>914</b>	<b>745</b>	<b>726</b>	<b>-</b>	<b>726</b>
<b>Total Expenses</b>	<b>22,605</b>	<b>21,023</b>	<b>21,299</b>	<b>-</b>	<b>21,299</b>

**PROGRAM 6  
ADMINISTRATIVE SUPPORT**



**2017 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Prov. Subsidy-Youth in Policing Initiative	(308)	(308)	(308)	-	(308)
Fees Charged to Other Services	(60)	(53)	(16)	-	(16)
<b>Total Revenues</b>	<b>(368)</b>	<b>(361)</b>	<b>(324)</b>	<b>-</b>	<b>(324)</b>
<b>Net Program Expenses</b>	<b>22,237</b>	<b>20,662</b>	<b>20,975</b>	<b>-</b>	<b>20,975</b>

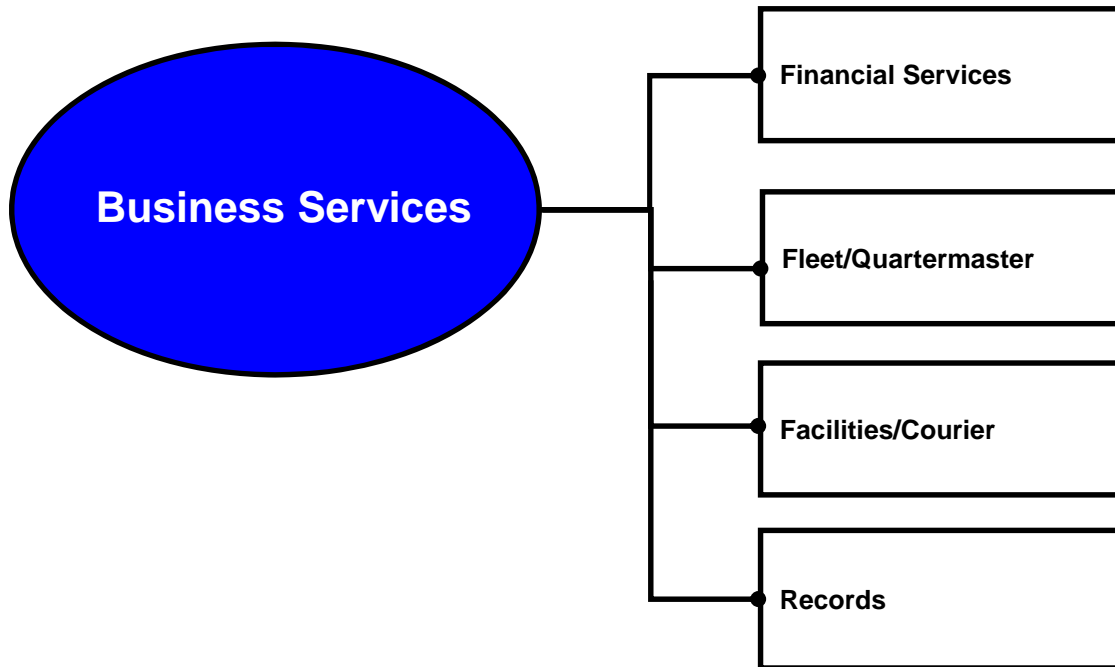
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	20,975
Less: Tangible Capital Assets	(726)
Net Operating Program Expenses Per Program Summary	<u>20,249</u>



**2017 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure)**

**Cost of Policing**

- ◆ The citizens of Durham Region have a safe community in which to live and work at a cost that is competitive with similar communities in Ontario.
- ◆ Our people ensure that front-line police have the resources they need to maintain community safety by providing management and decision-making in Fleet, Quartermaster, Facilities, Courier, Financial Services and Records.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Long term capital planning, annual budgeting, monthly financial reporting and spending control, payroll services, internal controls, cash receipts and disbursements, grant applications, Paid Duties, and False Alarm Management.
- ◆ Provision of a Records Management System and appropriate personnel to ensure the Service complies with investigative requirements as well as Federal and Provincial legislative standards.
- ◆ Provision of Information Services to ensure the Service meets its obligations under Information/Privacy legislation and CPIC By-laws.
- ◆ Acquisition, management and disposal of vehicles including regular maintenance and fuel procurement.
- ◆ Acquisition and distribution of police uniforms, equipment and supplies.
- ◆ Building planning, acquisition and maintenance.
- ◆ Internal mail delivery and supplies delivery.

# PROGRAM 7 BUSINESS SERVICES



## 2017 Program Detail

## Durham Regional Police Service

### Description of Program Resources

- ◆ Human Resources: 1 Civilian Director (in Executive Budget), 4 Civilian Managers, 70 Civilians. (Total Staff: 74)
- ◆ Fleet: 5 Marked Patrol (available to lend to divisions), 1 Marked Other (Truck), 15 Unmarked (6 Cars and 9 Trucks/Vans), 2 Trailers
- ◆ Financial Information Management Systems Software provided by Region, Fleet Management software, Computer Aided Design software for Facilities, SentryFile for electronic file storage.

### Performance Measurements

#### Performance Outcomes:

#### Cost of Policing

These functions are benchmarked against other police services in order to improve efficiency and effectiveness.

	<u>Fleet Operating costs</u>			<u>Facilities Operating Costs</u>	
	2016	2017		2016	2017
Kilometres	8,967,286	8,522,653	Rent \$/sq Ft \$	9.06	9.26
Fuel \$/km \$	0.2109	\$ 0.2134	Janitorial \$/sq Ft \$	2.41	2.27
Mtce \$/km \$	0.1420	\$ 0.1359	Maintenance \$/sq Ft \$	4.32	4.60
Combined \$	0.3529	\$ 0.3493	Utilities \$/sq Ft \$	4.49	4.85

		<b>Projected</b>			
Cost of Policing (OMBI)	2014	2015	2016	2017	
Net Budget Cost per Capita	\$253 / 3rd	\$259 / 2nd	\$256	\$259	
			Lowest 50%	Lowest 50%	

**PROGRAM 7  
BUSINESS SERVICES**



**2017 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	8,451	8,750	9,036	-	9,036
Personnel Related	683	681	622	-	622
Communications	124	129	131	-	131
Supplies	170	137	140	-	140
Utilities	1,524	1,521	1,618	-	1,618
Computer Maintenance & Operations	13	11	13	-	13
Materials & Services	196	190	196	-	196
Buildings & Grounds Operations	1,745	1,734	1,848	-	1,848
Equipment Maintenance & Repairs	9	11	10	-	10
Vehicle Operations	3,417	3,825	3,528	-	3,528
Professional Services	202	128	134	-	134
Contracted Services	843	841	782	-	782
Leased Facilities Expenses	1,060	1,060	1,083	-	1,083
Financial Expenses	1,715	1,714	1,758	-	1,758
Minor Assets & Equipment	1	1	-	-	-
<b>Gross Operating Expenses</b>	<b>20,153</b>	<b>20,733</b>	<b>20,899</b>	<b>-</b>	<b>20,899</b>
<b>Tangible Capital Assets</b>					
New	405	351	-	-	-
Replacement	1,926	2,050	2,221	-	2,221
<b>Total Tangible Capital Assets</b>	<b>2,331</b>	<b>2,401</b>	<b>2,221</b>	<b>-</b>	<b>2,221</b>
<b>Total Expenses</b>	<b>22,484</b>	<b>23,134</b>	<b>23,120</b>	<b>-</b>	<b>23,120</b>



**PROGRAM 7  
BUSINESS SERVICES**



**2017 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Pay Duty Wages	(921)	(796)	(796)	-	(796)
Pay Duty Admin Fees	(196)	(159)	(159)	-	(159)
Pay Duty Cruiser Fees	(252)	(158)	(251)	-	(251)
False Alarm Fees	(535)	(595)	(535)	-	(535)
Criminal Information Requests	(1,553)	(1,530)	(1,794)	-	(1,794)
Incident and Accident Requests	(138)	(153)	(110)	-	(110)
Other Revenues	(285)	(281)	(353)	-	(353)
<b>Total Revenues</b>	<b>(3,880)</b>	<b>(3,672)</b>	<b>(3,998)</b>	<b>-</b>	<b>(3,998)</b>
<b>Net Program Expenses</b>	<b>18,604</b>	<b>19,462</b>	<b>19,122</b>	<b>-</b>	<b>19,122</b>

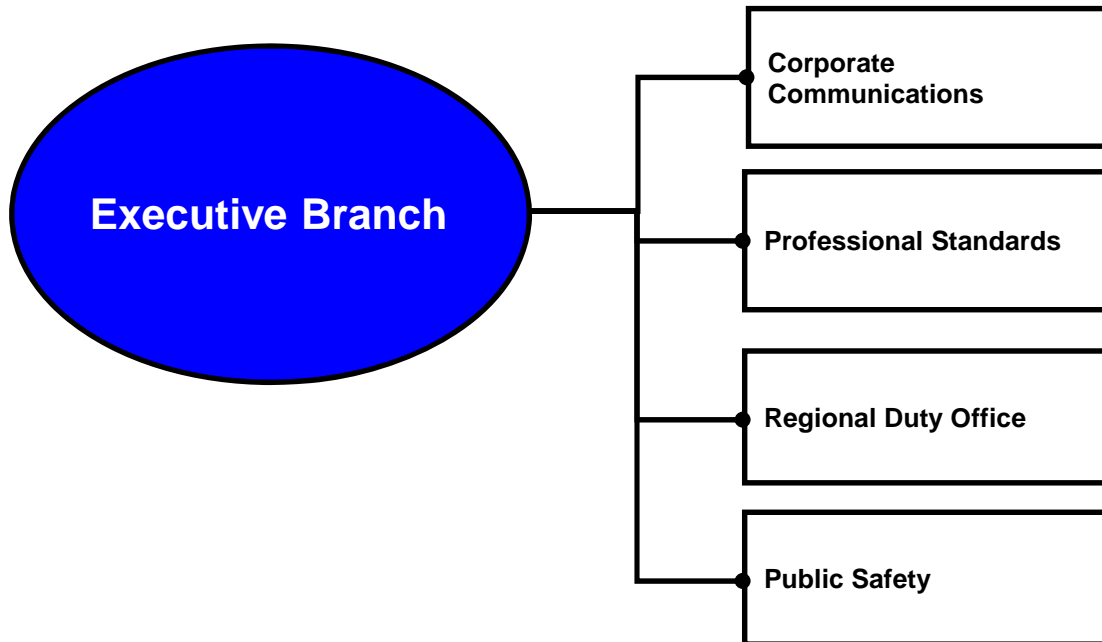
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	19,122
Less: Tangible Capital Assets	<u>(2,221)</u>
Net Operating Program Expenses Per Program Summary	<u><u>16,901</u></u>



**2017 Program Detail**

**Durham Regional Police  
Service**



**Description of Program Activities (Means to Achieving Ends)**

- ◆ Develop and implement creative strategies to improve the effective and efficient provision of service throughout the region. Document and disseminate those strategies for internal and external use. Measure actual versus planned outcomes, ensure the support functions for operational success are effective. Maintain a productive working relationship with Region staff.
- ◆ Regularly report to the Police Services Board for sharing of information on regular police service operations and status.
- ◆ Regularly meet with Senior Command officers and Unit Leaders to ensure that the operation of the Police Service is being conducted in accordance with the Police Services Act.
- ◆ Ensure that proper performance objectives are developed to consider factors such as, costs of operation, crime analysis and trends, calls for service analysis and trends, as well as social, demographic, and economic factors.
- ◆ Director of Corporate Communications provides independent advice to the Chief and the Board on public relations issues.
- ◆ Improvement to the use of information technology and systems to share information with other agencies, organizations and community groups.

## PROGRAM 8 EXECUTIVE BRANCH



### 2017 Program Detail

### Durham Regional Police Service

- ◆ Development of practices to reduce the administrative workload of front-line officers.
- ◆ Develop and maintain the Staffing and Facilities plans to ensure resources are available to meet the objectives of the Adequacy Standards Regulations.
- ◆ Professional Standards investigates public complaints and internal discipline matters.
- ◆ The Duty Inspectors provide leadership and supervision for front line policing operations 24 hours a day.
- ◆ Public Safety Unit provides as needed, support on a call up basis for situations requiring larger scale control.

### Description of Program Resources

- ◆ The Executive Branch consists of the Offices of the Chief and Deputy Chiefs of Police, Chief Administrative Officer, Offices of the Superintendents (Community Policing; Crime Management; Patrol Operations; Operational Support), Regional Duty Office Inspectors, Business Services Director and Corporate Communications Director.
- ◆ Human Resources: Chief Constable, 2 Deputy Chiefs, 4 Superintendents, 1 CAO, 2 Civilian Directors, 7 Inspectors, 1 S/Sergeant, 8 Sergeants, 9 Civilians; (Total Staff: 35)
- ◆ Fleet: 1 Marked Patrol, 1 Marked Other (Truck), 3 Unmarked Trucks, 1 Trailers

### Performance Measurements

- ◆ The Executive Branch is judged on the ability of the Police Service to meet the Board Ends within the financial resources available and subject to the requirements and objectives of the Police Services Act and the Adequacy Standards Regulations.

**PROGRAM 8  
EXECUTIVE BRANCH**



**2017 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	5,382	5,702	6,068	-	6,068
Personnel Related	126	125	118	-	118
Communications	130	126	132	-	132
Supplies	117	108	115	-	115
Vehicle Operations	51	51	37	-	37
Professional Services	197	132	127	-	127
<b>Gross Operating Expenses</b>	<b>6,003</b>	<b>6,244</b>	<b>6,597</b>	<b>-</b>	<b>6,597</b>
<b>Tangible Capital Assets</b>					
New	28	-	-	-	-
Replacement	9	-	-	-	-
<b>Total Tangible Capital Assets</b>	<b>37</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues</b>					
Prov. Subsidy-One Time	(94)	-	-	-	-
<b>Total Revenues</b>	<b>(94)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>5,946</b>	<b>6,244</b>	<b>6,597</b>	<b>-</b>	<b>6,597</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	6,597
Less: Tangible Capital Assets	-
Net Operating Program Expenses Per Program Summary	<u>6,597</u>



**2017 Program Detail**

**Durham Regional Police  
Service**

**Police Services Board**

**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ The Board is the Civilian trustee of the public interest as it pertains to police services in the community.
- ◆ The Police Services Act legislates that there shall be a Police Services Board for every municipality that maintains a police service.
- ◆ The Board's mandate is legislated by Section 31 of the Police Services Act and can be encapsulated as being responsible for the provision of adequate and effective police services in the Municipality.

**Description of Program Activities (Means to Achieving Ends)**

The Board is the governing authority of the Durham Regional Police Service.

Among its legislated responsibilities are:

- ◆ Hiring the Chief of Police and Deputy Chiefs,
- ◆ Establishing, consultatively, objectives, priorities and business plans,
- ◆ Monitoring the Chief's performance as well as that of the Service, and as employer, establishing contracts with the two bargaining agencies regarding compensation and working conditions.

**Description of Program Resources**

- ◆ 7 appointed Board Members ; 1 Executive Director, 1 Administrative Assistant



**2017 Program Detail**

**Durham Regional Police  
Service**

**Performance Measurements**

1. Consultative development of Business Plan objectives.
2. Policy framework that establishes expectations for organizational performance.
3. Effective monitoring of organizational performance.
4. Effective stewardship of human and financial resources.
5. The cost of governance and oversight regarding the Board's responsibility for Board and Police Service regulatory compliance in 2017 is estimated to be \$564,000.

**PROGRAM 9  
POLICE SERVICES BOARD**



**2017 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	284	284	337	-	337
Personnel Related	49	49	48	-	48
Communications	5	5	3	-	3
Supplies	34	39	34	-	34
Professional Services	173	93	144	-	144
<b>Net Program Expenses</b>	<b>545</b>	<b>470</b>	<b>566</b>	<b>-</b>	<b>566</b>

**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2017 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Department's Share of Net Program Expenses</b>	<u>1,553</u>	<u>1,553</u>	<u>1,612</u>	<u>-</u>	<u>1,612</u>



**PROGRAM 11  
CONTRIBUTION TO THE HELICOPTER RESERVE**



**2017 Program Detail**

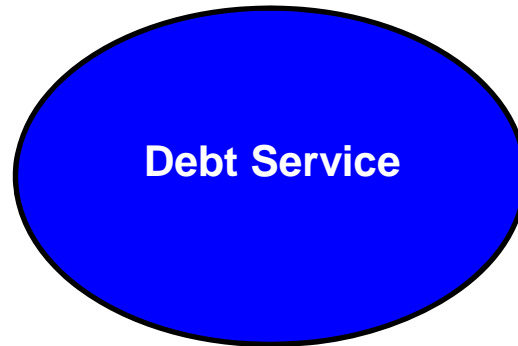
**Durham Regional Police  
Service**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contribution to the Helicopter Reserve	150	150	150	-	150
<b>Net Program Expenses</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>-</b>	<b>150</b>



**2017 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ To identify and quantify any and all Debt Servicing costs for the Police Service for the funding of Capital projects.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Maintaining and recording schedules of debt over the term of any debentures that exist for the funding of Police projects.

**Statement of Criteria**

**Replacements:**

- ◆ Adding new debt to budgets as approved through the Police Services Board and Regional Council with the assistance of the Regional Finance unit, which is responsible for all borrowing.
- ◆ Ensuring annual budgets are representative of the current debt repayment costs

**PROGRAM 12  
DEBT SERVICE**



**2017 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed cost of Program:</b> (\$,000's)	<b>2016</b>		<b>2017</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
Operations Training Centre	1,175	1,175	1,175		1,175
NextGen	842	842			-
Clarington-Phase 1	9,983	9,983	9,159		9,159
Clarington-Phase 2	-	-	1,166		1,166
<b>Gross Cost</b>	<b>12,000</b>	<b>12,000</b>	<b>11,500</b>	<b>-</b>	<b>11,500</b>

**Debt Service Forecast 2018, 2019, 2020**

<b>Detailed cost of Program:</b> (\$,000's)	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Proposed Budget</b>	<b>Proposed Budget</b>	<b>Proposed Budget</b>
Operations Training Centre	1,175	1,175	1,175
Operations Training Centre Phase 2			1,435
Clarington-Phase 1	2,352	2,352	2,351
Clarington-Phase 2	8,673	9,073	8,039
<b>Gross Cost</b>	<b>12,200</b>	<b>12,600</b>	<b>13,000</b>

**PROGRAM 12  
DEBT SERVICE**



**2017 Program Detail**

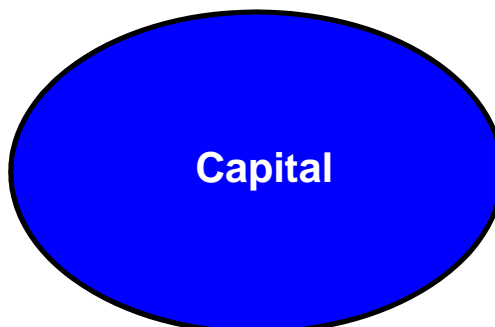
**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Debt Charges	12,000	12,000	11,500	-	11,500
<b>Net Program Expenses</b>	<b>12,000</b>	<b>12,000</b>	<b>11,500</b>	<b>-</b>	<b>11,500</b>



**2017 Program Detail**

**Durham Regional Police  
Service**



**Purpose(Primary Board End or Outcome and Performance Measure)**

**Cost of Policing**

- ◆ The purpose of the capital acquisition program is to provide adequate work space and equipment to allow members to carry out their assigned functions effectively and efficiently.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Apply objective asset replacement and acquisition criteria which optimize operational effectiveness and economic efficiency.

**Statement of Criteria**

**Replacements:**

- ◆ Automobiles: Marked Patrol replaced at the earlier of 5 years of service or 160,000 to 200,000 KM driven; Unmarked replaced at the earlier of 7 years or 160,000 to 200,000 KM driven
- ◆ Trucks: Replaced at the earlier of 10 years of service or 300,000 KM driven.
- ◆ Computer Equipment: Desktop computers after 4 years of service. Patrol vehicle computers after 4 years of service. Large system servers after 4 to 5 years. Laptop computers - 4 year replacement cycle.
- ◆ Intelligence Equipment: Replaced after 6 years of service.
- ◆ Building Components: Replacement and repairs schedule based on engineer's condition surveys
- ◆ Furniture: When worn or inadequate.
- ◆ Operational Police Equipment: As needed based on wear and tear or technical obsolescence.
- ◆ Additions: Are approved based on business cases to support new staff or programs.

**Detailed cost of Program:**

(\$,000's)

	2016		2017		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Community Policing	3	-	-	-	-
Crime Management	391	225	214	-	214
Patrol Operations	137	-	60	-	60
Operational Support					
Administrative Support	914	745	726	-	726
Business Services	2,331	2,401	2,221	-	2,221
Executive Branch	37	-	-	-	-
<b>Gross Cost</b>	<b>3,813</b>	<b>3,371</b>	<b>3,221</b>	<b>-</b>	<b>3,221</b>

**PROGRAM 13  
TANGIBLE CAPITAL ASSETS - NEW**



**2017 Program Detail**

**Durham Regional Police  
Service**

Description	Qty	Unit Cost \$	Total \$
<b>5-NextGen (included in Program Detail Page)</b>			
1 Laptop (Included in Program Detail page)	1	1,359	1,359
			<u>1,359</u>
			<u><u>1,359</u></u>

**PROGRAM 13  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Durham Regional Police  
Service**

Description	Qty	Unit Cost \$	Total \$
<b><u>2-Crime Management</u></b>			
1 Forensic laptop	2	4,579	9,158
2 Forensic desktop computer	3	4,579	13,738
3 Imaging Device	1	4,279	4,279
4 Forensic computer monitor	3	1,018	3,054
5 Video editing kit	1	6,614	6,614
6 Officer protection kit	1	41,722	41,722
7 Officer protection kit radio	2	8,548	17,096
8 Alarm kits	1	9,057	9,057
9 Vehicle probe	3	9,311	27,933
10 Audio / Video kit	1	22,896	22,896
11 Scanner kit	1	11,702	11,702
12 Optical scope	1	13,738	13,738
13 External powered camera	1	3,663	3,663
14 Cellular phone interrogation kit	1	9,667	9,667
15 Audio interception module	4	1,425	5,699
16 Camera kit	2	5,902	11,804
17 Desktop computer	2	1,113	2,227
			214,046
<b><u>3-Patrol Operations</u></b>			
18 Speed measuring device	16	3,719	59,509
			59,509
<b><u>6-Administrative Support</u></b>			
19 Conducted Energy Weapon	40	1,919	76,760
20 Rifle	4	1,730	6,920
21 Pistol	5	661	3,307
22 Pistol sight	200	122	24,422
23 Desktop computer	154	1,113	171,441
24 Patrol car laptop	30	4,818	144,550
25 CCTV camera	35	1,538	53,816
26 Server	4	30,528	122,112
27 Laptop	12	1,359	16,302
28 Network switch	10	7,177	71,771
29 Phone	80	433	34,680
			726,081

**PROGRAM 13  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Durham Regional Police  
Service**

Description	Qty	Unit Cost \$	Total \$	
<b><u>7-Business Services</u></b>				
30	Marked patrol	32	37,014	1,184,456
31	Marked motorcycle	3	32,331	96,994
32	Unmarked vans	9	32,048	288,431
33	Unmarked sedans	4	25,395	101,580
34	Trailers	1	14,246	14,246
35	Fitness equipment replacement	1	25,000	25,000
36	Furniture for unplanned breakage and replacement	1	60,000	60,000
37	Chair replacement program (approx 75)	1	35,000	35,000
38	Building maintenance fund	1	415,250	415,250
				<u>2,220,957</u>
				<u><b>\$3,220,593</b></u>





**CAPITAL EXPENDITURES**  
(\$000's)

<b>EXPENDITURES:</b>		<b>Budget</b>		<b>Forecast</b>							<b>TOTAL</b>	
		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2017-2026</b>
1	Clarington Police Complex Phase 2-Regional Support Centre and Centre for Investigative Excellence		\$54,470									\$54,470
2	Operations Training Centre			\$1,610	\$23,000							\$24,610
3	Facility Repairs and Renovations	\$415	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,415
4	Durham North West Seaton					\$2,013	\$26,738					\$28,751
5	North Division Expansion					\$221	\$2,941					\$3,162
6	Central East Division								\$50,000			\$50,000
<b>TOTAL EXPENDITURES</b>		<b>\$415</b>	<b>\$55,470</b>	<b>\$2,610</b>	<b>\$24,000</b>	<b>\$3,234</b>	<b>\$30,679</b>	<b>\$1,000</b>	<b>\$51,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$170,408</b>



**NEED/EXPLANATION OF PROJECT**

1	Clarington Police Complex Phase 2 (Regional Support Centre and Centre for Investigative Excellence)	Phase 2 consists of the Regional Support Centre and the Centre for Investigative Excellence. It will be located at the intersection of Highway 2 and Maple Grove Road in Clarington with the existing East Division and Forensic Investigation Facility which opened in 2016. The space plans are based on estimates of future staffing and functional needs to ensure that the buildings are sufficiently sized for a building life of 30 to 40 years.
	Regional Support Centre	To house Tactical Support Unit, Canine Unit, Evidence and Property, Fleet, Quartermaster, and Facilities which are currently in rented facilities in Courtice and Tactical Support now located in the basement of Central East(Oshawa) Division. These permanent functions will be more economically housed in a regionally-owned facility rather than in rented facilities over the long term.
	Where is this function currently housed?	19 Courtice Court, Courtice in 23,505 sf. and Central East Division(Tactical Support Unit).
	Why is the current facility inadequate?	Size is inadequate, poorly laid out and long term leased facilities are less economic than owned facilities.
	Centre for Investigative Excellence Campus - Crime Management	This building will provide a central location for the majority of the functions of the Crime Management Branch which are now located in a number of separate facilities throughout the Region. The current space plan includes Homicide, Fraud, Robbery, Sexual Assault, Vulnerable Persons, Warrant Liaison and Polygraph.
	Where is this function currently housed?	Crime Management Branch units are currently housed in several locations in our facilities.
2	Why is the current facility inadequate?	Housing the functions together will provide operational benefits as well as a long-term location as planned growth occurs. This building was part of the original concept for the site which now houses the Central West(Whitby) Division, the Operations Training Centre and the Regional EMS Headquarters at 4060 Anderson Street.
	Operations Training Centre Phase 2	The Operations Training Centre Phase 2 will be located behind the Central West Division located at Anderson and Taunton Road. It will contain the functions now housed at the Police Education and Innovation Centre in leased space at Durham College. That lease will expire January 20, 2017. The college is prepared to renew the lease for 5 years.
	Where is this function currently housed?	Durham College in leased space.
3	Why is the current facility inadequate?	In the longer term the college may need the space for it's own students and administration. It is also cramped and distant from the range which is where the firearms training is done.
	Facility Repairs	2017 Projects: Building automation system replacements and access control replacement at West, Central East and North Divisions. 2018 Projects: West Division access control, Central East generator replacement. 2019 Projects: West Division paving, access control.
4	Durham North West Seaton	The growth in the north west part of the Region including Seaton is expected to necessitate additional space for the division which serves that area. According to the Toronto Region Conservation Authority, our West(Ajax-Pickering) Division cannot be expanded due to the fact that it is located on a flood plain. This may require us to locate another site and construct, at significant cost, an entirely new building in order to house a new division when it reaches its' capacity. Seaton serviced land assumed to be provided at no cost under provincial and landowner agreement.
5	North Division Expansion	Facilities and North Division will establish a long term spatial analysis needs analysis to determine expansion requirements.
6	Central East Division	This building is now 44 years old and has an expected life of 50 years. Planning to find a suitable piece of land and to construct a replacement building should begin at this time.

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2017 Business Plan

Durham Region Transit

Major Services & Activities

Ridership

- ◆ Implement market-based initiatives that show value, including branding, enhanced communications and community outreach.
- ◆ Enhance customers' experience:
  - In planning trips, by improving wayfinding (website, information, infoposts)
  - In accessing stops, by improving the bus stop environment (hard surfacing, shelters, garbage containers)
  - When waiting for the bus, by increasing on-time performance
  - Once on board, through customer service excellence training and the implementation of high-order transit.
- ◆ Articulate service plans for service increase and growth, as per the approved Service Strategy.

Operational Effectiveness

- ◆ Complete the new Raleigh maintenance facility and refine the asset plan for future growth.
- ◆ Replace buses and identify fleet characteristics for the future.
- ◆ Refine and harmonize Durham Region Transit's (DRT's) processes for safety, availability, integrated services and internal communications.

Financial Sustainability

- ◆ Pursue sustainable PRESTO services, fare and service integration and strategic fare setting.
- ◆ Strengthen the ability to align with and measure against performance targets and standards.
- ◆ Leverage external funding opportunities to advance Bus Rapid Transit (BRT) infrastructure and address asset management challenges.



**2017 Business Plan**

**Durham Region Transit**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal B.1 - Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.**

<b>Key Deliverables</b>	<b>Responsibility: Lead</b>
<ul style="list-style-type: none"> <li>◆ Provide quality transit alternatives for healthy lifestyles.</li> </ul>	

**Strategic Goal C.3 - Ensure that Regional transportation infrastructure is functional, integrated, reliable and barrier-free to support the movement of residents to work, school and local services.**

<b>Key Deliverables</b>	<b>Responsibility: Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop strategies to implement the objectives outlined in the Transportation Master Plan and the Transit Service Strategy.</li> </ul>	

**Strategic Goals**

**Responsibility: Support**

<b>Goal</b>	<b>Description</b>
<b>A.1</b>	Propel the business and investment climate forward in Durham Region to enable more local employment.
<b>A.4</b>	Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system security.
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.
<b>D.7</b>	Focus resources on continuous improvement and innovation.

## PROGRAM SUMMARY

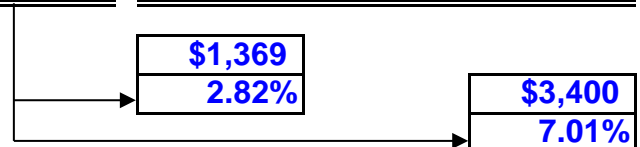


### 2017 Business Plan

### Durham Region Transit

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	10,720	10,947	11,160	(32)	11,128
2 Operations	36,152	35,575	37,439	1,017	38,456
3 Maintenance - Equipment	18,512	19,645	20,174	17	20,191
4 Specialized Service	5,723	5,845	6,020	20	6,040
5 Northern Service	605	656	674	207	881
6 Facilities Management	1,574	1,558	1,579	442	2,021
7 Debt Service	1,037	1,037	1,037	-	1,037
Headquarters Shared Cost	67	67	68	-	68
<b>Operating Subtotal</b>	<b>74,390</b>	<b>75,330</b>	<b>78,151</b>	<b>1,671</b>	<b>79,822</b>
8 Bus Rapid Transit	257	265	154	-	154
<b>Tangible Capital Assets:</b>					
9 New	1,248	1,248	-	1,282	1,282
10 Replacement	37	37	38	-	38
<b>Tangible Capital Assets Subtotal</b>	<b>1,285</b>	<b>1,285</b>	<b>38</b>	<b>1,282</b>	<b>1,320</b>
<b>Total Program Expenses</b>	<b>75,932</b>	<b>76,880</b>	<b>78,343</b>	<b>2,953</b>	<b>81,296</b>
<b>Revenue Programs</b>					
Fares	(20,277)	(20,749)	(20,844)	(471)	(21,315)
U-Pass	(4,781)	(4,762)	(4,762)	(478)	(5,240)
Provincial Gas Tax	(1,611)	(1,611)	(1,611)	-	(1,611)
Advertising	(800)	(800)	(800)	(49)	(849)
Other	(97)	(108)	(107)	76	(31)
ODSP Discount Pass	(350)	(350)	(350)	-	(350)
<b>Total Revenue Programs</b>	<b>(27,916)</b>	<b>(28,380)</b>	<b>(28,474)</b>	<b>(922)</b>	<b>(29,396)</b>
<b>Net Program Expenses</b>	<b>48,016</b>	<b>48,500</b>	<b>49,869</b>	<b>2,031</b>	<b>51,900</b>

### Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2017 Business Plan

### Durham Region Transit

#### Summary of Base Budget Changes

	<u>\$</u>	<u>Comments</u>
Salaries & Benefits	1,557	Economic increases
Salaries & Benefits	57	Annualization - 1 position
Salaries & Benefits	(9)	Position reclassifications
Operating Expenses	40	Inflationary increases
Operating Expenses	334	New Bus Contract inflationary increase
Operating Expenses	1	Headquarters shared cost
Minor Assets & Equipment	(23)	Reduced requirements
Major Repairs & Renovations	(52)	Reduced requirements
Operating Expenses	916	Annualization - 2016 route adjustments
BRT Office	(111)	Office phase out per Council approval
Tangible Capital Assets - New/Replacement	(1,247)	Remove one-time capital
Fare Revenue	(94)	Annualization - 2016 route adjustments
	<u>1,369</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Region Transit

(\$,000's)

#### Administration

<ul style="list-style-type: none"> <li>◆ New Position: 1 Analytics Manager, effective July 1, 2017, to measure, monitor, analyze, forecast and report on DRT performance in support of continuous improvement and business efficiencies across Durham Region Transit. (Annualized cost \$134k)</li> <li>◆ Decrease in Salary costs from the removal of the provision for modified work, as a provision has been made in the Part Time Salary accounts.</li> <li>◆ Decrease in Part Time Salary and Benefits from consolidation of coin processing and customer service functions at the Westney facility.</li> <li>◆ Increase in Hardware-Software Maintenance costs for PRESTO, fare system support, on-board camera operating costs, and Specialized PRESTO operations.</li> <li>◆ Decrease in Purchased Services (-\$41k) and Equipment Repairs (-\$7k) to reflect projected actuals.</li> <li>◆ Increase in Insurance costs for the New Raleigh Maintenance Facility.</li> <li>◆ Adjustments in various costs to align with projected actuals: Car Allowance (-\$22k), Professional, Technical and Consulting (-\$28k), and various other accounts (-\$46k).</li> </ul>	<p>67</p> <p>(80)</p> <p>(40)</p> <p>140</p> <p>(48)</p> <p>25</p> <p>(96)</p> <hr style="border: 0.5px solid black;"/> <p>(32)</p>
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#### Operations

<ul style="list-style-type: none"> <li>◆ New Position: 1 Transit Supervisor, effective July 1, 2017. (Annualized cost \$124k)</li> <li>◆ New Positions: 2 Conventional Operators, effective September 1, 2017, as part of the service plan adjustments as detailed in Table 1 below. (Annualized cost is \$180k)</li> <li>◆ Increase in Part Time Salary and Benefits (\$43k) and decrease in Overtime (-\$113k) and Statutory Holiday Premiums (-\$32k) for service plan adjustments as detailed in Table 1 below.</li> <li>◆ Increase in Part Time Salary and Benefits for 2017 training (Workplace Hazardous Materials Information System), Defensive Driving, Motor Vehicle Accident follow-up, new employee training backfill, new relief driver trainers, heat stress relief (\$89k), sick leave (\$170k), and alignment with projected actuals for absence coverages including modified work duties, vacation, WSIB, union business and bereavement (\$65k).</li> <li>◆ Decrease in Overtime (-\$124k) and Statutory Holiday Premium (-\$36k) from efficiencies (e.g. more effective use of spareboard operators).</li> <li>◆ Decrease in Education and Training to align with projected actuals and forecasted requirements.</li> <li>◆ Increase in Uniforms and Protective Clothing as a result of new contract.</li> <li>◆ Increase in Service Contract costs for recovery time.</li> <li>◆ Increase in Service Contract due to service plan adjustments as detailed in Table 1 below.</li> <li>◆ Decrease in GO Transit Fare Agreement trips, offset by allowance for nominal rate</li> <li>◆ Property Rental costs for the use of Pickering GO Transit Station Crew Facilities.</li> </ul>	<p>62</p> <p>60</p> <p>(102)</p> <p>324</p> <p>(160)</p> <p>(12)</p> <p>24</p> <p>784</p> <p>41</p> <p>(16)</p> <p>12</p> <hr style="border: 0.5px solid black;"/> <p>1,017</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Region Transit

(\$,000's)

#### Operations (Continued)

Table 1

<b>Summary of 2017 Service Plan Adjustments* (\$,000's)</b>				
	<u>DRT West</u>	<u>DRT Central</u>	<u>DRT East</u>	<u>Total</u>
<b><u>Operations</u></b>				
Full time Operators Wages & Benefits			60	<b>60</b>
Part time Operators Wages & Benefits	20		23	<b>43</b>
Overtime & Premiums	(109)		(36)	<b>(145)</b>
Service Contract		41		<b>41</b>
<b><u>Maintenance</u></b>				
Part time Staff Wages & Benefits	(15)		20	<b>5</b>
Overtime & Premiums	(7)		8	<b>1</b>
Fuel	(12)	11	16	<b>15</b>
Auto Materials & Supplies	(8)	1	10	<b>3</b>
<b>Total Expenses</b>	<b>(131)</b>	<b>53</b>	<b>101</b>	<b>23</b>
Farebox Revenue	18	(13)	2	<b>7</b>
<b>Net Cost</b>	<b>(113)</b>	<b>40</b>	<b>103</b>	<b>30</b>

Note: Consistent with prior years, the costs and revenue associated with Route 950 have been reflected in the Central budget.  
 \* Northern Service Plan Adjustments are included in Northern Service section below.

#### Maintenance - Equipment

- ◆ Decrease in Part Time Salary to align with projected actuals. (25)
- ◆ Increase in Part Time Salary and Benefits (\$5k) and Overtime (\$1k) for service plan adjustments as detailed in Table 1 above. 6
- ◆ Increase in Statutory Holiday Premium to align with projected actuals. 5
- ◆ Net decrease in Personnel Related expenses: Car Allowance (-\$3k), Education and Training (-\$2k), partially offset by an increase in Uniforms and Protective Clothing (\$4k) due to new contract. (1)
- ◆ Increase in Leased Tires due to new requirement to supply tires for contracted bus service (\$56k), partially offset by a reduction to align with projected actuals (-\$50k). 6
- ◆ Increase in Auto Materials and Supplies for service plan adjustments as detailed in Table 1 above. 3
- ◆ Increase in Fuel for service plan adjustments as detailed in Table 1 above. 15

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Region Transit

(\$,000's)

#### Maintenance - Equipment (Continued)

♦ Decrease in Equipment Maintenance and Repairs (-\$13k) and adjustments to other costs (-\$8k) to align with projected actuals and forecasted requirements.	(21)
♦ Increase in Minor Machinery and Equipment for a pressure washer (\$10k), transmission jack (\$10k) and metal lathe (\$9k).	29
	17

#### Specialized Service

♦ Increase in Part Time Salary to align with projected actuals and forecasted requirements for training and sick leave coverages.	34
♦ Reduction in Overtime (-\$10k) to align with projected actuals, offset by increase in Statutory Holiday Premium (\$1k).	(9)
♦ Decreases in Car Allowance (-\$1k), Education and Training (-\$5k) and Small Tools Equipment (-\$2k) to align with projected actuals, offset by increase in Uniforms and Protective Clothing as a result of new contract (\$3k).	(5)
	20

#### Northern Service

♦ Increase in expenses for service plan adjustments including: Part Time Salary and Benefits (\$35k); Contracted Taxi Service (\$18k); Service Contract (\$40k); Fuel (\$27k); and Auto Materials and Supplies (\$35k).	155
♦ Increase in Service Contract costs (\$42k) for recovery time, and for Leased Tire costs (\$15k).	57
♦ Decrease in Purchased Services based on projected actuals.	(5)
	207

#### Facilities Management

♦ Partial year operating costs for New Raleigh Maintenance Facility.	371
♦ Increase in Building and Ground Operations (\$14k), Property Tax for Westney Maintenance Facility (\$52k) and Major Repairs and Renovations for the replacement of Uninterrupted Power Supply (UPS) batteries (\$12k), offset by decrease in Cleaning Materials and Supplies (-\$7k).	71
	442

#### Tangible Capital Assets

**New:**

♦ Refer to TCA New Schedule for further details.	98
♦ Major Capital - property tax financing - see TCA New Schedule.	1,184
	1,282

#### **Total Expenditure Programs**

**2,953**

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Region Transit

(\$,000's)

#### Fares

♦ Annualization of 2016 fare increase.	(204)
♦ Proposed fare increase effective May 1, 2017.	(156)
♦ Increase from anticipated ridership growth and composition of service days.	(102)
♦ 2017 service plan adjustments revenue impacts (\$7k for East/West/Central, -\$16k for the North).	(9)
	(471)

#### U-Pass

♦ Annualization of 2016 U-Pass rate increase.	(165)
♦ Enrolment increase effective May 1, 2017.	(173)
♦ Rate increase to \$127 from \$120 effective September 1, 2017.	(140)
	(478)

#### Advertising

♦ Increase in Bus Advertising Revenue resulting from amended agreement.	(49)
	(49)

#### Other

♦ Elimination of Charter Revenue.	76
	76

#### Total Revenue Programs

(922)

**Total Program Changes** 2,031



**2017 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Administration supports the municipal service delivery and provincial reporting requirements of the Commission, plans conventional transit fixed routes, provides clerical and technical support to the various internal groups at DRT and interfaces with other Region of Durham departments for corporate support services.

**Description of Program Activities:**

- ◆ Provide excellent customer service, maintain customer feedback tracking and passenger information platforms.
- ◆ Establish effective communication and customer service systems to ensure consistent practices amongst front-line personnel at multiple locations.
- ◆ Monitor performance of, and demand for, the various conventional service routes.
- ◆ Consider the future expansion requirements of the transit network structure to address land-use development and the growing travel needs of customers.
- ◆ Review and consider enhancing services in various areas of the Region, improve service to GO rail stations, and strengthen transit hubs for easier connections and operational effectiveness.
- ◆ Evaluate the effectiveness of expanded services from and to developing communities.
- ◆ Plan and promote the Region's requirements for a transit-first community in finalizing the Seaton Implementation Plan.
- ◆ Develop, update and monitor key performance indicators reflective of service consumption and quality in relation to service guidelines.
- ◆ Continue to develop fully-accessible routes with hard-surfaced stops and shelters.
- ◆ Continue to upgrade and expand on-street infrastructure including bus stops and signage.
- ◆ Manage DRT agreements for advertising on transit shelters and transit benches.
- ◆ Plan and manage the continued implementation of the PRESTO fare card. Participate in the development and launch of the Specialized Services on-board solution.
- ◆ Manage the consistent administration and application of DRT point-of-sale cash control and record-keeping best practices.
- ◆ Monitor the use and billing of the DRT/GO Transit Local Fare agreement for GO Bus services. Continue to promote a cost-effective migration of existing GO riders to DRT cross-regional routes where more efficient services are provided by DRT.
- ◆ Meet time-lines, information requirements and guidelines established by Region Council for the 2018 DRT Budget and Business Plan.
- ◆ Monitor Provincial Gas Tax Funding eligibility requirements and comply with reporting requirements of the Ridership Growth Plan and Asset Management Plan.
- ◆ Monitor and administer the DRT attendance management model and establish policies and promote best practices related to health and safety.



**2017 Program Detail**

**Durham Region Transit**

**2017 Service Enhancements and Efficiencies:**

- ◆ DRT service levels will be constantly monitored to evaluate route performance and take corrective action if required. Savings that are achieved through service efficiencies may be reallocated to enable modest but strategic DRT route adjustments and/or address routes operating over capacity, subject to the approval of the Transit Executive Committee, Committee of the Whole and Regional Council.
- ◆ Develop proposed 2018 Annual Service Plan to determine DRT service planning priorities.

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 36                      New Position: 1 Analytics Manager  
2016 Full Time Staff = 35

**PROGRAM 1  
ADMINISTRATION**



**2017 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	4,132	4,301	4,429	(56)	4,373
Personnel Related	182	218	219	(39)	180
Communications	378	382	382	(20)	362
Supplies	70	86	86	(10)	76
Computer Maintenance & Operations	691	691	691	140	831
Materials & Services	272	254	254	(41)	213
Equipment Maintenance & Repairs	168	178	178	(7)	171
Vehicle Operations	153	172	171	-	171
Professional Services	272	247	246	(28)	218
Contracted Services	203	219	220	3	223
Leased Facilities Expenses	25	25	25	1	26
Year end Adjustments	44	44	44	-	44
Insurance	1,591	1,591	1,621	25	1,646
<b>Operating Expenses Subtotal</b>	<b>8,181</b>	<b>8,408</b>	<b>8,566</b>	<b>(32)</b>	<b>8,534</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	2,539	2,539	2,594		2,594
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>2,539</b>	<b>2,539</b>	<b>2,594</b>	<b>-</b>	<b>2,594</b>
<b>Gross Operating Expenses</b>	<b>10,720</b>	<b>10,947</b>	<b>11,160</b>	<b>(32)</b>	<b>11,128</b>



**2017 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Operations manages and delivers fully accessible conventional transit fixed-route service.

**Description of Program Activities:**

- ◆ Manage the delivery of safe and reliable conventional transit services for DRT's fixed routes.
- ◆ Develop and implement policies, processes and procedures that comply with the Accessibility for Ontarians with Disabilities Act (AODA) legislative requirements specific to Conventional Services providers with respect to DRT services, facilities and accommodations.
- ◆ Manage the Transit Control Centre to maintain reliable service and communications and provide consistent and coordinated response to incidents affecting transit.
- ◆ Standardize procedures and practices to ensure consistency throughout all DRT Operations.
- ◆ Monitor employee compliance with DRT Standard Operating Procedures that ensure consistent operating and customer service practices.
- ◆ Administer the attendance management program and other corporate policies and procedures that promote best practices related to health, safety and the environment.
- ◆ Enhance Emergency and Security Preparedness procedures and processes to ensure effective transit response to DRT and Regional safety and security incidents.
- ◆ Manage the development of a Risk Assessment Strategy and Transit Secure Program for DRT in consultation with other Regional departments and outside agencies.
- ◆ Manage employee development programs to ensure all operators meet with their supervisor bi-annually to discuss work performance and personal and professional development.
- ◆ Maintain annual operator training to review operational policies and procedures, customer service excellence, and defensive driving.

**Description of Program Resources:**

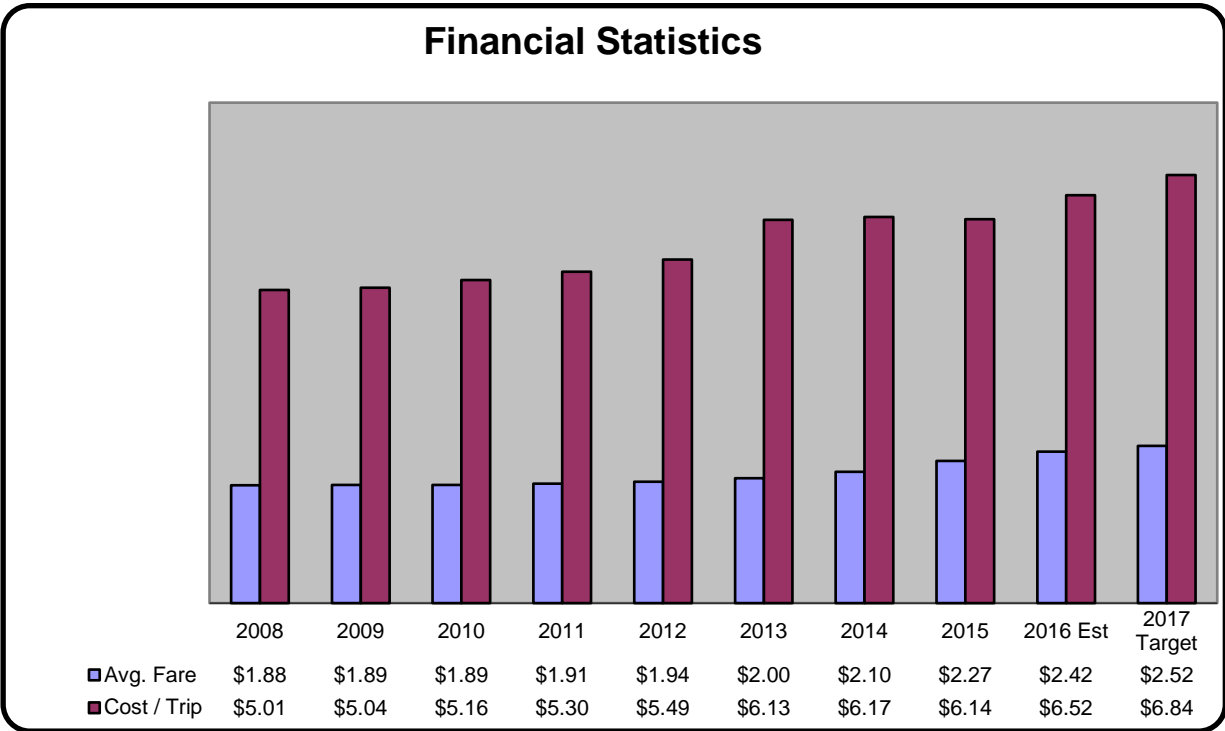
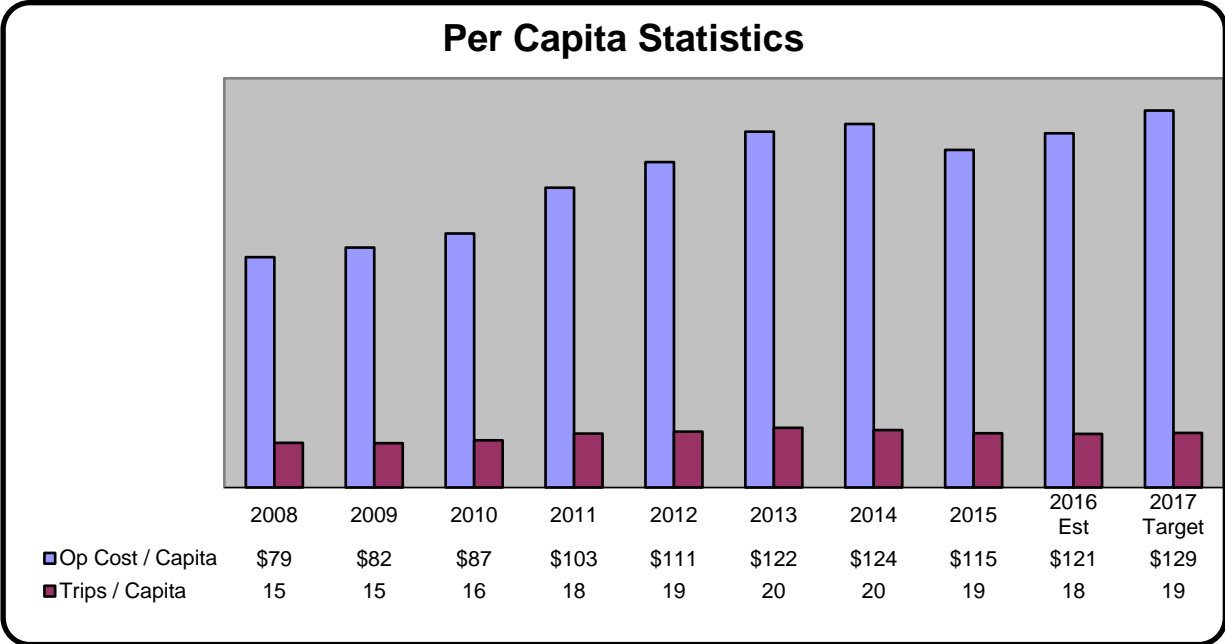
- ◆ 2017 Full Time Staff = 278                      New Positions: 1 Transit Supervisor; 2 Conventional Operators  
2016 Full Time Staff = 275



**2017 Program Detail**

**Durham Region Transit**

**Performance Measurements:**



Note: Cost based on CUTA's definition for Total Operating Expense

Definition of a Trip - Riding one way from origin to final destination, counts as one trip, even if multiple transfers are taken.

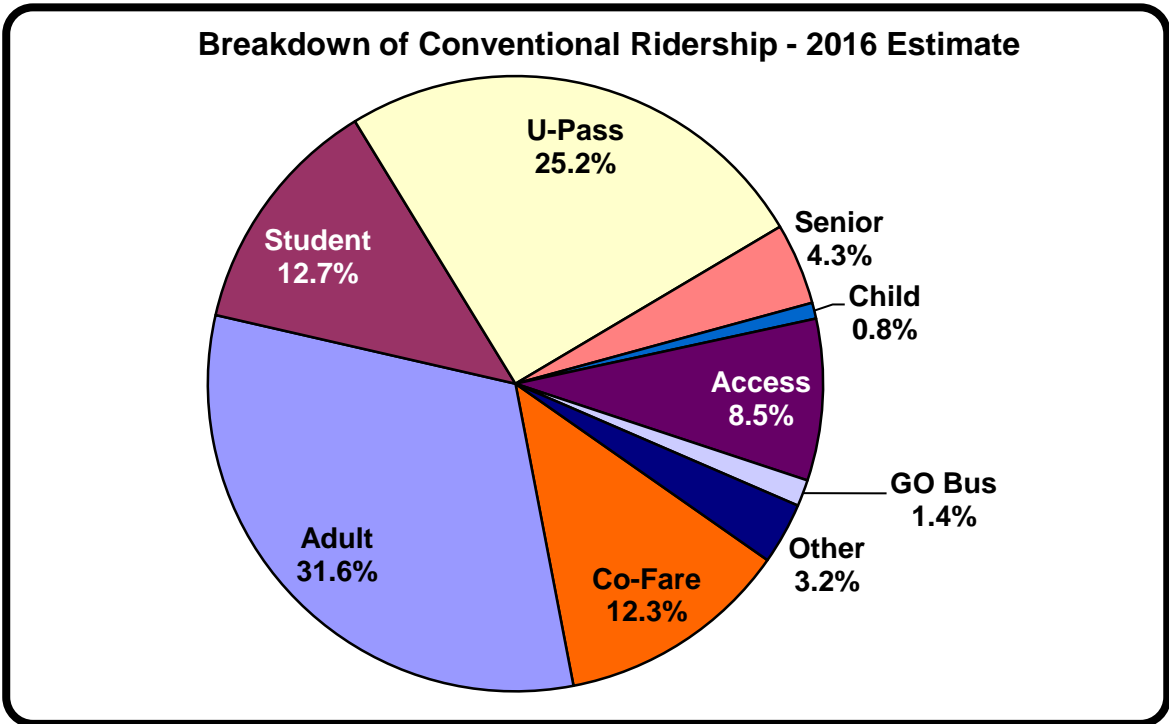
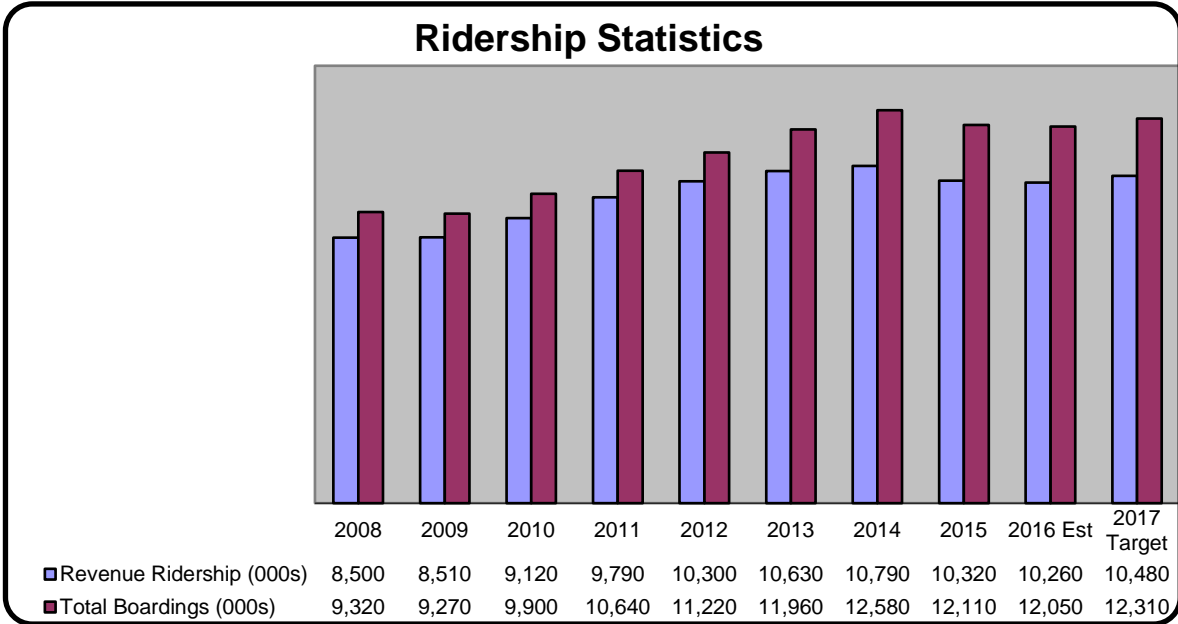




**2017 Program Detail**

**Durham Region  
Transit**

**Performance Measurements (Continued):**

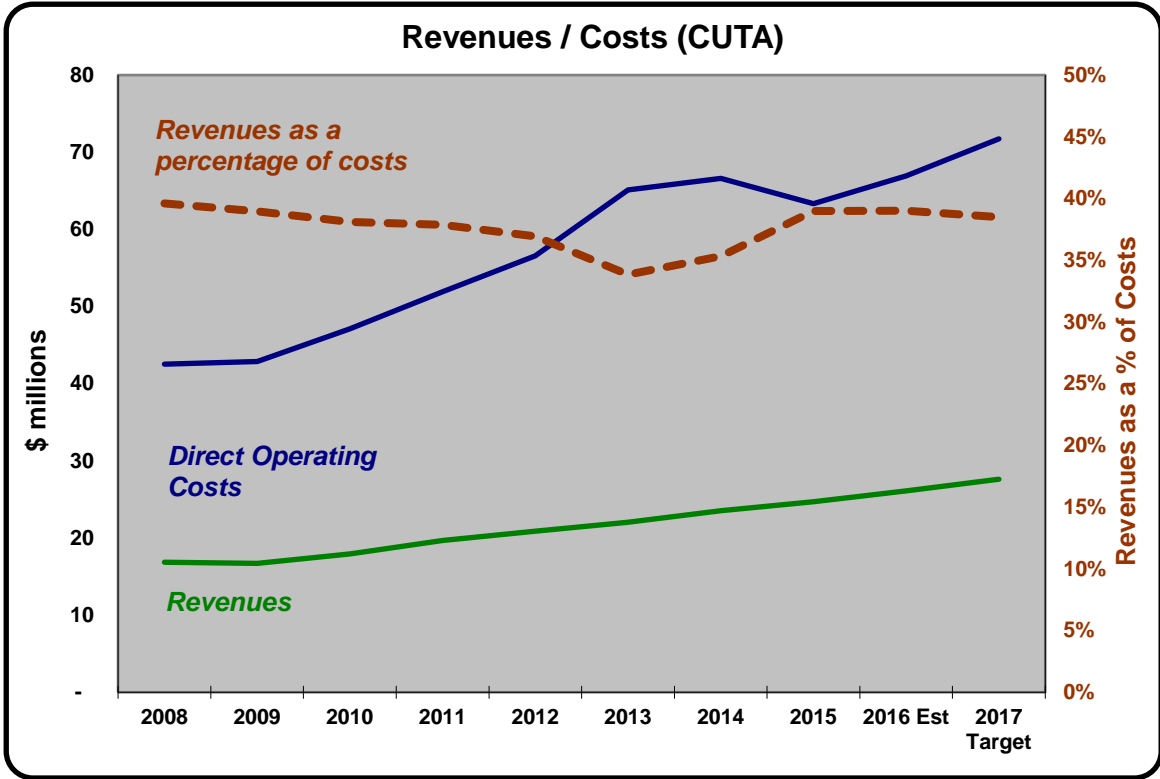




**2017 Program Detail**

**Durham Region  
Transit**

**Performance Measurements (Continued):**



**PROGRAM 2  
OPERATIONS**



**2017 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	28,518	28,575	30,078	184	30,262
Personnel Related	242	231	239	12	251
Communications	26	29	29	-	29
Equipment Maintenance & Repairs	3	4	4	-	4
Professional Services	1	20	11	-	11
Transit Bus Contract	5,681	5,153	5,539	825	6,364
Contracted Services	1,663	1,525	1,524	(16)	1,508
Leased Facilities Expenses	14	34	15	12	27
Major Repairs & Renovations	4	4	-	-	-
<b>Gross Operating Expenses</b>	<b>36,152</b>	<b>35,575</b>	<b>37,439</b>	<b>1,017</b>	<b>38,456</b>



**2017 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Maintenance manages, maintains and upkeep DRT's fleet, equipment, buildings, infrastructure and contracts, so that DRT's capital assets remain in a state of good repair, are safe and ready for customers and employees, and are replaced and expanded as needed.

**Description of Program Activities:**

- ◆ Facilitate the occupancy and move in of relevant DRT functions to the New Raleigh Maintenance Facility, with support from the Works Department and Corporate Services - Information Technology.
- ◆ Continue to harmonize and update preventative maintenance systems and operating procedures between DRT locations in compliance with applicable legislation and industry best practise.
- ◆ Maintain the revenue and non-revenue fleets in a state of good repair, meeting or exceeding industry standards and manufacturers' requirements while minimizing vehicle downtime and capturing warranty claims on new equipment or parts.
- ◆ Review the conventional fleet refurbishment program and establish standards for refurbishment projects.
- ◆ Review and establish optimal cost efficient life cycle of Conventional and Specialized Services buses.
- ◆ Arrange installation, perform routine maintenance and support smart technology and other accessories on board DRT vehicles.
- ◆ Refine DRT bus specifications and work with other agencies to define and purchase replacement and expansion vehicles for Conventional and Specialized Services and for support and service vehicles.
- ◆ Manage and monitor contractor performance for the maintenance of bus stops, shelters and garbage collection.
- ◆ Manage, monitor and provide feedback on contractor performance for the maintenance portion of the contracted services contract.
- ◆ Continue to purchase fully accessible buses and maintain an orderly fleet turnover process, ensuring the fleet is cost-effective to operate and remains contemporary. Participate in joint procurement projects sponsored by Metrolinx. When Metrolinx procurement is not available, create RFP's or tenders for vehicle and equipment replacement.
- ◆ Participate in industry programs for technical and performance advances in equipment, procedures and in staff development.
- ◆ Manage and optimize DRT parts inventory to reduce costs where possible through procedures and guidelines that ensure competitive bidding and cost effective purchasing practices and inventory control processes in accordance with the Region's Purchasing By-Law.
- ◆ Monitor and administer the DRT attendance management model, establish policies and promote best practices related to health, safety and respect in the workplace.
- ◆ Implement and monitor appropriate performance measures.
- ◆ Continue to advance fuel management and monitoring measures.
- ◆ Review, update, and create where necessary, Safe Operating Procedures (SOP's).

**Description of Program Resources:**

- ◆ 2017 Full Time Staff = 64
- ◆ 2016 Full Time Staff = 64

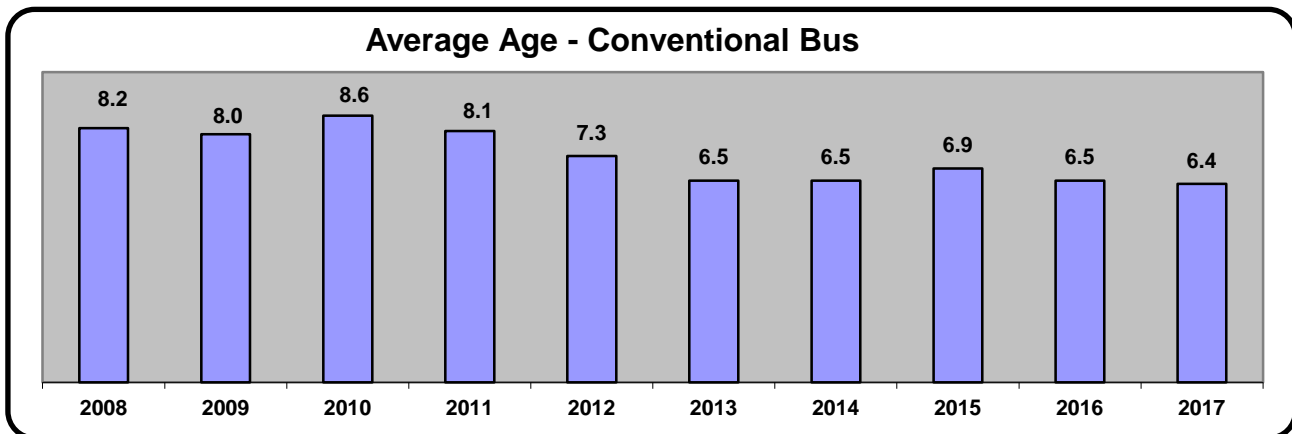
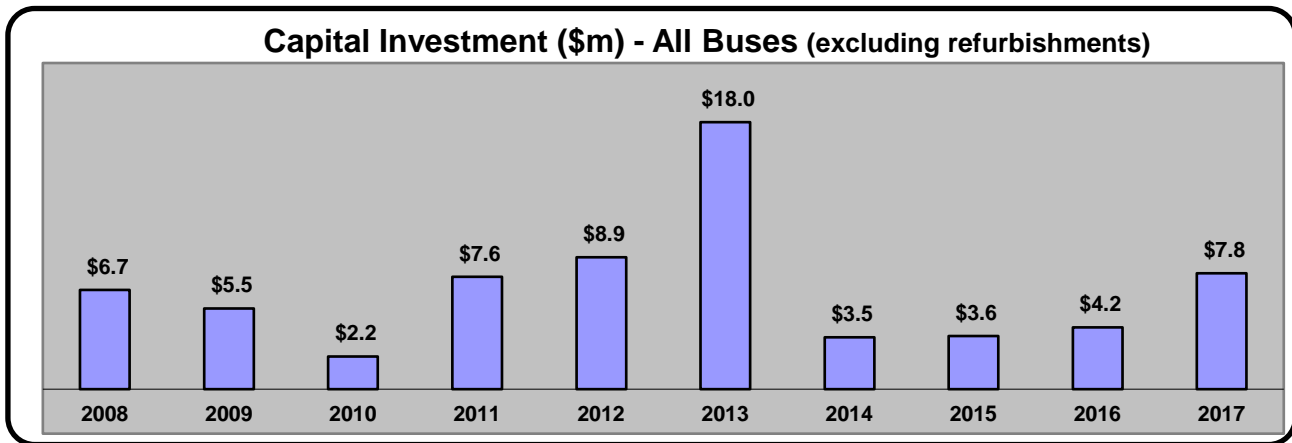
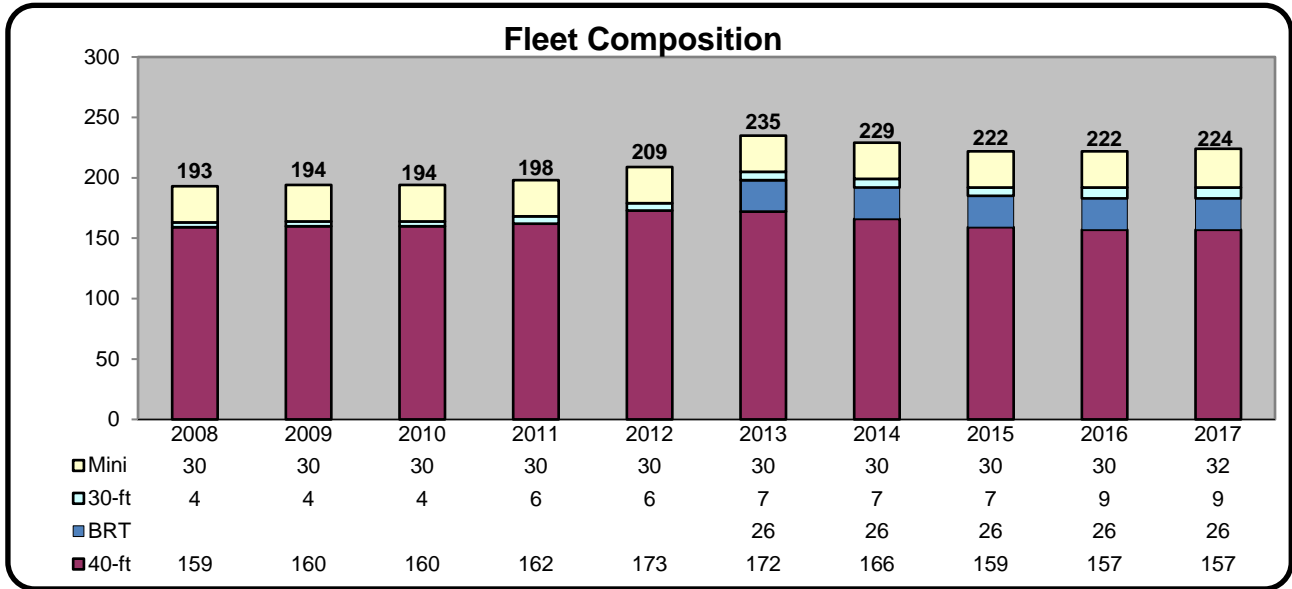
# PROGRAM 3 MAINTENANCE - EQUIPMENT



## 2017 Program Detail

## Durham Region Transit

### Performance Measurements:

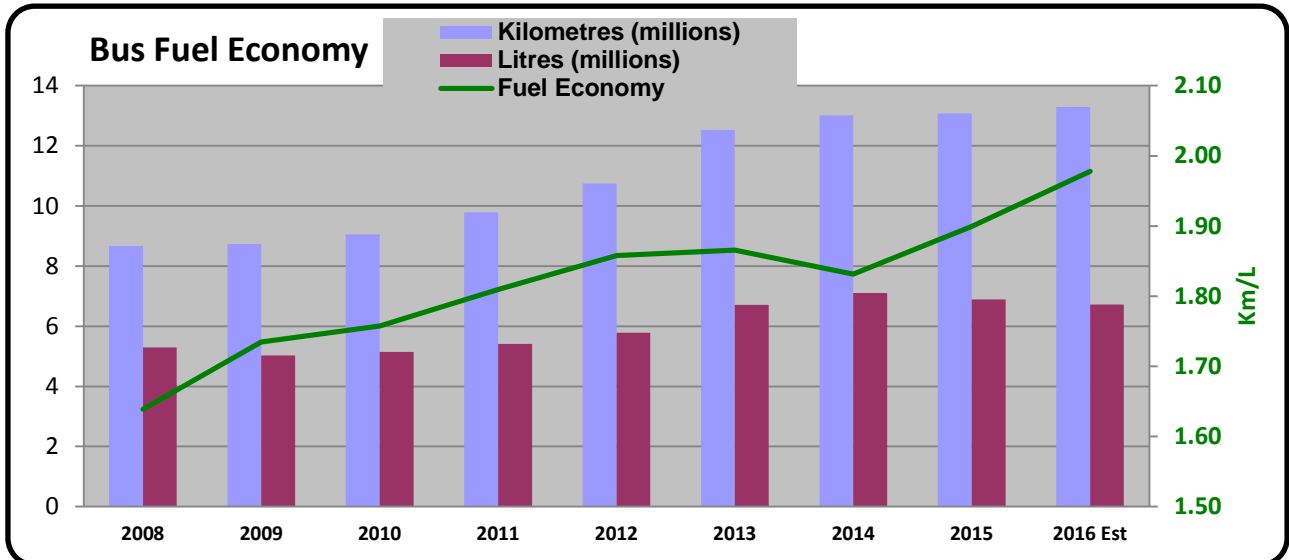
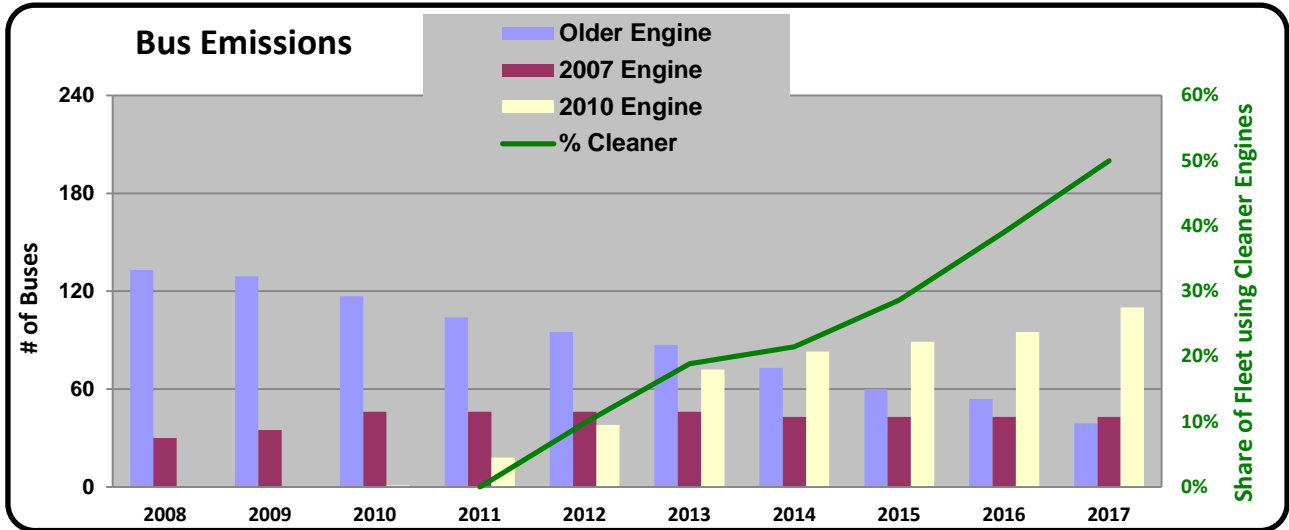




2017 Program Detail

Durham Region Transit

Performance Measurements (Continued):



**PROGRAM 3  
MAINTENANCE - EQUIPMENT**



**2017 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	7,478	7,516	7,927	(14)	7,913
Personnel Related	159	151	153	(1)	152
Supplies	3,403	3,375	3,431	5	3,436
Equipment Maintenance & Repairs	77	98	98	(12)	86
Vehicle Operations	6,291	7,875	7,993	8	8,001
Professional Services	20	26	24	2	26
Minor Assets & Equipment	35	61	40	29	69
Major Repairs & Renovations	1,049	543	508	-	508
<b>Gross Operating Expenses</b>	<b>18,512</b>	<b>19,645</b>	<b>20,174</b>	<b>17</b>	<b>20,191</b>



## 2017 Program Detail

## Durham Region Transit

### Purpose:

- ◆ DRT Specialized Service provides demand-responsive, origin-to-destination transportation services to eligible persons with disabilities using the full range of available public transportation services.

### Description of Program Activities:

- ◆ Develop and implement policies, processes and procedures that comply with the Accessibility for Ontarians with Disabilities Act (AODA) requirements specific to Specialized Services providers with respect to DRT services, facilities and accommodations.
- ◆ Develop and administer cost-effective, fair and consistent policies relative to eligibility, trip reservation processes, and automated trip scheduling processes.
- ◆ Investigate opportunities to coordinate dispatch resources to support demand-responsive services within low-demand transit areas utilizing available vehicle capacity.
- ◆ Maintain trip booking hours at seven days a week to comply with the trip booking requirement of the integrated accessibility standard (191/11) under the AODA.
- ◆ Deliver customer service excellence, ensure all staff demonstrate care and sensitivity in meeting the needs of customers.
- ◆ On-going delivery and community outreach to expand the DRT's travel training program which enables customers to safely and confidently utilize conventional services.
- ◆ Further improve customer mobility and travel options through enhanced coordination between Specialized and Conventional Services to plan trips for Specialized customers utilizing the full fleet of DRT accessible vehicles.
- ◆ Utilization of the automated GPS based paperless scheduling system to optimize efficiency of Specialized Service and contracted accessible taxi scheduling and improve customer service delivery performance.
- ◆ Monitor employee compliance with DRT Standard Operating Procedures to ensure consistent practices and maximum safety.
- ◆ Monitor Key Performance Indicators including cost-per-trip of both dedicated (DRT bus/operator) and non-dedicated (taxi) service.
- ◆ Manage employee development programs to ensure all operators meet with their supervisor bi-annually to discuss work performance and personal and professional development.
- ◆ Maintain annual operator training to review operational policies and procedures, customer service excellence, and defensive driving.
- ◆ Implement a revised Support Person Card and process that will ensure consistency with partner transit agencies in the Greater Toronto and Hamilton Area.
- ◆ Administer the attendance management program and establish policies and procedures that promote best practices related to health, safety and the environment.

### Description of Program Resources:

- ◆ 2017 Full Time Staff = 29  
2016 Full Time Staff = 29

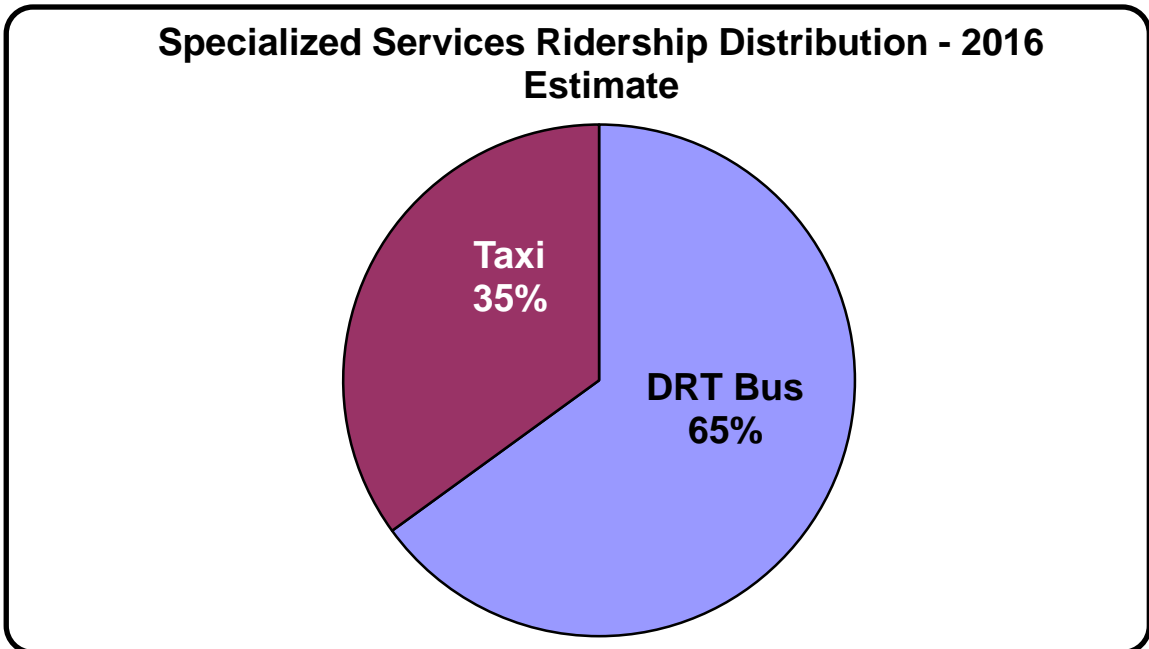
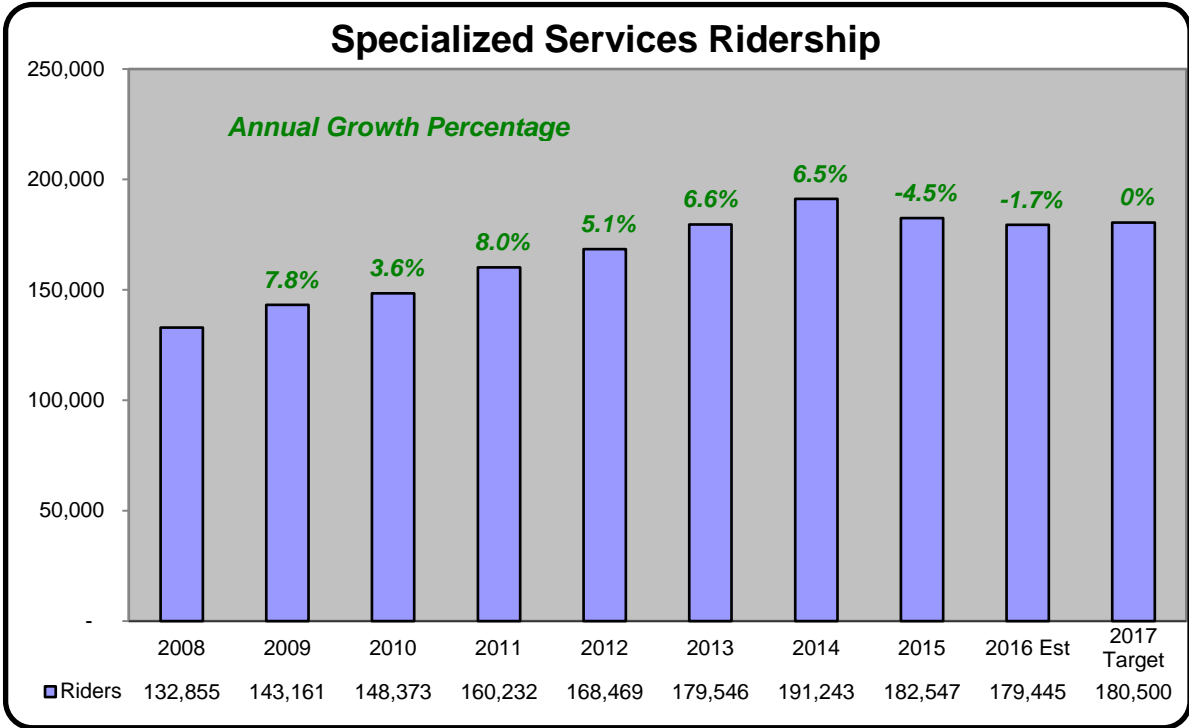




**2017 Program Detail**

**Durham Region  
Transit**

**Performance Measurements:**

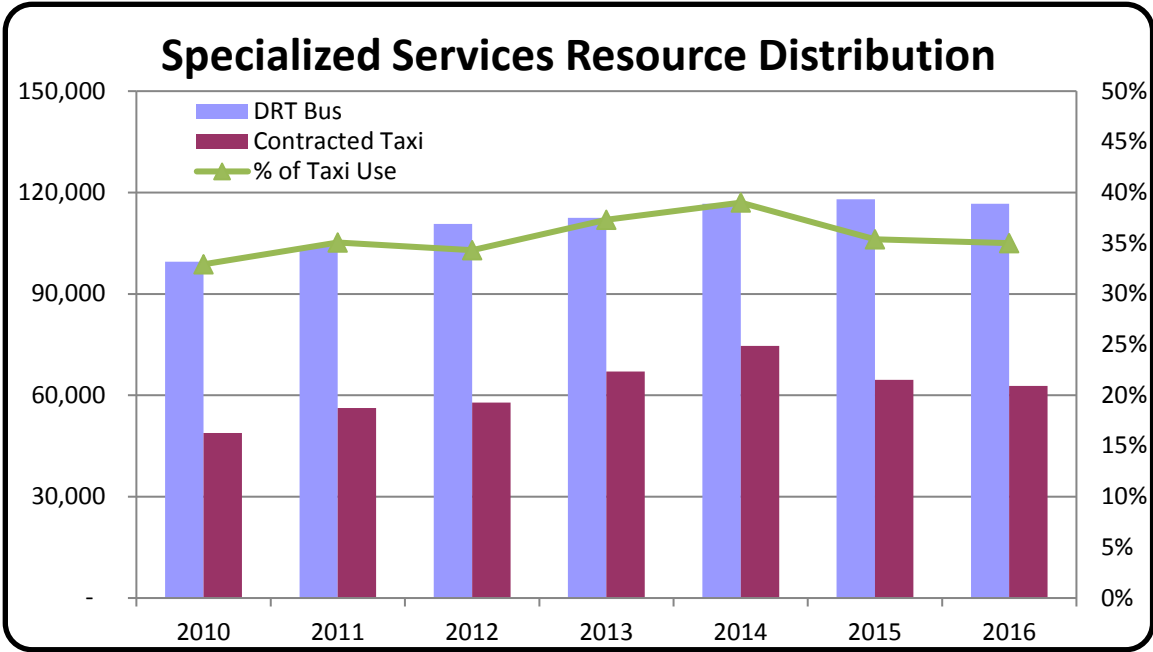




**2017 Program Detail**

**Durham Region  
Transit**

**Performance Measurements (Continued):**



**PROGRAM 4  
SPECIALIZED SERVICE**



**2017 Program Detail**

**Durham Region Transit**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	3,901	3,993	4,171	25	4,196
Personnel Related	40	42	43	(3)	40
Communications	9	9	9	-	9
Supplies	236	204	204	(2)	202
Equipment Maintenance & Repairs	1	2	2	-	2
Vehicle Operations	300	362	362	-	362
Professional Services	3	9	7	-	7
Contracted Services (Taxi)	1,232	1,222	1,222	-	1,222
Minor Assets & Equipment	1	2	-	-	-
<b>Gross Operating Expenses</b>	<b>5,723</b>	<b>5,845</b>	<b>6,020</b>	<b>20</b>	<b>6,040</b>



**2017 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Operations North manages and administers Conventional and Specialized Services in the North Durham communities of Scugog, Uxbridge, and Brock Townships.

**Description of Program Activities:**

- ◆ Administer the requirements of the contracted Conventional services to serve the North Durham communities and deliver Specialized Services using DRT resources and contracted taxis.
- ◆ Continue to develop fully accessible transit services in North Durham through ongoing and effective communication with key stakeholders.
- ◆ Monitor and explore ways to enhance public transit service and connections with communities in Uxbridge, Scugog and Brock, University of Ontario Institute of Technology, Durham College and the rest of the DRT system. Further integration with the GO Transit provided complementary services.
- ◆ Develop transit hub locations in Brock, Scugog and Uxbridge to include hard surface stops and shelters that support the integrated service delivery model.
- ◆ Monitor contractor compliance with DRT Standard Operating Procedures to ensure consistent customer service practices.
- ◆ Enhance accessible travel options for persons with disabilities, helping them achieve more independence by providing improved Regional mobility.
- ◆ Employ cost-effective service delivery methods (i.e. contracted accessible taxis) to optimize the use of Specialized Service resources.
- ◆ Monitor performance of contracted specialized transit services provided in DRT northern service areas.

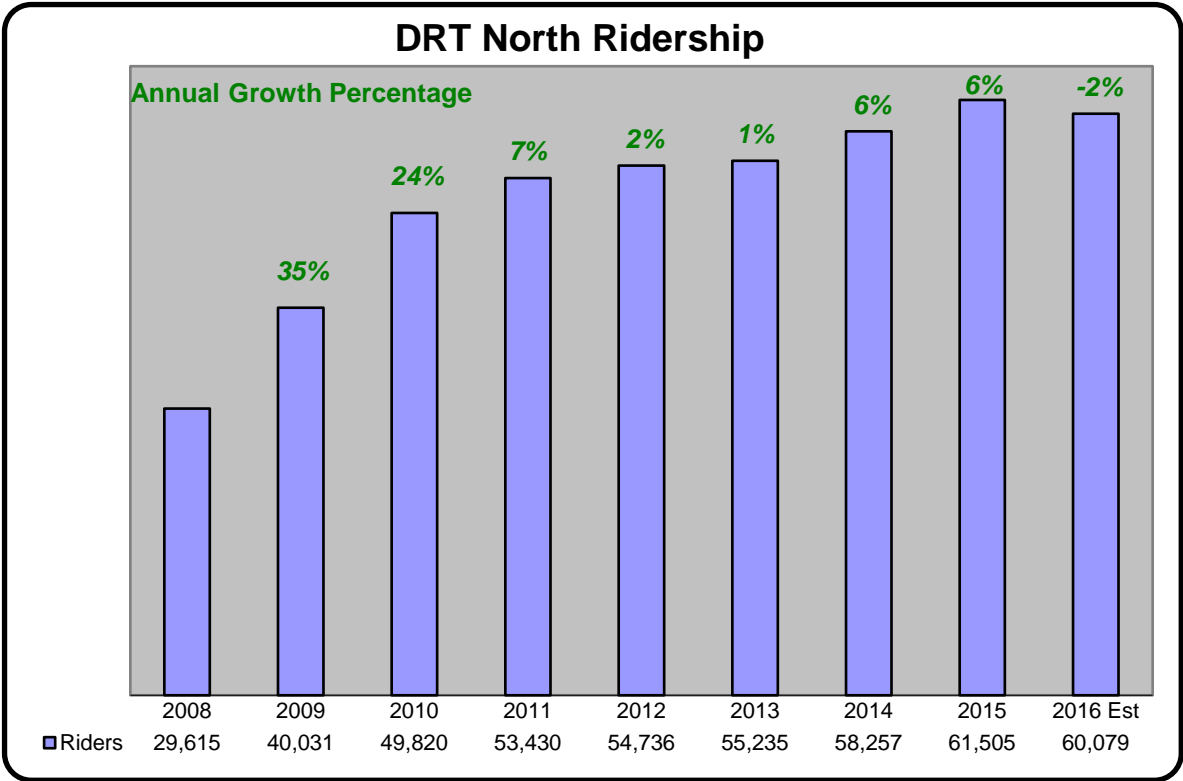
Note: Consistent with prior years, the costs and revenue associated with Route 950 is reflected in the Operations Program.



**2016 Program Detail**

**Durham Region Transit**

**Performance Measurements:**



\* Route #950 introduced September 2007

**PROGRAM 5  
NORTHERN SERVICE**



**2017 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	-	-	-	35	35
Supplies	-	-	-	51	51
Materials & Services	-	5	5	(5)	-
Vehicle Operations	35	56	56	27	83
Transit Bus Contract	330	348	366	81	447
Contracted Services (Taxi)	240	247	247	18	265
<b>Total Expenses</b>	<b>605</b>	<b>656</b>	<b>674</b>	<b>207</b>	<b>881</b>



**2017 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ Region of Durham Works Department - Facilities Management Division, external contractors and Transit Maintenance personnel provide facility maintenance and cleaning support to DRT facilities.

**Description of Program Activities:**

- ◆ Maintain effective preventative maintenance programs for DRT facilities.
- ◆ Maintain DRT facilities in a state of good repair and in compliance with applicable legislation.
- ◆ Ensure ongoing and effective communication between the Region's Works Department, external contractors and DRT Maintenance personnel concerning ongoing maintenance and repair of DRT facilities.
- ◆ Sub-contract services that support DRT requirements for mechanical, electrical and HVAC system maintenance.

**Description of Program Resources:**

- ◆ 2017 Full Time staff = 2  
2016 Full Time staff = 2

**PROGRAM 6  
FACILITIES MANAGEMENT**



**2017 Program Detail**

**Durham Region Transit**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	156	163	169	-	169
Supplies	43	38	38	(6)	32
Utilities	535	535	572	159	731
Materials & Services	44	58	58	17	75
Buildings & Grounds Operations	250	239	239	41	280
Equipment Maintenance & Repairs	134	134	134	42	176
Contracted Services	71	76	67	45	112
Leased Facilities Expenses	-	2	2	-	2
Property Taxes	174	199	199	132	331
Major Repairs & Renovations	16	13	-	12	12
<b>Operating Expenses Subtotal</b>	<b>1,423</b>	<b>1,457</b>	<b>1,478</b>	<b>442</b>	<b>1,920</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works Department Charge	151	101	101	-	101
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>151</b>	<b>101</b>	<b>101</b>	<b>-</b>	<b>101</b>
<b>Net Program Expenses</b>	<b>1,574</b>	<b>1,558</b>	<b>1,579</b>	<b>442</b>	<b>2,021</b>



**PROGRAM 7  
DEBT SERVICE**



**2017 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Debt Charges	1,037	1,037	1,037	-	1,037
<b>Net Program Expenses</b>	<b>1,037</b>	<b>1,037</b>	<b>1,037</b>	<b>-</b>	<b>1,037</b>



**2017 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ The Rapid Transit Office (RTO) is a temporary project management office that has been established to oversee the implementation of the various Highway 2 Quick Win (Phase 1) Bus Rapid Transit (BRT) project elements, including the PULSE service. Core elements of this project include road widenings, new buses, facility expansions, smart technology and passenger amenities at bus stops. As a joint initiative of DRT and the Region's Works Department, the RTO will continue to work in consultation and coordination with other Regional Departments to complete this significant multi-year project (ending 2018) for Durham.

**Description of Program Activities:**

- ◆ Complete BRT road construction at the Brock Road, Westney Road and Whites Road intersections.
- ◆ Close project for the Westney Division facility.
- ◆ Complete construction of the New Raleigh Maintenance Facility.
- ◆ Advance and integrate deployment of smart technology, including Transit Signal Priority (TSP) along Highway 2, Computer Aided Dispatch / Automated Vehicle Location (CAD/AVL) and supporting technological features.
- ◆ Continue to liaise with consultants and contractors in completing the various project elements.
- ◆ Participate in discussions with Metrolinx / GO Transit and other stakeholders for developing and implementing an effective communications strategy.
- ◆ Continue to monitor and refine the budget and schedule for the project.
- ◆ Maintain liaison with and report to Metrolinx/Province through the Project Oversight Committee, in accordance with the Contribution Agreement.
- ◆ Assist in pursuit of funding opportunities for advancing the project to Phase 2 BRT.
- ◆ Report to Transit Executive Committee and Regional Council on critical project matters.

**PROGRAM 8  
BUS RAPID TRANSIT**



**2017 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	248	253	148	-	148
Personnel Related	4	6	4	-	4
Communications	1	1	1	-	1
Supplies	2	2	1	-	1
Materials & Services	2	3	-	-	-
<b>Net Program Expenses</b>	<b>257</b>	<b>265</b>	<b>154</b>	<b>-</b>	<b>154</b>

**PROGRAM 9  
TANGIBLE CAPITAL ASSETS - NEW**



**2017 Program Detail**

**Durham Region Transit**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration</u></b>			
1 Laptop Computers	2	1,500	3,000
<b><u>Maintenance</u></b>			
2 Work Benches	30	1,200	36,000
3 Explosion Proof Cabinets	2	1,440	2,880
4 Vidmar Cabinets	2	3,000	6,000
5 Wall Cabinets	2	1,500	3,000
6 Battery Booster and Reels	1	13,000	13,000
7 Flag Poles	3	3,000	9,000
8 Shelving and Cabinets	1	25,000	25,000
Subtotal			94,880
			97,880
Capital Program - see separate schedule			1,184,000
			<b>1,281,880</b>

**PROGRAM 10  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Durham Region Transit**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration</u></b>			
1 Laptop Computers	3	1,500	4,500
2 Desktop Computers	10	700	7,000
3 Computer Monitors	5	250	1,250
4 Yoga Laptop Computer	1	2,200	2,200
5 Power Desktop Computer	1	1,700	1,700
			16,650
<b><u>Maintenance</u></b>			
6 Scissor Lift	1	17,000	17,000
7 Toughbook Computers	2	1,925	3,850
			20,850
			<b>37,500</b>



**2017 Capital Budget & 2018 to 2026 Forecast**

**Durham Region Transit**

**CAPITAL EXPENDITURES (\$ 000's)**

EXPENDITURES	2017		2018		2019		2020		2021		2022-2026		TOTAL	
	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
<b>GROWTH RELATED CAPITAL</b>														
<b>BUSES:</b>														
Conventional Large Bus Expansion (40 Ft)	-	-	7	3,561	2	1,017	5	2,543	10	5,087	29	14,751	53	26,959
Conventional Small Bus Expansion (30 Ft)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
North Strategy Small Bus (PTIF)	2	400	-	-	-	-	-	-	-	-	-	-	2	400
Specialized Bus Expansion	-	-	1	200	-	-	1	200	1	200	2	400	5	1,000
Non Revenue Service Vehicle	1	35	1	35	-	-	-	-	-	-	-	-	2	70
<b>subtotal</b>	<b>3</b>	<b>435</b>	<b>9</b>	<b>3,796</b>	<b>2</b>	<b>1,017</b>	<b>6</b>	<b>2,743</b>	<b>11</b>	<b>5,287</b>	<b>31</b>	<b>15,151</b>	<b>62</b>	<b>28,429</b>
<b>FACILITIES:</b>														
Contracted Transit Services Transition	-	-	-	-	-	-	-	-	-	100	-	100	-	200
DRT Facility Needs Planning	-	100	-	-	-	-	-	-	-	-	-	-	-	100
New Indoor Bus Storage/Service Facility	-	-	-	5,000	-	50,000	-	-	-	100	-	-	-	55,100
Raleigh Office Area Demolition/Rebuild	-	-	-	-	-	-	-	-	1,000	-	-	-	-	1,000
New Facility in Seaton Phase 1	-	-	-	-	-	-	-	-	-	-	-	25,000	-	25,000
Furniture, Fixtures, and Equipment (FFE)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>subtotal</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200</b>	<b>-</b>	<b>25,100</b>	<b>-</b>	<b>81,400</b>
<b>SYSTEMS IMPROVEMENT:</b>														
Additional PRESTO for Growth Buses	2	27	7	95	2	27	5	67	10	135	29	392	55	743
Additional Fareboxes/Radios For Growth Buses	2	37	7	133	2	37	5	97	10	189	29	542	55	1,035
Additional ITS/Annunciators for Growth Buses	2	30	7	105	2	30	5	75	10	150	29	435	55	825
Automated Q-strait	2	32	7	112	2	32	5	80	10	160	29	464	55	880
On Board Security/IT Infrastructure/Camera (PTIF)	-	2,000	-	-	-	-	-	-	-	-	-	-	-	2,000
Smart Technology Upgrades	-	25	-	250	-	250	-	250	-	250	-	1,250	-	2,275
<b>subtotal</b>	<b>8</b>	<b>2,151</b>	<b>28</b>	<b>695</b>	<b>8</b>	<b>376</b>	<b>20</b>	<b>569</b>	<b>40</b>	<b>884</b>	<b>116</b>	<b>3,083</b>	<b>220</b>	<b>7,758</b>
<b>REPLACEMENT / REHABILITATION CAPITAL</b>														
<b>BUSES:</b>														
New Conventional Bus Replacement (40 Ft) (PTIF)	13	6,612	11	5,596	10	5,087	10	5,087	10	5,087	50	25,434	104	52,903
New Conventional Bus Replacement (30 Ft)	-	-	-	-	1	400	1	400	1	400	5	2,000	8	3,200
Specialized Mini Bus Replacement (PTIF)	4	800	4	800	4	800	4	800	4	800	20	4,000	40	8,000
Structural Refurbishing of Buses (PTIF)	5	1,010	17	3,226	9	1,665	9	1,665	9	1,665	45	8,325	94	17,556
Service Vehicle Replacement	1	35	2	150	1	35	3	145	2	70	13	665	22	1,100
<b>subtotal</b>	<b>23</b>	<b>8,457</b>	<b>34</b>	<b>9,772</b>	<b>25</b>	<b>7,987</b>	<b>27</b>	<b>8,097</b>	<b>26</b>	<b>8,022</b>	<b>133</b>	<b>40,424</b>	<b>268</b>	<b>82,759</b>
<b>FACILITIES:</b>														
Westney	-	488	-	-	-	-	-	-	-	-	-	-	-	488
Raleigh (PTIF)	-	7,450	-	-	-	-	-	-	-	-	-	-	-	7,450
Maintenance Shop Equipment	-	115	-	12	-	66	-	-	-	12	-	25	-	230
<b>subtotal</b>	<b>-</b>	<b>8,053</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>66</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>8,168</b>
<b>SYSTEMS IMPROVEMENT:</b>														
PRESTO/INIT MACD- Decommn/install	13	156	11	132	11	132	11	132	11	132	55	660	112	1,344
New Flyer Seat Stanchion retro-fit	148	107	-	-	-	-	-	-	-	-	-	-	148	107
Passenger Amenities (AODA pads, shelters, hydro)	-	-	-	250	-	250	-	250	-	250	-	1,250	-	2,250
Radio Transition (New Arrangement)	-	-	-	-	275	2,000	-	-	-	-	-	-	275	2,000
Advanced Fuel Mgt System - Raleigh	-	-	-	250	-	-	-	-	-	-	-	-	-	250
NextGen Radio for Emergency Management	-	30	-	-	-	-	-	-	-	-	-	-	-	30
<b>subtotal</b>	<b>161</b>	<b>293</b>	<b>11</b>	<b>632</b>	<b>286</b>	<b>2,382</b>	<b>11</b>	<b>382</b>	<b>11</b>	<b>382</b>	<b>55</b>	<b>1,910</b>	<b>535</b>	<b>5,981</b>
<b>PTIF ROAD RELATED</b>														
Construction Hwy 2 BRT Lanes (Westney to Harwood)	-	8,950	-	-	-	-	-	-	-	-	-	-	-	8,950
Design/Utility for Hwy 2 BRT Lanes (Brock to Glenanna)	-	1,000	-	-	-	-	-	-	-	-	-	-	-	1,000
On Road Cycling Lane Hwy 2 (Lake Ridge to Galea)	-	330	-	-	-	-	-	-	-	-	-	-	-	330
North Simcoe Commuter Lot	-	110	-	-	-	-	-	-	-	-	-	-	-	110
<b>subtotal</b>	<b>-</b>	<b>10,390</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,390</b>
<b>TOTAL EXPENDITURES</b>	<b>195</b>	<b>29,879</b>	<b>82</b>	<b>19,907</b>	<b>321</b>	<b>61,828</b>	<b>64</b>	<b>11,791</b>	<b>88</b>	<b>15,787</b>	<b>335</b>	<b>85,693</b>	<b>1,085</b>	<b>224,885</b>

FINANCING	2017	2018	2019	2020	2021	2022-2026	TOTAL
	\$	\$	\$	\$	\$	\$	\$
<b>REGULAR CAPITAL PROGRAM</b>							
Property Taxes	1,184	3,145	3,275	2,302	4,584	12,149	26,639
Development Charges-Residential	23	1,598	3,193	946	2,005	6,813	14,578
Development Charges-Non Residential	13	885	1,769	524	1,111	3,774	8,076
Ontario Gas Tax Revenue	6,599	6,519	7,979	8,019	8,087	40,151	77,354
Debentures	3,725	4,561	45,612	-	-	22,806	76,704
PTIF	14,331	3,198	-	-	-	-	17,529
Quick Win Phase 1 Hwy 2 BRT	2,600	-	-	-	-	-	2,600
Other	1,405	-	-	-	-	-	1,405
<b>TOTAL FINANCING</b>	<b>29,879</b>	<b>19,907</b>	<b>61,828</b>	<b>11,791</b>	<b>15,787</b>	<b>85,693</b>	<b>224,885</b>

Note: Rows and Columns may not add due to rounding.

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## 2017 Business Plan

Durham Regional Local  
Housing Corporation

### Major Services & Activities

#### Public Housing

- ◆ Provide effective property management services for 1,276 units.
- ◆ Undertake tenant selection and placement, income verification, rent calculation and rent collection activities.
- ◆ Undertake preventative and restorative property maintenance activities.
- ◆ Undertake strategic asset management through capital planning.
- ◆ Address accessibility issues in accordance with legislation.
- ◆ Implement green initiatives where possible through capital expenditure plans.

#### Affordable Housing

- ◆ Provide effective property management services for 17 units.
- ◆ Undertake tenant selection and placement, income verification, rent calculation and rent collection activities.
- ◆ Undertake preventative and restorative property maintenance activities.
- ◆ Undertake strategic asset management through capital planning.
- ◆ Address accessibility issues in accordance with legislation.
- ◆ Implement green initiatives where possible through capital expenditure plans.



## PROGRAM SUMMARY

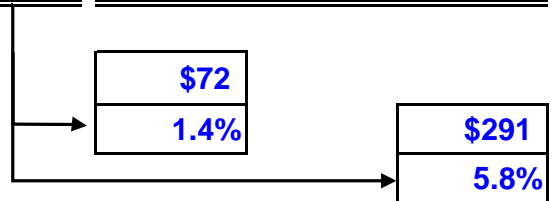


# 2017 Business Plan

# Durham Regional Local Housing Corporation

BY PROGRAM	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Public Housing	4,671	3,675	3,740	7	3,747
2 Affordable Housing	8	-	7	-	7
<b>Operating Subtotal</b>	<b>4,679</b>	<b>3,675</b>	<b>3,747</b>	<b>7</b>	<b>3,754</b>
<b>Tangible Capital Assets:</b>					
3 Replacement	745	1,300	2,653	212	2,865
3 Provincial / Federal funding (SIF / SHIP)	(45)	-	(1,353)	-	(1,353)
<b>Tangible Capital Assets Subtotal</b>	<b>700</b>	<b>1,300</b>	<b>1,300</b>	<b>212</b>	<b>1,512</b>
<b>Total Program Expenses</b>	<b>5,379</b>	<b>4,975</b>	<b>5,047</b>	<b>219</b>	<b>5,266</b>

### Summary of Increase



### Summary of Base Budget Changes

	\$	Comments
Purchased Services from Durham Region	107	Economic Increases
Operating Expenses	10	Inflationary Increases
Rental & Sundry Revenue	(45)	Inflationary Increases
	<b>72</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Regional Local Housing Corporation

\$ (000's)

#### Public Housing

- ◆ Increase in purchased service from Durham Region due to position reclassification 7

#### Tangible Capital Asset

- ◆ Net increase in Tangible Capital Assets - Replacement (Refer to Schedule) 212

**Total Program Changes** 219

# PROGRAM 1 PUBLIC HOUSING



## 2017 Program Detail

## Durham Regional Local Housing Corporation

### Purpose:

- ◆ To provide effective, direct property management services for the Durham Regional Local Housing Corporation (DRLHC) public housing stock.

### Description of Program Activities:

- ◆ Property Management Services include preventative and restorative property maintenance, capital planning and asset management.
- ◆ Rent Geared-to-Income (RGI) program delivery includes tenant selection and placement, income verification, rent calculation and collection.
- ◆ DRLHC properties provide a total of 1,293 units for RGI households, of which 1,276 are part of the Region's RGI Service Level Standard, located as follows:

<u>AREA</u> <u>MUNICIPALITY</u>	<u>ADDRESS</u>	<u>TENANT</u> <u>CATEGORY</u>	<u>SOCIAL</u> <u>HOUSING</u> <u>UNITS</u>	<u>TOTAL</u> <u>UNITS</u>	
Ajax	655 Harwood Avenue	Senior	129	129	*
Brock	103 Cameron Street West	Senior	26	26	
	342 Main Street	Senior	32	32	
Clarington	2 Nelson Street East	Senior	21	21	
	4 Nelson Street East	Senior	14	14	
Oshawa	Christine/Normandy/Nevis	Family	42	42	
	Lomond Street	Family	18	18	
	439 Dean Avenue	Senior	51	51	
	155 King Street East	Senior	165	165	*
	Cedar/Carlton/Wasaga	Family	35	35	
	Linden/Poplar	Family	32	32	
	Malaga Road	Family	65	65	
	460 Normandy	Senior	30	30	
	Birchcliffe/Lakeview/Ritson	Family	173	185	**
	385 Beatrice Street East	Senior	50	50	
Pickering	1910 Faylee Crescent	Senior	36	36	
	1330 Foxglove Avenue	Senior	36	36	
Scugog	327 Kellet Street	Senior	30	30	
	385 Rosa Street	Senior	38	38	
Uxbridge	20 Perry Street	Senior	51	56	**
Whitby	850 Green Street South	Senior	81	81	
	409 Centre Street South	Senior	16	16	
	315 Colborne Street West	Senior	105	105	*
			1,276	1,293	

\* Site includes 1 of 3 units used by Community Care Durham.

\*\* Includes 12 units in Oshawa and 5 units in Uxbridge constructed and operated under the Affordable Housing Program.



**2017 Program Detail**

**Durham Regional Local  
Housing Corporation**

**Description of Program Resources:**

- ◆ Property Management and Administrative Services are provided by the staff of the Social Services, Finance and Works Departments of the Region of Durham and are charged to the program under a Service Agreement as follows:

	<u>2016</u>	<u>2017</u>
Social Services - Housing Services	25	25
Finance - Financial Housing Services	5	5
Works - Facilities Management	1	1
<b>Total</b>	<b><u>31</u></b>	<b><u>31</u></b>

**Performance Measurements:**

- ◆ Property Management Operating Cost Per Unit
- ◆ Average Monthly Arrears as a Percentage of Revenue
- ◆ Average Length of Vacancy Per Unit Turnover

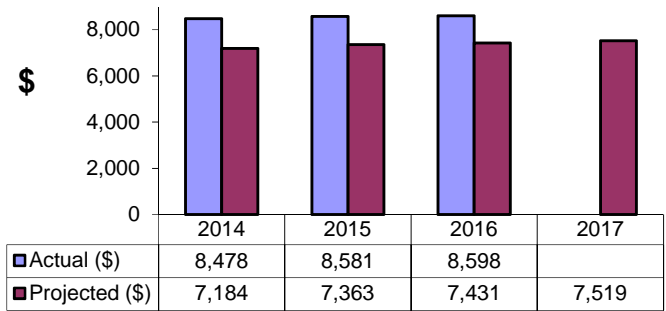


**2017 Program Detail**

**Durham Regional Local  
Housing Corporation**

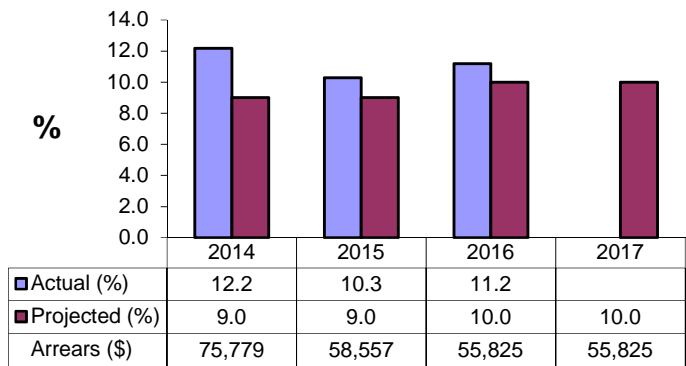
**Performance Data:**

**EFFECTIVENESS**



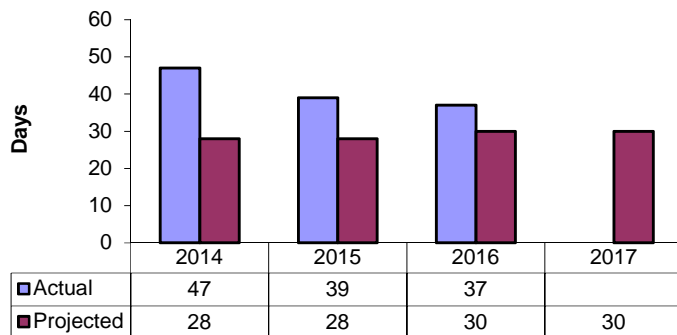
**Property Management Operating Cost Per Unit**  
Rising operating costs reflect increased maintenance cost of aging buildings.

**EFFICIENCY**



**Average Monthly Arrears as a Percentage of Revenues**  
Average month-end rent charges due as a percentage of monthly revenues.

**COMMUNITY IMPACT**



**Average Length of Vacancy Per Unit Turnover**  
Number of days a vacant unit remains unfilled due to unit repairs. On average approximately 108 senior units and 44 family units turn over per year.

**PROGRAM 1  
PUBLIC HOUSING**



**2017 Program Detail**

**Durham Regional Local  
Housing Corporation**

Detailed Cost of Program: (\$,000's)	2016		2017		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Purchased Services from Durham Region	2,971	2,971	3,076	7	3,083
Property Maintenance	2,274	1,401	1,318	-	1,318
Grounds Maintenance	931	416	365	-	365
Communication	87	87	87	-	87
Professional Services	45	45	45	-	45
Miscellaneous Services	10	10	10	-	10
Computer Maintenance & Operations	16	16	16	-	16
Insurance	204	204	210	-	210
Bad Debts	40	40	40	-	40
Property Tax	2,278	2,278	2,303	-	2,303
Utilities					
Electricity	985	947	984	-	984
Fuel	638	604	638	-	638
Water	494	463	494	-	494
Major Repairs & Renovations	507	1,060	1,060	-	1,060
<b>Gross Expenses</b>	<b>11,480</b>	<b>10,542</b>	<b>10,646</b>	<b>7</b>	<b>10,653</b>
Rental Revenue	(6,639)	(6,697)	(6,736)	-	(6,736)
Sundry Revenue	(170)	(170)	(170)	-	(170)
<b>Total Revenue</b>	<b>(6,809)</b>	<b>(6,867)</b>	<b>(6,906)</b>	<b>-</b>	<b>(6,906)</b>
<b>Net Program Expense</b>	<b>4,671</b>	<b>3,675</b>	<b>3,740</b>	<b>7</b>	<b>3,747</b>

**PROGRAM 1  
PUBLIC HOUSING**



**2017 Program Detail  
Major Repairs & Renovations**

**Durham Regional Local  
Housing Corporation**

Item No.	Description	Total
1	Backflow preventers - multiple locations	110,000
2	Accessibility for Ontarians with Disabilities Act (AODA) compliance - multiple locations	80,000
3	Abatement of asbestos - multiple locations	200,000
4	Caulking / repairing exterior building walls - multiple locations	50,000
5	Patio, walkways, driveway and landscape hazard repairs - multiple locations	75,000
6	Intercom upgrades & security cameras, minor elevator repairs - multiple locations	50,000
7	Nevis/Christine/Normandy - repoint brick work - Phase 1 of 2	45,000
	Sub-total	610,000
<b><u>Move Out Repairs</u></b>		
8	Move Out Repairs - multiple locations	
	Unit flooring	150,000
	Bathroom replacements	150,000
	Kitchen cabinets	150,000
		450,000
	Total	1,060,000



**2017 Program Detail**

**Durham Regional Local  
Housing Corporation**

**Purpose:**

- ◆ To provide property management services for 5 affordable housing units for seniors at the Perry Street location in Uxbridge and 12 affordable housing units for singles at the Lakeview location in Oshawa. Partial funding for program costs is provided through the Strong Communities Rent Supplement Program, which tops up the rents paid by assisted households. These units are in addition to the RGI public housing units at these sites.

**Description of Program Activities:**

- ◆ This is a non-mandatory program that does not contribute to attainment of the Region's legislated service level standard. Program activities include:
  - ◆ Selecting eligible targeted applicants from the Centralized Wait List to fill vacant units
  - ◆ Verifying initial, ongoing and annual eligibility of selected households
  - ◆ Determining the amount of rent to be paid by households based on their income
  - ◆ Ensuring costs of the program do not exceed annual funding
  - ◆ Maintenance of a capital reserve to cover lifecycle replacement costs

**Description of Program Resources:**

- ◆ Administrative Staff are provided by the Region of Durham and costs are allocated to the program.



**PROGRAM 2  
AFFORDABLE HOUSING**



**2017 Program Detail**

**Durham Regional Local  
Housing Corporation**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actual</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
Purchased Services Agreement with Region	49	49	51	-	51
Property Maintenance	52	52	54	-	54
Grounds Maintenance	20	20	20	-	20
Property Taxes	22	22	23	-	23
Utilities					
Electricity	17	11	17	-	17
Fuel	8	8	8	-	8
Water	8	6	8	-	8
Capital Reserve	7	7	7	-	7
<b>Gross Expenses</b>	<b>183</b>	<b>175</b>	<b>188</b>	<b>-</b>	<b>188</b>
Rent Revenue	(175)	(175)	(181)	-	(181)
<b>Total Revenue</b>	<b>(175)</b>	<b>(175)</b>	<b>(181)</b>	<b>-</b>	<b>(181)</b>
<b>Net Program Expense</b>	<b>8</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>7</b>

**PROGRAM 3**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2017 Program Detail**

**Durham Regional Local  
Housing Corporation**

Description	Gross Cost	Grant Funding *	Net Cost
<b><u>Building Improvements</u></b>			
1 155 King St. E. Oshawa - address exterior drainage & parking overhang	140,000	-	140,000
2 155 King St. E., Oshawa - domestic water service	460,000	-	460,000
3 155 King St. E., Oshawa - replace diesel generator	80,000	-	80,000
4 Cedar Carlton Wasaga, Oshawa - roof replacement	37,500	-	37,500
5 Linden Poplar, Oshawa - roof replacement	38,000	-	38,000
6 Malaga Rd., Oshawa - roof replacement - Phase 1 of 3	122,000	-	122,000
7 315 Colborne St. W., Whitby - storm water handling	120,000	-	120,000
8 327 Kellett St., Port Perry - hot water recirculating line replacement (includes hall lighting replacement while the ceiling is open)	75,000	-	75,000
9 327 Kellett St., Port Perry - domestic hot water storage tanks	20,000	-	20,000
10 20 Perry St., Uxbridge - roof replacement	125,000	-	125,000
11 85 Green St., Whitby - balcony replacement	250,000	-	250,000
12 155 King St. E., Oshawa - balcony repairs	* 764,950	(764,950)	-
13 315 Colborne St. W., Whitby - balcony repairs	* 588,500	(588,500)	-
	2,820,950	(1,353,450)	1,467,500
<b><u>Vehicles</u></b>			
14 Service van	45,000	-	45,000
	2,865,950	(1,353,450)	1,512,500

\* Funding under the Social Infrastructure Funds (SIF) - Social Housing Improvement Program (SHIP)

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## PROGRAM SUMMARY



### 2017 Business Plan

### Provincial Download Services

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Social Housing:</b>					
1 Provider Payments	29,628	30,162	30,764	-	30,764
2 Commercial Rent Supplement	2,556	2,771	2,811	-	2,811
3 Strong Communities Rent Supplement	-	-	-	-	-
4 Capital Provision	1,450	1,450	1,450	-	1,450
5 Technical Audits	106	106	106	-	106
Subtotal	33,740	34,489	35,131	-	35,131
<b>Investment in Affordable Housing (IAH):</b>					
6 Rental Housing	-	-	-	-	-
7 Home Ownership	-	-	-	-	-
8 Rent Supplement Direct Delivery	-	-	-	-	-
9 Rent Supplement and Housing Allowance Shared Delivery	-	-	-	-	-
Subtotal	-	-	-	-	-
<b>Investment in Affordable Housing (IAH): Social Infrastructure Fund (SIF)</b>					
10 Rental Housing	-	-	-	-	-
11 Rent Supplement	-	-	-	-	-
12 Social Housing Improvement Program (SHIP)	-	-	-	-	-
Subtotal	-	-	-	-	-
<b>Net Program Expenses</b>	<b>33,740</b>	<b>34,489</b>	<b>35,131</b>	<b>-</b>	<b>35,131</b>
<b>Summary of Increase (Decrease)</b>			<b>\$642</b>		
			<b>1.86%</b>		
			<b>\$642</b>		
			<b>1.86%</b>		

**PROGRAM SUMMARY**



**2017 Business Plan**

**Provincial Download Services**

**Summary of Base Budget Changes**

	\$	Comments
Social Housing Provider Payments & Related Costs	642	Provincially prescribed
	<hr/>	
	<u>642</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Provincial Download Services

(\$,000's)

#### IAH-SIF Rental Housing

◆ Rental housing projects.	5,942
◆ Federal and Provincial funding allocations.	(5,942)
	<hr/>
	-
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#### IAH-SIF Rent Supplement

◆ A temporary Durham Housing Benefit to approximately 20 social housing tenants for a period of up to 60 months.	500
◆ Federal and Provincial funding allocations.	(500)
	<hr/>
	-
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#### IAH-SIF Social Housing Improvement Program (SHIP)

◆ Distribution to housing providers to address the highest priority capital repair needs.	5,471
◆ Federal and Provincial funding allocations.	(5,471)
	<hr/>
	-
	<hr/>
<b>Total Program Changes</b>	<b>-</b>

# PROGRAM 1 PROVIDER PAYMENTS



## 2017 Program Detail

## Provincial Download Services

### Purpose:

- ◆ To ensure the annual operating and rent-geared-to-income subsidy funding as required under the legislation and various operating agreements is provided on a monthly basis to the 45 social housing providers under the administration of the Region.

### Description of Program Activities:

- ◆ Mortgage renewals, updates and revised subsidy estimate calculations.
- ◆ Review and approval of Annual Subsidy Estimate submission requests to ensure adherence to legislation, operating agreements and the legislated service level standards.
- ◆ Annual subsidy settlement and reconciliation through the submission of the Housing Provider Audited Financial Statements and Annual Information Returns.
- ◆ Prepare monthly housing provider subsidy payment.
- ◆ Annual settlement of rent-geared-to-income subsidy reconciliations for Federal housing providers.

### Description of Program Resources:

- ◆ Administrative staff are provided by the Financial Housing Services section of the Finance Department.

**PROGRAM 1  
PROVIDER PAYMENTS**



**2017 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	35,423	35,957	36,402	-	36,402
Federal Debentures	1,510	1,510	1,491	-	1,491
<b>Operating Expenses Subtotal</b>	<b>36,933</b>	<b>37,467</b>	<b>37,893</b>	<b>-</b>	<b>37,893</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	3,051	3,051	3,164	-	3,164
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>3,051</b>	<b>3,051</b>	<b>3,164</b>	<b>-</b>	<b>3,164</b>
<b>Total Expenses</b>	<b>39,984</b>	<b>40,518</b>	<b>41,057</b>	<b>-</b>	<b>41,057</b>
<b>Revenues</b>					
Federal Subsidy	(10,356)	(10,356)	(10,293)	-	(10,293)
<b>Total Revenues</b>	<b>(10,356)</b>	<b>(10,356)</b>	<b>(10,293)</b>	<b>-</b>	<b>(10,293)</b>
<b>Net Program Expenses</b>	<b>29,628</b>	<b>30,162</b>	<b>30,764</b>	<b>-</b>	<b>30,764</b>



## PROGRAM 2 COMMERCIAL RENT SUPPLEMENT



### 2017 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ To administer up to 330 units, as approved by Council, under the Commercial Rent Supplement Program, which provides rent-gear-to-income subsidy to tenants in private market rental properties and assists in attaining the legislated service level standard for rent-gear-to-income units required under the Housing Services Act.

#### Description of Program Activities:

- ◆ This is a Provincial downloaded program which requires:
  - ◆ Renewing rent supplement agreements with existing landlords upon expiry where desirable, and if not, limiting time lost between termination and reassignment of units in order to assist in attainment of legislated service level standards.
  - ◆ Negotiating / renegotiating market rents with private landlords for new agreements as required, while ensuring guaranteed rents match, or are less than, market rents in the same and similar buildings.
  - ◆ Inspecting properties under new and existing rent supplement agreements.
  - ◆ Selecting applicants from the Centralized Waiting List to fill vacant units as quickly as possible.
  - ◆ Calculating geared-to-income rents.

#### Description of Program Resources:

- ◆ Administrative staff are provided by the Housing Services Division of the Social Services Department.

**PROGRAM 2  
COMMERCIAL RENT SUPPLEMENT**



**2017 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	2,430	2,645	2,683	-	2,683
<b>Operating Expenses Subtotal</b>	<b>2,430</b>	<b>2,645</b>	<b>2,683</b>	<b>-</b>	<b>2,683</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	126	126	128	-	128
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>126</b>	<b>126</b>	<b>128</b>	<b>-</b>	<b>128</b>
<b>Net Program Expenses</b>	<b>2,556</b>	<b>2,771</b>	<b>2,811</b>	<b>-</b>	<b>2,811</b>

## PROGRAM 3 STRONG COMMUNITIES RENT SUPPLEMENT



[2017 Program Detail](#)

[Provincial Download Services](#)

### Purpose:

- ◆ To ensure that the Federal flow-through annual block funding for rent supplements of \$1.4 million is expended in the current year. This equates to approximately 128 units under the regular Strong Communities Rent Supplement Program (SCRS) and 36 units currently under agreement through Provincially funded support agencies in the Region of Durham. This program provides rent-gear-to-income subsidy to tenants in private market and non-profit rental properties.
- ◆ This is a non-mandatory program which does not contribute to the attainment of the Region's legislated Service Level Standard. Effective October 1, 2004, the Province commenced 100% Federal flow-through block funding for this program to the maximum capped amount. A reduction in the number of households that can be served results when market rates and/or unit subsidies increase.
- ◆ All funding for this program will terminate on March 31, 2023.
- ◆ Five units of the regular SCRS program have been designated for the Affordable Housing program at the DRLHC's Perry Street property in Uxbridge, and 12 have been designated for the Affordable Housing program at the DRLHC's Lakeview property in Oshawa.

### Description of Program Activities:

- ◆ Renewing rent supplement agreements with existing landlords, and service agencies, where applicable, upon expiry when desirable, or reassigning terminated units.
- ◆ Negotiating/renegotiating market rents with private landlords for new agreements as required, while ensuring guaranteed rents match, or are less than, market rents in the same and similar buildings.
- ◆ Inspecting properties under new and existing rent supplement agreements.
- ◆ Selecting applicants from the Centralized Wait List or service provider wait list (where applicable) to fill vacant units.
- ◆ Calculating geared-to-income rents.
- ◆ Ensuring cost of program does not exceed annual funding - no Regional funding is invested, and 95% threshold target is met. If program costs fall below 95% of funding provided, the Province will recover the unexpended funds.

### Description of Program Resources:

- ◆ Administrative staff are provided by the Housing Services Division of the Social Services Department.

**PROGRAM 3  
STRONG COMMUNITIES RENT SUPPLEMENT**



**2017 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	1,348	1,348	1,346	-	1,346
<b>Operating Expenses Subtotal</b>	<b>1,348</b>	<b>1,348</b>	<b>1,346</b>	<b>-</b>	<b>1,346</b>
<b>Inter-Departmental Transfers &amp; Inter-Departmental Transfers</b>	91	91	93	-	93
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>91</b>	<b>91</b>	<b>93</b>	<b>-</b>	<b>93</b>
<b>Total Expenses</b>	<b>1,439</b>	<b>1,439</b>	<b>1,439</b>	<b>-</b>	<b>1,439</b>
<b>Revenues</b>					
Provincial Subsidy	(1,439)	(1,439)	(1,439)	-	(1,439)
<b>Total Revenues</b>	<b>(1,439)</b>	<b>(1,439)</b>	<b>(1,439)</b>	<b>-</b>	<b>(1,439)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 4  
CAPITAL PROVISION**



**2017 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2016</b>		<b>2017</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contribution to Reserve & Reserve Funds	1,450	1,450	1,450	-	1,450
<b>Net Program Expenses</b>	<b>1,450</b>	<b>1,450</b>	<b>1,450</b>	<b>-</b>	<b>1,450</b>

**PROGRAM 5  
TECHNICAL AUDITS**



**2017 Program Detail**

**Provincial Download  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contribution to Reserve & Reserve Funds	106	106	106	-	106
<b>Net Program Expenses</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>-</b>	<b>106</b>

## PROGRAM 6 RENTAL HOUSING



### 2017 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ The Rental Housing component of the Investment in Affordable Housing (IAH) for Ontario program, aims to provide capital funding of up to \$150,000 per unit to develop new affordable rental housing units.

#### Description of Program Activities:

- ◆ The Region solicited through the RFP process proposals for the development and construction of affordable rental housing.
- ◆ Funds will be flowed to approved proponents, based upon the completion of specific and measureable construction milestones. Proponents are encouraged to utilize local incentives but it should be noted that no Regional funds are being used in the program.
- ◆ Funding for Rental Housing is provided as a twenty year forgivable capital loan during the development and construction phase of the project. Service Managers must ensure that a project is financially viable from a construction cost and ongoing operating context.
- ◆ Program requirements mandate that the Region ensure that municipal property taxes for approved multi-residential developments be equivalent to the single residential rate over the life of the program (minimum of 20 years).
- ◆ The Service Manager is required to indemnify the Ministry from all claims and damages in connection with this program.
- ◆ Over the twenty year duration of this program, the Service Manager must inform Ministry staff of the Project's ongoing compliance to program criteria and on-going viability of the Project.

**PROGRAM 6  
RENTAL HOUSING**



**2017 Program Detail**

**Provincial Download  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Outside Agency Expenses	4,044	4,000	4,500	-	4,500
<b>Total Expenses</b>	<b>4,044</b>	<b>4,000</b>	<b>4,500</b>	<b>-</b>	<b>4,500</b>
<b>Revenues</b>					
Provincial Subsidy	(4,044)	(4,000)	(4,500)	-	(4,500)
<b>Total Revenues</b>	<b>(4,044)</b>	<b>(4,000)</b>	<b>(4,500)</b>	<b>-</b>	<b>(4,500)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## PROGRAM 7 HOME OWNERSHIP



### 2017 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ The Home Ownership component, of the Investment in Affordable Housing (IAH) for Ontario program aims to assist low-to-moderate-income renter households to purchase affordable homes by providing down payment assistance in the form of a forgivable loan.
- ◆ Specific objectives are to:
  - Ease the demand for rental housing by assisting renter households to purchase affordable homes
  - Provide renter households with an opportunity to move to home ownership
  - Encourage developers to build affordable housing by fostering demand

#### Description of Program Activities:

- ◆ Regional Council has endorsed Habitat for Humanity Durham (HHD) as the delivery agent for the Home Ownership component of the IAH program (refer Report # 2012-J-23 and Report # 2015-J-13). Council also endorsed that funding of \$16,500 (2012) and \$22,000 (2015 and future) per approved household (equivalent to five per cent of the maximum house price value for IAH program funding in Durham Region) be made available to HHD to reduce initial financing costs for qualified homeowners. It should be noted that no Regional funds are being used for the provision of down payment assistance.

**PROGRAM 7  
HOME OWNERSHIP**



**2017 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	88	132	176	-	176
<b>Total Expenses</b>	<b>88</b>	<b>132</b>	<b>176</b>	<b>-</b>	<b>176</b>
<b>Revenues</b>					
Provincial Subsidy	(88)	(132)	(176)	-	(176)
<b>Total Revenues</b>	<b>(88)</b>	<b>(132)</b>	<b>(176)</b>	<b>-</b>	<b>(176)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## PROGRAM 8 RENT SUPPLEMENT DIRECT DELIVERY



[2017 Program Detail](#)

[Provincial Download Services](#)

### Purpose:

- ◆ The Rent Supplement component of the Investment in Affordable Housing (IAH) for Ontario program has been designed to help address affordability issues of households in modest rental units across the province. Municipal Service Managers (SM) can choose to deliver the component for four years, or extend it for up to 10 years, but no later than March 31, 2024.
- ◆ A “rent supplement” is a subsidy paid to the landlord on behalf of a household in need of rental assistance. It is meant to help bridge the difference between the rent that a household can afford to pay and the actual market rent of a modest unit.

### Description of Program Activities:

- ◆ Through direct delivery, the Region will enter into agreements with participating private and non-profit landlords to fund eligible applicants, reducing the applicant's monthly housing charge during the benefit period in the range of \$200 to \$500 per month.
- ◆ The program targets those applicants on the waiting list paying market rent and who are likely to be accommodated in RGI housing within the benefit period.
- ◆ Given that waiting periods for RGI assistance for persons 60 years of age and over are approximately three years and up to five years for families, the direct delivery program will focus on seniors and families.
- ◆ The program does not provide a rent-geared-to-income (RGI) subsidy. Participating households maintain their place on the Social Housing waiting list during the benefit period. Eligibility occurs once the household receives RGI assistance or is deemed no longer eligible for assistance by program staff.

**PROGRAM 8  
RENT SUPPLEMENT DIRECT DELIVERY**



**2017 Program Detail**

**Provincial Download  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Outside Agency Expenses	1,376	1,376	1,252	-	1,252
<b>Total Expenses</b>	<b>1,376</b>	<b>1,376</b>	<b>1,252</b>	<b>-</b>	<b>1,252</b>
<b>Revenues</b>					
Provincial Subsidy	(1,376)	(1,376)	(1,252)	-	(1,252)
<b>Total Revenues</b>	<b>(1,376)</b>	<b>(1,376)</b>	<b>(1,252)</b>	<b>-</b>	<b>(1,252)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# PROGRAM 9 RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY



## 2017 Program Detail

## Provincial Download Services

### Purpose:

- ◆ The Rent Supplement and Housing Allowance components of the Investment in Affordable Housing (IAH) for Ontario program helps address affordability issues of households residing in modest rental units. Municipal Service Managers (SM) can choose to deliver the component for four years or extend it for up to 10 years, but funds can only flow until March 31, 2024.
- ◆ A "rent supplement" is a subsidy paid to the landlord on behalf of a household in need of rental assistance. To distinguish this temporary program from existing on-going rent supplement programs, it is referred to as the "Durham Housing Benefit".
- ◆ A "housing allowance" is a subsidy paid to a tenant in need of rental assistance. Both benefits are meant to help reduce the gap between the rent that a household can afford to pay and the actual market rent of a modest unit.
- ◆ SMs can also choose to enter into a Shared Delivery arrangement with the Ministry of Finance (MOF) for the housing allowance component. In this delivery model, MOF administers the monthly payments directly to eligible households referred to the program by the SM.
- ◆ Program funds for this delivery model are retained by the Ministry of Housing (MOH) and are redirected to the MOF for program administration. This model reduces the administrative burden to SM but does not reduce any of the administration funds to participate in this model. MOF has committed to processing Housing Allowance payments to eligible households for the period of July 1, 2015 to June 30, 2020.

### Description of Program Activities:

- ◆ Through the shared delivery model, a portion of the Rent Supplement funding is flowed to social service agencies providing emergency, supportive, and/or transitional housing. These agencies act as delivery agents for the purposes of the IAH - 2014 Extension Rent Supplement program. The IAH funds provide a housing benefit to social housing waiting list applicants eligible for or support by the participating agencies.
- ◆ Currently, eight transitional, emergency and supportive housing agencies deliver the Durham Housing Benefit:
  - Canadian Mental Health Association Durham,
  - Cornerstone Community Association Durham Inc.,
  - Denise House - Sedna Women's Shelter & Support Services Inc.,
  - Durham Mental Health Services,
  - North House Transitional Housing,
  - Community Living Durham,
  - Boys and Girls Club, and
  - John Howard Society
- ◆ All of these agencies currently deliver rent supplement and/or supported rental programs and are able to undertake the necessary accountability and reporting obligations that are set out in an administration agreement with the Region of Durham.

**PROGRAM 9**  
**RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY**



**2017 Program Detail**

**Provincial Download  
Services**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	1,734	1,734	1,665	-	1,665
<b>Total Expenses</b>	<b>1,734</b>	<b>1,734</b>	<b>1,665</b>	<b>-</b>	<b>1,665</b>
<b>Revenues</b>					
Provincial Subsidy	(1,734)	(1,734)	(1,665)	-	(1,665)
<b>Total Revenues</b>	<b>(1,734)</b>	<b>(1,734)</b>	<b>(1,665)</b>	<b>-</b>	<b>(1,665)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 9**  
**RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY**



**2017 Program Detail**

**Provincial Download  
Services**

**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
Rent Supplement	896	896	827	-	827
Housing Allowance	838	838	838	-	838
<b>Gross Expenses</b>	<b>1,734</b>	<b>1,734</b>	<b>1,665</b>	<b>-</b>	<b>1,665</b>
Rent Supplement	(896)	(896)	(827)	-	(827)
Housing Allowance	(838)	(838)	(838)	-	(838)
<b>Revenue &amp; Recoveries</b>	<b>(1,734)</b>	<b>(1,734)</b>	<b>(1,665)</b>	<b>-</b>	<b>(1,665)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2017 Program Detail**

**Provincial Download  
Services**

**Purpose:**

- ◆ The Rental Housing component of the Investment in Affordable Housing-Social Infrastructure Fund (IAH-SIF) for Ontario program, aims to provide capital funding of up to \$150,000 per unit to develop new affordable rental housing units.

**Description of Program Activities:**

- ◆ The Region solicited through the RFP process proposals for the development and construction of affordable rental housing and the selected proposal was awarded in 2016.
- ◆ Funds will be flowed to approved proponent, based upon the completion of specific and measurable construction milestones. Proponents are encouraged to utilize local incentives but it should be noted that no Regional funds are being used in the program.
- ◆ Funding for Rental Housing is provided as a twenty year forgivable capital loan during the development and construction phase of the project. Service Managers must ensure that a project is financially viable from a construction cost and ongoing operating context.
- ◆ Program requirements mandate that the Region ensure that municipal property taxes for approved multi-residential developments be equivalent to the single residential rate over the life of the program (minimum of 20 years).
- ◆ The Service Manager is required to indemnify the Ministry from all claims and damages in connection with this program.
- ◆ Over the twenty year duration of this program, the Service Manager must inform Ministry staff of the Project's ongoing compliance to program criteria and on-going viability of the Project.
- ◆ Administration funding of \$120,000 will be used to monitor the IAH-SIF program components.



**PROGRAM 10  
IAH-SIF RENTAL HOUSING**



**2017 Program Detail**

**Provincial Download  
Services**

Detailed Cost of Program:	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Outside Agency Expenses	-	-	-	5,822	5,822
Professional Services	-	-	-	120	120
<b>Total Expenses</b>	-	-	-	<b>5,942</b>	<b>5,942</b>
<b>Revenues</b>					
Provincial Subsidy	-	-	-	(5,942)	(5,942)
<b>Total Revenues</b>	-	-	-	<b>(5,942)</b>	<b>(5,942)</b>
<b>Net Program Expenses</b>	-	-	-	-	-

## PROGRAM 11 IAH-SIF RENT SUPPLEMENT



### 2017 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ The Rent Supplement component of the Investment in Affordable Housing-Social Investment Fund (IAH-SIF) for Ontario program has been designed to help address affordability issues of households in modest rental units across the province. Municipal Service Managers (SM) can choose to deliver the component for four years, or extend it for up to 10 years, but no later than March 31, 2024.
- ◆ A “rent supplement” is a subsidy paid to the landlord on behalf of a household in need of rental assistance. It is meant to help bridge the difference between the rent that a household can afford to pay and the actual market rent of a modest unit.

#### Description of Program Activities:

- ◆ Through direct delivery, the Region will enter into agreements with two federal housing co-operatives, whose operations were outside Regional administration responsibilities and provincially legislated service level standards. The rent supplement reduces tenants' monthly housing charge during the benefit period in the range of \$200 to \$500 per month.
- ◆ The two federal housing co-operatives are:
  - Ormond Woods Co-operative Homes Inc., and
  - Oshawa Valley Park Co-operative Homes Inc.

**PROGRAM 11  
IAH-SIF RENT SUPPLEMENT**



**2017 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	-	-	-	500	500
<b>Total Expenses</b>	-	-	-	<b>500</b>	<b>500</b>
<b>Revenues</b>					
Provincial Subsidy	-	-	-	(500)	(500)
<b>Total Revenues</b>	-	-	-	<b>(500)</b>	<b>(500)</b>
<b>Net Program Expenses</b>	-	-	-	-	-

# PROGRAM 12

## IAH-SIF SOCIAL HOUSING IMPROVEMENT PROGRAM (SHIP)



[2017 Program Detail](#)

[Provincial Download Services](#)

### Purpose:

- ◆ The Social Housing Improvement Program (SHIP) component of the Investment in Affordable Housing-Social Investment Fund (IAH-SIF) for Ontario program aims to support critical repair and renovation work, to improve and preserve the quality of existing social housing stock, and assist in ensuring long term physical sustainability through the retrofit of Ontario's existing social housing supply. Routine maintenance and repairs, or work that was already included in the housing provider's annual capital plan, are not eligible for SHIP funding.
- ◆ Eligible renovations/retrofit activities under SHIP include the following:
  - ◆ Replacement or reconstruction of worn out or obsolete major buildings or site components, major building system or services, basic facilities and equipment, kitchen and bathroom facilities, safety features, parking facilities and walkways;
  - ◆ Upgrade any of the foregoing to modest modern standards; and,
  - ◆ Substantial modifications to provide or improve accessibility for persons with disabilities.

### Description of Program Activities:

- ◆ The entire SHIP allocation has been designated to the following housing providers. Housing providers will be responsible for any cost overruns on approved projects as there is no contingency available for later allocation.
  - YWCA Durham,
  - Rougemount Co-operative Homes Inc.,
  - John Howard Society of Durham Region,
  - Ajax Municipal Housing Corporation,
  - Durham Regional Local Housing Corporation,
  - Marigold Co-operative Homes Inc.,
  - Unity Village Labourers Local 183 Non-Profit Homes,
  - Inter-Organization Network Non-Profit Homes,
  - William Peak Co-operative Homes Inc.,
  - Northview Meadow Co-operative Home Inc.,
  - Heritage Community Housing Corporation,
  - Oshawa Legion Branch 43 Senior Citizens Manor Inc.,
  - The Participation House Project (Durham Region),
  - Willow Park Co-operative Homes Inc.,
  - Life Centre Non-Profit Housing, and
  - Durham Region Non-Profit Housing Corporation.

**PROGRAM 12**  
**IAH-SIF SOCIAL HOUSING IMPROVEMENT PROGRAM (SHIP)**



**2017 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2016</b>		<b>2017</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	-	-	-	5,471	5,471
<b>Total Expenses</b>	-	-	-	<b>5,471</b>	<b>5,471</b>
<b>Revenues</b>					
Provincial Subsidy	-	-	-	(5,471)	(5,471)
<b>Total Revenues</b>	-	-	-	<b>(5,471)</b>	<b>(5,471)</b>
<b>Net Program Expenses</b>	-	-	-	-	-



# **REGIONAL MUNICIPALITY OF DURHAM**

## **LISTING OF FEES AND CHARGES**

**2017**

**February 2017**

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## **LISTING OF FEES AND CHARGES - 2017**

The following is a complete listing of Fees and Charges for The Regional Municipality of Durham for the various service areas throughout the Region. The Council approved listing is also available on the Region's web-site at [www.durham.ca](http://www.durham.ca). The Finance Department will update the web-site version of the attached listings periodically throughout the year. The public is encouraged to contact the applicable department to verify the correct fee and/or charge before application. Please contact the Corporate Services Department – Legislative Services at (905) 668-7711 or 1-800-372-1102 for the telephone number of the applicable department.

**Note: Effective February 4<sup>th</sup>, 2013, cash transactions with the Region are rounded down to the nearest five-cent increment. Payments made by cheque and electronic transfers will continue to use the cent as the smallest unit for pricing goods and services.**



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**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**CORPORATE SERVICES DEPARTMENT - LEGAL SERVICES**

Description	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Revenue from program fees:</b>					
Agreements prepared pursuant to Land Division Committee decision	\$450.00	N	D		
Servicing Agreements	\$1,125.00	N	D		Report 2007-J-39
Subdivision Agreement	\$2,125.00	N	D		Report 2007-J-39
Releases of agreements, easements, etc. (Registration costs extra)	\$140.00	Y	D	January 1, 2014	
Letters of Compliance with agreements	\$80.00	N	D	January 1, 2014	
Rush Letters of Compliance (24 hour turn around)	\$160.00	N	D	January 1, 2014	

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**CORPORATE SERVICES DEPARTMENT - LEGISLATIVE SERVICES**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Photocopies</b>	/page	\$0.68	Y	I/D *	July 1, 2008	By-Law 41-2008
<b>Faxed Material</b> The same policy of \$0.68 per page of information applies to faxed material. The \$0.68 charged is for providing the service and transmittal costs.	/page	\$0.68	Y	I/D *	July 1, 2008	By-Law 41-2008
* An invoice is requisitioned for all transactions over \$5.00 (over 7 pages). There is no charge for transactions under \$5.00 (7 pages free).						
<b>Fee for certification of any record or document</b>	/certification	\$10.00	Y	I/D	July 1, 2008	By-Law 41-2008
<b>Documents Available:</b>						
Budget - Consolidated Current and Capital	/document	\$25.00	Y	I/D	July 1, 2008	By-Law 41-2008
Council Rules of Procedure - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-Law 41-2008
Development Charge Background Study	/document	\$25.00	Y	I/D	July 1, 2008	By-Law 41-2008
Traffic By-Law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-Law 41-2008
Sewer Use By-Law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-Law 41-2008
Water and Sewer By-Laws - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-Law 41-2008
<b>Regional Official Plan:</b>						
Office Consolidation - Text and Maps	/set	\$60.00	Y	D	July 1, 2008	By-Law 41-2008
Office Consolidation - In an Electronic Format (CD) Maps Available at the Planning Department (see Planning)	/disk	\$25.00	Y	D	July 1, 2008	By-Law 41-2008
<b>Fee for reports or documents not listed which do not have to be photocopied</b>		Printing cost plus \$10.50 for handling and distribution	Y	I/D	July 1, 2008	By-Law 41-2008
<b>Reports or Documents available in an electronic format, such as CD, DVD, thumb drive, or memory stick</b>	/disk	\$25.00	Y	I/D	July 1, 2008	By-Law 41-2008

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**CORPORATE SERVICES DEPARTMENT - LEGISLATIVE SERVICES**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Council and Committee Documents available:</b> Calendar of Regional Meetings	Rate/year	\$39.00	Y	D	July 1, 2008	By-Law 41-2008
<b><u>Agendas:</u></b>						
Council	Rate/year	\$400.00	Y	D	July 1, 2008	By-Law 41-2008
Committee of the Whole	Rate/year	\$350.00	Y	D	July 1, 2008	By-Law 41-2008
Transit Commission and Executive Committee	Rate/year	\$175.00	Y	D	July 1, 2008	By-Law 41-2008
All other agendas	Rate/year	\$175.00	Y	D	July 1, 2008	By-Law 41-2008
<b><u>Minutes:</u></b>						
Council	Rate/year	\$175.00	Y	D	July 1, 2008	By-Law 41-2008
Committee of the Whole	Rate/year	\$150.00	Y	D	July 1, 2008	By-Law 41-2008
Transit Commission and Executive Committee	Rate/year	\$75.00	Y	D	July 1, 2008	By-Law 41-2008
All other minutes	Rate/year	\$75.00	Y	D	July 1, 2008	By-Law 41-2008
<b>Note:</b> Yearly subscriptions for Council and Committee documents are requested by a reminder letter.						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**DURHAM REGIONAL POLICE SERVICE**

Item Code	Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
1	Destruction of Fingerprints	Per Request	\$57.52	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
2	Criminal Information Requests Employment	Per Request	\$48.67	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
3	Criminal Information Requests Volunteer	Per Request	\$17.70	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
3a	RCMP Finger Print Fee	Per Request	\$25.00	N	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
4	Incident Requests Level 1	Per Request	\$30.97	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
5	Incident Requests Level 2	Per Request	\$53.10	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
6	Local Police Records Check process	Per Request	\$88.50	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
7	Field Notes & Sketch Level 2 Investigation	Per Request	\$200.00	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
8	Field Notes & Sketch Level 3/4 Investigation	Per Request	\$300.00	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
9	Reconstruction Report Level 3 Investigation	Per Request	\$800.00	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
10	Reconstruction Report Level 4 Investigation	Per Request	\$1,327.43	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
11	Scale Diagram	Per Request	\$800.00	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
12	Executive Summary Report - Collision	Per Request	\$265.49	Y	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
13	FOI Application Fee	Per Request	\$5.00	N	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
14	FOI Fee Recovery - Documents	Per Page	\$0.20	N	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
15	FOI Fee Recovery - Shipping		Cost Recovery	N	D	N/A	January 1, 2017	DRPS Board By-law 11-2016
16	FOI Fee Recovery - Search Time	Per Hour	\$30.00	N	I/D	N/A	January 1, 2017	DRPS Board By-law 11-2016
17	FOI Fee Recovery - Computer Disc	Per Disc	\$10.00	N	I/D	N/A	January 1, 2017	DRPS Board By-law 11-2016
18	FOI Fee Recovery - Programming	Per Hour	\$60.00	N	I/D	N/A	January 1, 2017	DRPS Board By-law 11-2016
19	FOI Fee Recovery - Video & Audio Tapes	Per Tape	\$10.00	N	I/D	N/A	January 1, 2017	DRPS Board By-law 11-2016
	FOI = Freedom of Information							
20	False Alarm Attendance	Per occurrence	\$150.00	Y	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
21	False Alarm Cancellation	Per occurrence	\$75.00	Y	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
22	False Alarm Attendance - No Service Agreement	Per occurrence	\$150.00	Y	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
23	Colour Photocopies (4 per page)	Each	\$20.00	Y	D	\$20.00	January 1, 2017	DRPS Board By-law 11-2016
24	Automated Fingerprint Identification (Tech 0704)	Hourly	\$60.20	Y	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
25	Automated Fingerprint Identification (D/CONS)	Hourly	\$75.79	Y	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
26	Additional Disclosure Tapes - Crown Office	Per occurrence	\$8.00	Y	D	\$8.00	January 1, 2017	DRPS Board By-law 11-2016

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**DURHAM REGIONAL POLICE SERVICE**

Item Code	Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
27	Standard Photocopying Charges	Per Page	\$0.20	Y	I	\$0.20	January 1, 2017	DRPS Board By-law 11-2016
28	Coloured Photocopying Charges	Per Page	\$20.00	Y	I	\$20.00	January 1, 2017	DRPS Board By-law 11-2016
29	Developing Photographs (plus 3rd party charges)	Per Photo	\$12.00	Y	I	\$12 + 3rd party	January 1, 2017	DRPS Board By-law 11-2016
30	Digital/Audio media on disc (inc. additional disclosure)	Per Hour	\$54.00	Y	I	\$54.00	January 1, 2017	DRPS Board By-law 11-2016
31	Videotape Footage	Flat Rate	\$40.00	Y	I	\$40.00	January 1, 2017	DRPS Board By-law 11-2016
32	Prisoner Escort - charge to Crown Attorney	Per Return	Cost Recovery	N	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
33	Officer Interview - Constable (Overtime rate)	Per Hour	\$93.73	Y	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
34	Officer Interview - Sergeant (Overtime rate)	Per Hour	\$105.90	Y	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
35	Pay Duties - Constable Rate	Per Hour	\$69.00	Y	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
36	Pay Duties - Sergeant Rate	Per Hour	\$79.00	Y	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
37	Pay Duties - Administration Fee		20.00%	Y	I	N/A	January 1, 2017	DRPS Board By-law 11-2016
38	Pay Duties - Vehicle Fee	Hourly	\$38.00	Y	I	\$100.00 (for the first 3 hrs)	January 1, 2017	DRPS Board By-law 11-2016

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**DURHAM REGION TRANSIT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Conventional Transit:</b>						
<b>Adult Fares</b>						
Adult Cash Fare		\$3.75	N	D	May 1, 2016	Report 2016-DRT-03
Adult Monthly Pass <sup>1</sup>		\$115.00	N	D	May 1, 2016	Report 2016-DRT-03
Adult 10-tickets		\$30.50	N	D	May 1, 2016	Report 2016-DRT-03
Adult PRESTO E-Purse		\$3.05	N	D	May 1, 2016	Report 2016-DRT-03
<sup>1</sup> Adult monthly pass is transferable provided it is not used at the same time (no pass back).						
<b>Youth Fares<sup>3</sup></b>						
Youth Cash Fare		\$3.75	N	D	May 1, 2016	Report 2016-DRT-03
Youth Monthly Pass		\$93.50	N	D	May 1, 2016	Report 2016-DRT-03
Youth 10-tickets		\$27.50	N	D	May 1, 2016	Report 2016-DRT-03
Youth PRESTO E-Purse		\$2.75	N	D	May 1, 2016	Report 2016-DRT-03
<sup>3</sup> Age 13 to 19 inclusive.						
<b>Senior Fares<sup>2</sup></b>						
Senior Cash Fare		\$2.50	N	D	May 1, 2016	Report 2016-DRT-03
Senior Monthly Pass		\$46.00	N	D	May 1, 2016	Report 2016-DRT-03
Senior 10-tickets		\$20.50	N	D	May 1, 2016	Report 2016-DRT-03
Senior PRESTO E-Purse		\$2.05	N	D	May 1, 2016	Report 2016-DRT-03
<sup>2</sup> Age 65 and over.						
<b>Child Fares<sup>4</sup></b>						
Child up to 5 yrs of age		Free	N	D	May 1, 2016	Report 2016-DRT-03
Child Cash Fare		\$2.50	N	D	May 1, 2016	Report 2016-DRT-03
Child Monthly Pass		\$65.00	N	D	May 1, 2016	Report 2016-DRT-03
Child 10-tickets		\$20.50	N	D	May 1, 2016	Report 2016-DRT-03
Child PRESTO E-Purse		\$2.05	N	D	May 1, 2016	Report 2016-DRT-03
<sup>4</sup> Age 6 to 12 inclusive (Age 5 and younger ride free).						
<b>GO Transit Co-Fare-link<sup>5</sup></b>						
Co-Fare Cash Fare ***		\$0.75	N	D	May 1, 2016	Report 2016-DRT-03
PRESTO Co-Fare		\$0.75	N	D	May 1, 2016	Report 2016-DRT-03
<sup>5</sup> Agreement with GO Transit where a reduced PRESTO and cash fare are accepted when presenting a valid PRESTO card, GO Transit day pass or single ride ticket.						
<b>Access Monthly Pass<sup>6</sup></b>						
		\$46.00	N	D	May 1, 2016	Report 2016-DRT-03
<sup>6</sup> Eligibility requirements for ODSP recipients						
<b>Universal Transit Pass (U-Pass)</b>	/semester	\$120.00	N	I	September 1, 2016	Report 2016-DRT-05

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
Issuance of a permit to provide restricted access to the Nonquon Sewage Lagoon to bird watchers for the purpose of observing and studying birds		\$10.00	N	D		Report 2009-F-61
Processing of Dishonoured Payments	/payment	\$46.00	N	I/D	January 1, 2017	Report 2016-COW-83
Financial Administration Fee - Subdivision and Servicing Agreements - Subdivision and Servicing Agreements - with pay assurance	/letter of credit registration	\$350.00	N	D		
	/letter of credit registration	\$475.00	N	D		Report 2007-J-39
Interest Rate on Overdue Accounts Receivable Rate to be applied to the outstanding balance of an account remaining unpaid after the due date of the invoice		1.25%		I		
<b>Development Charges:</b>						
<b>Residential Development Charges (4)</b>						
<b>Single and Semi Detached -</b>						
Region-Wide Charges						
Regional Roads	Per Unit	\$8,268.00	N	*	July 1, 2016	By-Law 16-2013
GO Transit	Per Unit	\$682.00	N	*	July 1, 2016	By-Law 86-2001
Regional Transit	Per Unit	\$543.00	N	*	July 1, 2016	By-Law 47-2012
Regional Police Services	Per Unit	\$631.00	N	*	July 1, 2016	By-Law 16-2013
Long Term Care	Per Unit	\$31.00	N	*	July 1, 2016	By-Law 16-2013
Emergency Medical Services	Per Unit	\$144.00	N	*	July 1, 2016	By-Law 16-2013
Health and Social Services	Per Unit	\$98.00	N	*	July 1, 2016	By-Law 16-2013
Development Related Studies	Per Unit	\$24.00	N	*	July 1, 2016	By-Law 16-2013
	Total	\$10,421.00				
Regional Water Supply & Sanitary Sewer Charges						
Water Supply (1) (2)	Per Unit	\$7,577.00	N	*	July 1, 2016	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Unit	\$8,746.00	N	*	July 1, 2016	By-Law 16-2013
	Total of All Charges	\$26,744.00				
<b>Medium Density Multiples -</b>						
Region-Wide Charges						
Regional Roads	Per Unit	\$6,643.00	N	*	July 1, 2016	By-Law 16-2013
GO Transit	Per Unit	\$604.00	N	*	July 1, 2016	By-Law 86-2001
Regional Transit	Per Unit	\$436.00	N	*	July 1, 2016	By-Law 47-2012
Regional Police Services	Per Unit	\$506.00	N	*	July 1, 2016	By-Law 16-2013
Long Term Care	Per Unit	\$23.00	N	*	July 1, 2016	By-Law 16-2013
Emergency Medical Services	Per Unit	\$116.00	N	*	July 1, 2016	By-Law 16-2013
Health and Social Services	Per Unit	\$79.00	N	*	July 1, 2016	By-Law 16-2013
Development Related Studies	Per Unit	\$19.00	N	*	July 1, 2016	By-Law 16-2013
	Total	\$8,426.00				
Regional Water Supply & Sanitary Sewer Charges						
Water Supply (1) (2)	Per Unit	\$6,088.00	N	*	July 1, 2016	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Unit	\$7,027.00	N	*	July 1, 2016	By-Law 16-2013
	Total of All Charges	\$21,541.00				

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Apartments -</b>						
<b>Two Bedrooms and Larger</b>						
Region-Wide Charges						
Regional Roads	Per Unit	\$4,803.00	N	*	July 1, 2016	By-Law 16-2013
GO Transit	Per Unit	\$428.00	N	*	July 1, 2016	By-Law 86-2001
Regional Transit	Per Unit	\$314.00	N	*	July 1, 2016	By-Law 47-2012
Regional Police Services	Per Unit	\$366.00	N	*	July 1, 2016	By-Law 16-2013
Long Term Care	Per Unit	\$17.00	N	*	July 1, 2016	By-Law 16-2013
Emergency Medical Services	Per Unit	\$84.00	N	*	July 1, 2016	By-Law 16-2013
Health and Social Services	Per Unit	\$56.00	N	*	July 1, 2016	By-Law 16-2013
Development Related Studies	Per Unit	\$14.00	N	*	July 1, 2016	By-Law 16-2013
Total		\$6,082.00				
Regional Water Supply & Sanitary Sewer Charges						
Water Supply (1) (2)	Per Unit	\$4,401.00	N	*	July 1, 2016	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Unit	\$5,081.00	N	*	July 1, 2016	By-Law 16-2013
Total of All Charges		\$15,564.00				
<b>One Bedroom and Smaller</b>						
Region-Wide Charges						
Regional Roads	Per Unit	\$3,130.00	N	*	July 1, 2016	By-Law 16-2013
GO Transit	Per Unit	\$254.00	N	*	July 1, 2016	By-Law 86-2001
Regional Transit	Per Unit	\$204.00	N	*	July 1, 2016	By-Law 47-2012
Regional Police Services	Per Unit	\$239.00	N	*	July 1, 2016	By-Law 16-2013
Long Term Care	Per Unit	\$11.00	N	*	July 1, 2016	By-Law 16-2013
Emergency Medical Services	Per Unit	\$55.00	N	*	July 1, 2016	By-Law 16-2013
Health and Social Services	Per Unit	\$37.00	N	*	July 1, 2016	By-Law 16-2013
Development Related Studies	Per Unit	\$9.00	N	*	July 1, 2016	By-Law 16-2013
Total		\$3,939.00				
Regional Water Supply & Sanitary Sewer Charges						
Water Supply (1) (2)	Per Unit	\$2,868.00	N	*	July 1, 2016	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Unit	\$3,311.00	N	*	July 1, 2016	By-Law 16-2013
Total of All Charges		\$10,118.00				
<b>Commercial Use Development Charges (4)</b>						
Water Supply (1) (2) (3)	Per Sq. Ft. of Gross Floor Area	\$1.95	N	*	July 1, 2016	By-Law 16-2013
Sanitary Sewerage (1) (2) (3)	Per Sq. Ft. of Gross Floor Area	\$5.46	N	*	July 1, 2016	By-Law 16-2013
Regional Roads (3)	Per Sq. Ft. of Gross Floor Area	\$5.81	N	*	July 1, 2016	By-Law 16-2013
Regional Transit	Per Sq. Ft. of Gross Floor Area	\$0.33	N	*	July 1, 2016	By-Law 47-2012
TOTAL		\$13.55				
<b>Institutional Use Development Charges (4)</b>						
Water Supply (1) (2)	Per Sq. Ft. of Gross Floor Area	\$0.74	N	*	July 1, 2016	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Sq. Ft. of Gross Floor Area	\$1.52	N	*	July 1, 2016	By-Law 16-2013
Regional Roads	Per Sq. Ft. of Gross Floor Area	\$6.13	N	*	July 1, 2016	By-Law 16-2013
Regional Transit	Per Sq. Ft. of Gross Floor Area	\$0.33	N	*	July 1, 2016	By-Law 47-2012
TOTAL		\$8.72				



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Industrial Use Development Charges (4)</b>						
Water Supply (1) (2)	Per Sq. Ft. of Gross Floor Area	\$2.32	N	*	July 1, 2016	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Sq. Ft. of Gross Floor Area	\$4.85	N	*	July 1, 2016	By-Law 16-2013
Regional Roads	Per Sq. Ft. of Gross Floor Area	\$3.48	N	*	July 1, 2016	By-Law 16-2013
Regional Transit	Per Sq. Ft. of Gross Floor Area	\$0.33	N	*	July 1, 2016	By-Law 47-2012
TOTAL		\$10.98				
<b>Carruthers Creek Service Area Development Charges (4)</b>						
Water Supply	Per Net Developable Hectare	\$38,536.00	N	*	July 1, 2016	By-Law 18-2013
Sanitary Sewerage	Per Net Developable Hectare	\$14,976.00	N	*	July 1, 2016	By-Law 17-2013
<b>Seaton Service Area</b>						
<b>Seaton Residential Area Specific Development Charges (4) (5)</b>						
<b>Single and Semi Detached - Sanitary Sewerage</b>						
Seaton Landowners Constructed DCs	Per Unit	\$2,479.00	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs	Per Unit	\$1,342.00	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$2,120.00	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$5,941.00				
<b>Water Supply</b>						
Seaton Landowners Constructed DCs	Per Unit	\$2,646.00	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs		\$3,973.00	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$3,448.00	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Water Supply		\$10,067.00				
TOTAL		\$16,008.00				
<b>Medium Density Multiples - Sanitary Sewerage</b>						
Seaton Landowners Constructed DCs	Per Unit	\$1,966.00	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs	Per Unit	\$1,065.00	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$1,681.00	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$4,712.00				
<b>Water Supply</b>						
Seaton Landowners Constructed DCs	Per Unit	\$2,100.00	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs		\$3,152.00	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$2,735.00	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Water Supply		\$7,987.00				
TOTAL		\$12,699.00				
<b>Apartments - Sanitary Sewerage</b>						
Seaton Landowners Constructed DCs	Per Unit	\$1,132.00	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs	Per Unit	\$614.00	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$969.00	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$2,715.00				
<b>Water Supply</b>						
Seaton Landowners Constructed DCs	Per Unit	\$1,210.00	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs		\$1,815.00	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$1,575.00	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Water Supply		\$4,600.00				
TOTAL		\$7,315.00				

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Non-Institutional Use Development Charges (4) (6)</b>						
<u>Sanitary Sewerage</u>						
Seaton Landowners Constructed DCs	Per Sq. Ft. of Gross Floor Area	\$0.77	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs	Per Sq. Ft. of Gross Floor Area	\$0.42	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs (7)	Per Sq. Ft. of Gross Floor Area	\$1.57	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$2.76				
<u>Water Supply</u>						
Seaton Landowners Constructed DCs	Per Sq. Ft. of Gross Floor Area	\$0.28	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs	Per Sq. Ft. of Gross Floor Area	\$0.42	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs (7)	Per Sq. Ft. of Gross Floor Area	\$1.08	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Water Supply		\$1.78				
TOTAL		\$4.54				
<b>Institutional Use Development Charges (4) (6)</b>						
<u>Sanitary Sewerage</u>						
Seaton Landowners Constructed DCs	Per Sq. Ft. of Gross Floor Area	\$0.27	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs	Per Sq. Ft. of Gross Floor Area	\$0.14	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs (7)	Per Sq. Ft. of Gross Floor Area	\$0.55	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$0.96				
<u>Water Supply</u>						
Seaton Landowners Constructed DCs	Per Sq. Ft. of Gross Floor Area	\$0.09	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs	Per Sq. Ft. of Gross Floor Area	\$0.14	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs (7)	Per Sq. Ft. of Gross Floor Area	\$0.39	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Water Supply		\$0.62				
TOTAL		\$1.58				
<b>Prestige Employment Land Area Development Charges (4) (6)</b>						
<u>Sanitary Sewerage</u>						
Seaton Landowners Constructed DCs	Per Net Hectare	\$37,807.00	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs	Per Net Hectare	\$20,448.00	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs (7)	Per Net Hectare	\$76,638.00	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$134,893.00				
<u>Water Supply</u>						
Seaton Landowners Constructed DCs	Per Net Hectare	\$13,489.00	N	*	July 1, 2016	By-Law 19-2013
Regional Seaton Specific DCs	Per Net Hectare	\$20,195.00	N	*	July 1, 2016	By-Law 19-2013
Regional Attributions DCs (7)	Per Net Hectare	\$52,745.00	N	*	July 1, 2016	By-Law 19-2013
Subtotal - Water Supply		\$86,429.00				
TOTAL		\$221,322.00				
* Development charges are collected by the Area Municipality and remitted to the Region.						
(1) These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.						
(2) The water and sewer component of the residential and non-residential development charge is not applicable to lands developed within the Seaton Community.						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
(3) Office buildings greater than 25,000 sq. ft. will be charged 75% of the commercial development charge as of July 1, 2016 and 100% of the commercial development charge as of July 1, 2017 for Roads, Water Supply and Sanitary Sewerage Services.						
(4) All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index						
(5) Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services and Development Related Studies are also payable.						
(6) Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.						
(7) An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$1.69 / sq. ft. for non-institutional, \$0.32 / sq. ft. for institutional and \$160,340 per net hectare for prestige employment lands.						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
<b>MONTHLY WATER AND SEWAGE USAGE RATE SCHEDULE</b>							
<b>VOLUMETRIC CHARGES</b>							
Metered Rates (based on water consumption volume)							
All Usage by Residential Customers Billed at First Block Rates							
First Block:							
0 to 45 cubic metres/month	/cubic metre	\$1.045	\$1.712	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
0 to 10,000 gallons/month	/1,000 gallons	\$4.752	\$7.783	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
0 to 1,600 cubic feet/month	/100 cubic feet	\$2.960	\$4.849	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Second Block:							
46 to 4,500 cubic metres/month	/cubic metre	\$0.889	\$1.507	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
10,001 to 1,000,000 gallons/month	/1,000 gallons	\$4.041	\$6.849	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
1,601 to 160,000 cubic feet/month	/100 cubic feet	\$2.518	\$4.267	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Third Block:							
Over 4,500 cubic metres/month	/cubic metre	\$0.816	\$1.266	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Over 1,000,000 gallons/month	/1,000 gallons	\$3.710	\$5.756	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Over 160,000 cubic feet/month	/100 cubic feet	\$2.311	\$3.586	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Water Meters Servicing Multiple Units: For multiple units, the consumption block limits are calculated by multiplying the above consumption block limits by the number of units.							
Volumetric Sewer Surcharge Rates: The volumetric Sewer Surcharge Rates are calculated based on the following surcharge on the Regional metered water rates:							
First Block		163.8%					
Second Block		169.5%					
Third Block		155.1%					
<b>BASIC SERVICE CHARGES</b>							
Metered Service Charge: (\$/Month)	Standard Meter (17 to 19 mm)	\$17.57	-	N	I	January 1, 2017	By-Law 59-2016
	25 mm (1 inch)	\$35.70	-	N	I	January 1, 2017	By-Law 59-2016
	38 mm (1 1/2 inches)	\$75.99	-	N	I	January 1, 2017	By-Law 59-2016
	51 mm (2 inches)	\$164.12	-	N	I	January 1, 2017	By-Law 59-2016
	76 mm (3 inches)	\$288.49	-	N	I	January 1, 2017	By-Law 59-2016
	102 mm (4 inches)	\$573.65	-	N	I	January 1, 2017	By-Law 59-2016
	152 mm (6 inches)	\$1,066.15	-	N	I	January 1, 2017	By-Law 59-2016
	203 mm (8 inches)	\$1,817.56	-	N	I	January 1, 2017	By-Law 59-2016
	254 mm (10 inches)	\$2,957.68	-	N	I	January 1, 2017	By-Law 59-2016
Service Charge:	/year	-	\$80.52	N	I	January 1, 2017	By-Law 60-2016
	/quarter	-	\$20.13	N	I	January 1, 2017	By-Law 60-2016
	/month	-	\$6.71	N	I	January 1, 2017	By-Law 60-2016

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
Minimum Charge: (\$/Month)	25 mm (1 inch)	\$59.00	-	N	I	January 1, 2017	By-Law 59-2016
	38 mm (1 1/2 inches)	\$114.00	-	N	I	January 1, 2017	By-Law 59-2016
	51 mm (2 inches)	\$220.00	-	N	I	January 1, 2017	By-Law 59-2016
	76 mm (3 inches)	\$376.00	-	N	I	January 1, 2017	By-Law 59-2016
	102 mm (4 inches)	\$742.00	-	N	I	January 1, 2017	By-Law 59-2016
	152 mm (6 inches)	\$1,356.00	-	N	I	January 1, 2017	By-Law 59-2016
	203 mm (8 inches)	\$2,229.00	-	N	I	January 1, 2017	By-Law 59-2016
	254 mm (10 inches)	\$3,531.00	-	N	I	January 1, 2017	By-Law 59-2016
	Minimum Charge: No minimum charge for standard meter customers All other customers (for meters 25 mm or larger)	per month	-	\$46.00	N	I	January 1, 2017
Unmetered Fire Line Service Charge:	25 mm (1 inch)	\$13.56	-	N	I	January 1, 2017	By-Law 59-2016
	38 mm (1 1/2 inches)	\$18.23	-	N	I	January 1, 2017	By-Law 59-2016
	51 mm (2 inches)	\$35.29	-	N	I	January 1, 2017	By-Law 59-2016
	64 mm (2 1/2 inches)	\$46.77	-	N	I	January 1, 2017	By-Law 59-2016
	76 mm (3 inches)	\$62.00	-	N	I	January 1, 2017	By-Law 59-2016
	102 mm (4 inches)	\$124.01	-	N	I	January 1, 2017	By-Law 59-2016
	127 mm (5 inches)	\$166.51	-	N	I	January 1, 2017	By-Law 59-2016
	152 mm (6 inches)	\$228.99	-	N	I	January 1, 2017	By-Law 59-2016
	203 mm (8 inches)	\$381.56	-	N	I	January 1, 2017	By-Law 59-2016
	254 mm (10 inches)	\$608.86	-	N	I	January 1, 2017	By-Law 59-2016
	305 mm (12 inches)	\$858.46	-	N	I	January 1, 2017	By-Law 59-2016
<b>FLAT RATE</b>	/year/unit	\$495.96	\$547.56	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
	/quarter/unit	\$123.99	\$136.89	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
	/month/unit	\$41.33	\$45.63	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
<b>RAW WATER</b>	/1,000 gallons	\$1.300	-	N	I	January 1, 2017	By-Law 59-2016
	/cubic metre	\$0.286	-	N	I	January 1, 2017	By-Law 59-2016

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
<b>SERVICE CONNECTION RELATED CHARGES</b>							
Water Service Connection Charges, for single family and semi-detached residential lots including those for pre-install stubs:							
a) 19 mm (3/4") diameter							
Base Rate - Apr 1 - Nov 30		\$3,344.00	-	N	D	January 1, 2017	By-Law 59-2016
Winter Rate - Dec 1 - Mar 31		\$4,383.00	-	N	D	January 1, 2017	By-Law 59-2016
b) 25 mm (1") diameter							
Base Rate - Apr 1 - Nov 30		\$3,901.00	-	N	D	January 1, 2017	By-Law 59-2016
Winter Rate - Dec 1 - Mar 31		\$5,032.00	-	N	D	January 1, 2017	By-Law 59-2016
Water Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings:							
- 19 mm (3/4") diameter minimum charge		Actual cost	-	N	D	January 1, 2017	By-Law 59-2016
- 25 mm (1") diameter minimum charge		\$3,344.00	-			January 1, 2017	By-Law 59-2016
		\$3,901.00	-			January 1, 2017	By-Law 59-2016
Inspection of an installation of a separate fire line on private property		\$125.00	-	N	D	January 1, 2017	By-Law 59-2016
Sanitary Sewer Service Connection Charges for single family and semi-detached residential lots including those created by severance and pre-install stubs:							
100 or 125 mm (4 or 5") diameter							
Base Rate - Apr 1 - Nov 30		-	\$3,843.00	N	D	January 1, 2017	By-Law 60-2016
Winter Rate - Dec 1 - Mar 31		-	\$5,005.00	N	D	January 1, 2017	By-Law 60-2016
Sanitary Sewer Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings:							
Minimum Charge		-	Actual cost	N	D	January 1, 2017	By-Law 60-2016
		-	\$3,843.00			January 1, 2017	By-Law 60-2016
Storm Sewer Service Connections:							
Minimum Charge		-	Actual cost	N	D	January 1, 2017	By-Law 60-2016
		-	\$3,843.00			January 1, 2017	By-Law 60-2016
Reuse of Water/Sewer Service Connection where building has been or will be demolished or removed:							
(a) Inspection fee							
		\$125.00	\$125.00	N	D	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
(b) Where a disused Water/Sewer Service Connection is to be replaced by the Region (see above service connection charges)							
Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections							
		Actual cost	Actual cost	N	D	January 1, 2017	By-Law 59-2016 / By-Law 60-2016

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
<b>FRONTAGE CHARGES</b>							
<b>(See Note (1), (2), (3), (4) and (5) below)</b>							
Standard 150 mm (6") diameter Watermain (Note 3)							
i) Cash cost (standard)	/metre	\$296.00	-	N	D	January 1, 2017	By-Law 59-2016
	/foot	\$90.22	-	N	D	January 1, 2017	By-Law 59-2016
ii) Per annum (Note 2)	/metre	\$40.22	-	N	D	January 1, 2017	By-Law 59-2016
	/foot	\$12.26	-	N	D	January 1, 2017	By-Law 59-2016
Standard 200 mm (8") diameter Watermain							
i) Cash cost (standard)	/metre	\$344.00	-	N	D	January 1, 2017	By-Law 59-2016
	/foot	\$104.85	-	N	D	January 1, 2017	By-Law 59-2016
ii) Per annum (Note 2)	/metre	\$46.74	-	N	D	January 1, 2017	By-Law 59-2016
	/foot	\$14.25	-	N	D	January 1, 2017	By-Law 59-2016
Standard 300 mm (12") diameter Watermain							
i) Cash cost (standard)	/metre	\$381.00	-	N	D	January 1, 2017	By-Law 59-2016
	/foot	\$116.13	-	N	D	January 1, 2017	By-Law 59-2016
ii) Per annum (Note 2)	/metre	\$51.77	-	N	D	January 1, 2017	By-Law 59-2016
	/foot	\$15.78	-	N	D	January 1, 2017	By-Law 59-2016
Standard 200 mm (8") diameter Sanitary sewer (Note 3)							
i) Cash cost (standard)	/metre	-	\$331.00	N	D	January 1, 2017	By-Law 60-2016
	/foot	-	\$100.89	N	D	January 1, 2017	By-Law 60-2016
ii) Per annum (Note 2)	/metre	-	\$44.97	N	D	January 1, 2017	By-Law 60-2016
	/foot	-	\$13.71	N	D	January 1, 2017	By-Law 60-2016
Standard 250 mm (10") diameter Sanitary sewer							
i) Cash cost (standard)	/metre	-	\$378.00	N	D	January 1, 2017	By-Law 60-2016
	/foot	-	\$115.21	N	D	January 1, 2017	By-Law 60-2016
ii) Per annum (Note 2)	/metre	-	\$51.36	N	D	January 1, 2017	By-Law 60-2016
	/foot	-	\$15.75	N	D	January 1, 2017	By-Law 60-2016
Standard 300 mm (12") diameter Sanitary sewer							
i) Cash cost (standard)	/metre	-	\$421.00	N	D	January 1, 2017	By-Law 60-2016
	/foot	-	\$128.32	N	D	January 1, 2017	By-Law 60-2016
ii) Per annum (Note 2)	/metre	-	\$57.20	N	D	January 1, 2017	By-Law 60-2016
	/foot	-	\$17.43	N	D	January 1, 2017	By-Law 60-2016
Note (1) - Customers requiring non-standard main sizes charged actual cost							
Note (2) - Bases of per annum charges: Repayment period = 10 years Annual Interest rate = 6%							
Note (3) - Residential frontage charges to be assessed on the basis of a standard 150 mm (6") diameter watermain and a standard 200 mm diameter sanitary sewer							
Note (4) - Any frontage charges for non-standard main sizes, or any extraordinary circumstances, be assessed by the Commissioners of Finance and Works on a case by case basis to maximize full recovery							
Note (5) - Rate may vary if estimated construction costs vary significantly from the rates noted above							

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
<b>MISCELLANEOUS CHARGES</b>							
<u>Water Shut Off/Turn On</u>							
<b>Initiated by Customer:</b>							
During normal Regional working hours:							
Shut Water Off		\$77.00	-	N	I	January 1, 2017	By-Law 59-2016
Turn Water On		\$77.00	-	N	I	January 1, 2017	By-Law 59-2016
Shut Off and Turn On During Same Call		\$78.00	-	N	I	January 1, 2017	By-Law 59-2016
After normal Regional working hours:							
Shut Water Off		\$110.00	-	N	I	January 1, 2017	By-Law 59-2016
Turn Water On		\$110.00	-	N	I	January 1, 2017	By-Law 59-2016
Shut Off and Turn On During Same Call		\$110.00	-	N	I	January 1, 2017	By-Law 59-2016
<b>Initiated by Region:</b>							
For failure by the Customer to arrange with the Region for meter installation, replacement, repair or inspection or meter reading	off or on, each	\$77.00	-	N	I	January 1, 2017	By-Law 59-2016
For Water Shut Off Notification prior to shut off action being taken		\$39.00	\$39.00	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
For Water Shut Off due to collection action for non-payment of Water/Sewer bill, or any Regional invoice, or for violation of any provision of the WaterSystem/Sewer System By-laws (water not necessarily shut off)		\$94.00	\$94.00	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Turn Water On		\$77.00	\$77.00	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Standby charge while water service is shut off but not disconnected		Standard Service Charge	-	N	I	January 1, 2017	By-Law 59-2016
<u>Testing of a Water Meter:</u>							
<b>Initiated by Customer:</b>							
Deposit		\$209.00	-	N	I	January 1, 2017	By-Law 59-2016
Fee where the meter is found to measure the flow of water within or below AWWA specifications							
Up to a maximum size of 25 mm		\$209.00	-	N	I	January 1, 2017	By-Law 59-2016
Over 25 mm		Actual Cost	-	N	I	January 1, 2017	By-Law 59-2016
Fee if meter is found to measure the flow of water above AWWA specifications		No charge	-	N	I	January 1, 2017	By-Law 59-2016
Unmetered water used for construction (building purposes)	/service	\$110.00	-	N	I	January 1, 2017	By-Law 59-2016
Drawing Regional water from hydrants for purposes other than fire protection							
i) Area Municipalities	/cubic metre /1000 gallons	\$3.38	-	N	I/D	January 1, 2017	By-Law 59-2016
		\$15.36	-	N	I/D	January 1, 2017	By-Law 59-2016
ii) Others	/cubic metre /1000 gallons	\$3.38	-	N	I/D	January 1, 2017	By-Law 59-2016
		\$15.36	-	N	I/D	January 1, 2017	By-Law 59-2016
Deposit		\$1,000.00	-	N	I/D	January 1, 2017	By-Law 59-2016
Meter Installation/removal		\$104.00	-	N	I/D	January 1, 2017	By-Law 59-2016
Administration Fee		\$121.40	-	N	I/D	January 1, 2017	By-Law 59-2016
Meter Assembly Rental							
- Daily		\$3.50	-	N	I/D	January 1, 2017	By-Law 59-2016
- Minimum		\$25.00	-	N	I/D	January 1, 2017	By-Law 59-2016
Service Charge (monthly)		\$25.00	-	N	I/D	January 1, 2017	By-Law 59-2016
Repair or replacement of frozen, damaged or missing water meters							
Up to a maximum size of 19 mm (3/4")		\$205.00	-	N	I	January 1, 2017	By-Law 59-2016
Over 19 mm (3/4")		Actual Cost	-	N	I	January 1, 2017	By-Law 59-2016
Thawing of service pipes		No charge	-			January 1, 2017	By-Law 59-2016
Thawing of private hydrants or unmetered fire lines		Actual Cost	-	N	I	January 1, 2017	By-Law 59-2016
Cleaning sanitary sewer services		-	No charge			January 1, 2017	By-Law 60-2016



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
Repair to or renewal of sanitary building sewers		-	No charge			January 1, 2017	By-Law 60-2016
Supplying Statement of Account	/statement	\$33.00	\$33.00	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Charge for Regional Solicitor providing information		\$88.00	\$88.00	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Processing of dishonoured payments	/payment	\$46.00	\$46.00	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Account Payment Transfer Fee	/transfer	\$10.00	\$10.00	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Change of Occupancy Charge	/customer	\$40.00	\$40.00	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Charge for late payment of Water/Sewer Surcharge Rates		2%	2%			January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Lien Administration Fee		\$71.00	\$71.00	N	I	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Installation and removal of anti-tampering devices on fire hydrants & curb stops		\$132.00	-	N	I	January 1, 2017	By-Law 59-2016
Water from Water Supply Plants, Water Pollution Control Plants and Works Depots	/cubic metre	\$2.84	-	N	I/D	January 1, 2017	By-Law 59-2016
	/1000 gallons	\$12.91	-	N	I/D	January 1, 2017	By-Law 59-2016
- Minimum Volume Charge	per month	\$49.60	-	N	I/D	January 1, 2017	By-Law 59-2016
- Occasional Users - Flat Rate		\$35.90	-	N	I/D	January 1, 2017	By-Law 59-2016
- Account Administration Fee	per year	\$121.00	-	N	I/D	January 1, 2017	By-Law 59-2016
- Key deposit		\$206.00	-	N	I/D	January 1, 2017	By-Law 59-2016
- Refundable on return of key		\$171.00	-	N	I/D	January 1, 2017	By-Law 59-2016
- Swipe card		\$35.00	-	N	I/D	January 1, 2017	By-Law 59-2016
Fire Flow tests:							
- Full test (May 1 - Oct. 31)		\$458.00	-	N	D	January 1, 2017	By-Law 59-2016
- Full test (Nov. 1- Apr. 30)		\$797.00	-	N	D	January 1, 2017	By-Law 59-2016
- Opening Hydrants (May 1 - Oct. 31)		\$314.00	-	N	D	January 1, 2017	By-Law 59-2016
- Opening hydrant (Nov. 1 - Apr. 30)		\$640.00	-	N	D	January 1, 2017	By-Law 59-2016
Sewage surcharge and Compliance Agreements		-	\$1,885.00	N	I	January 1, 2017	By-Law 60-2016
Disposal of Septic Tank and Holding Tank Waste and the disposal of Water Pollution Control Plant Sludges:							
(a) Hauled Domestic Waste	/cubic metre	-	\$19.56	N	D	January 1, 2017	By-Law 60-2016
	/1000 gallons	-	\$88.93	N	D	January 1, 2017	By-Law 60-2016
(b) Water Pollution Control Plant Sludges Discharged into the York/Durham System	/cubic metre	-	\$16.19	N	I/D	January 1, 2017	By-Law 60-2016
	/1000 gallons	-	\$73.59	N	I/D	January 1, 2017	By-Law 60-2016
(c) Annual charge for registration of Haulers (up to 10 vehicles)		-	\$175.00	N	I/D	January 1, 2017	By-Law 60-2016
Additional stickers, if more than 10 vehicles, or replacement stickers	/sticker	-	\$10.20	N	I/D	January 1, 2017	By-Law 60-2016
(d) ICI Sector areas (discharge up to 50,000 gallons)		-	\$522.75	N	I/D	January 1, 2017	By-Law 60-2016
(e) ICI Sector areas (discharges of 50,001 to 100,000 gallons)		-	\$1,024.59	N	I/D	January 1, 2017	By-Law 60-2016
Copies of By-Laws Water System, Sewer System and Sewer use (+ Applicable taxes)	/copy	\$19.10	\$19.10	Y	D	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Fee for transferring outstanding balances to a third party collection agency		Actual Cost	Actual Cost	N	I/D	January 1, 2017	By-Law 59-2016 / By-Law 60-2016
Sewer TV inspection Reports and Videos (+ Applicable taxes)	/report or video	-	\$20.43	Y	D	January 1, 2017	By-Law 60-2016
Sewer Use By-Law Agreement extra strength waste cost	/kg	-	\$0.53	N	I	January 1, 2017	
Sewer Appeal Application	/request	-	\$650.00	N	I	January 1, 2017	By-Law 60-2016

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**HEALTH DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Region of Durham Paramedic Services (RDPS):</b>						
Special Events Coverage - 3 hour minimum	/hour	\$172.00	Y	I/D	April 1, 2016	Agreement signed for each event
Release of Ambulance Call Report to Lawyers and Insurance firms	/report	\$100.00	Y	D	January 1, 2013	Flat rate per request
<b>Sexual Health Clinics:</b>						
Sale of Contraceptives						
Oral Contraceptives -						
Alesse (28)	/package	\$7.50	N	D		
Marvelon (28)	/package	\$10.00	N	D		
Min-Ovral (28)	/package	\$7.50	N	D		
Select 1/35 (28)	/package	\$7.50	N	D		
Tri-Cyclen Lo (28)	/package	\$7.00	N	D		
Contraceptive Devices -						
Evra	/package	\$10.00	N	D		
Plan B	/package	\$12.00	N	D		
Nuvaring	each	\$10.00	N	D		
Medication -						
Fluconazole	/package	\$10.50	N	D		
Gardasil HPV Vaccine	/dose	\$144.00	N	D		

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**HEALTH DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Environmental Health:</b>						
<b>Building Code Act</b>						
<b>Ontario Building Code (OBC) Activities -</b>						
Building Permit for a Private Sewerage System						
Single Family Dwelling		\$909.00	N	D	April 1, 2017	By-Law 18-98
Non-Residential/Institutional						
<4,500 L/day		\$909.00	N	D	April 1, 2017	By-Law 18-98
Large Commercial/Industrial						
>4,500 - 10,000 L/day		\$1,932.00	N	D	April 1, 2017	By-Law 18-98
Building Permit for Class 2 and 3 septic systems and treatment unit/septic tank replacement only		\$455.00	N	D	April 1, 2017	By-Law 18-98
Building Additions		\$220.00	N	D	April 1, 2017	By-Law 18-98
Building Permit for sewage system extensions (1year)	Per application	\$170.00	N	D	April 1, 2017	By-Law 18-98
<b>Region Activities -</b>						
Lot Consents (Severances)	Per lot	\$511.00	N	D	April 1, 2017	By-Law 19-98
Draft Plans of Subdivision (new)	Per lot creation	\$369.00	N	D	April 1, 2017	By-Law 19-98
Draft Plans of Subdivision that had not received draft approval and application processed prior to 1998 requiring reassessment	Per lot creation	\$369.00	N	D	April 1, 2017	By-Law 19-98
Draft Plans of Subdivision that had received draft plan approval and application processed prior to 1998 requiring reassessment	Per lot creation	\$255.00	N	D	April 1, 2017	By-Law 19-98
Rezoning, Official Plan Ammendments, Minor Variances, Site-servicing Plans	Per application	\$255.00	N	D	April 1, 2017	By-Law 19-98
Lawyers' Written Requests	Per application	\$255.00	N	D	April 1, 2017	By-Law 19-98
Peer Review	Per initial report	\$255.00	N	D	April 1, 2017	By-Law 19-98
	Per follow-up report(s)	\$110.00	N	D	April 1, 2017	By-Law 19-98

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**HEALTH DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Foodhandlers Training / Certification</b>						
- Course and exam only		\$20.00	N	D	April 1, 2007	
- Course, Manual and exam		\$40.00	N	D	April 1, 2007	
- Manual and exam		\$25.00	N	D	April 1, 2007	
- Challenge Exam		\$10.00	N	D	April 1, 2007	
- Manual only		\$20.00	N	D	April 1, 2007	
<b>Foodhandlers Training / Certification - Secondary Schools</b>		\$10.00	N	D	April 1, 2007	
<b>Lawyers' Written Requests</b> (sale/purchase) for premises routinely inspected by Public Health	per premises	\$110.62	Y	D		
<b>Public Health:</b> Fridge Thermometers		\$30.00	Y	I/D		

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Regional Official Plan Amendment (ROPA):</b>						
Minor Regional Official Plan Amendment		\$7,000.00	N	D	July 1, 2016	By-Law 24-2016
Major Regional Official Plan Amendment		\$20,000.00	N	D	July 1, 2016	By-Law 24-2016
Reactivation (following 3 years of ROPA inactivity)		\$2,500.00	N	D	July 1, 2016	By-Law 24-2016
*Plus applicable publication costs associated with notice requirements		Actual Cost (\$1,000 deposit)		D	July 1, 2016	By-Law 24-2016
<b>Area Municipal Official Plan Amendment (AMOPA):</b>						
Review		\$2,000.00	N	D	July 1, 2016	By-Law 24-2016
Approval (non-exempt applications only)		\$4,000.00	N	D	July 1, 2016	By-Law 24-2016
<b>Plan of Subdivision and Condominium:</b>						
<i>Non-Delegated Municipalities (Brock, Scugog and Uxbridge)</i>						
Application		\$4,500.00	N	D	July 1, 2016	By-Law 24-2016
Per unit for units in excess of 50		\$100.00	N	D	July 1, 2016	By-Law 24-2016
Revision/Amendment		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Final Approval (per phase)		\$1,125.00	N	D	July 1, 2016	By-Law 24-2016
<i>Delegated Municipalities (Ajax, Clarington, Oshawa, Pickering and Whitby)</i>						
Subdivision Review		\$3,000.00	N	D	July 1, 2016	By-Law 24-2016
Standard/Leasehold Condo Review		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Common Element Condo Review		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016
Phased Condo Review		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Vacant Land Condo Review		\$3,000.00	N	D	July 1, 2016	By-Law 24-2016
Condominium Conversion Review		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Revision/Redline/Amendment/Change of Conditions Review		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Clearance Letter		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016
<b>Part-Lot Control Exemption By-Law Applications:</b>						
Review (Ajax, Clarington, Oshawa, Pickering and Whitby)		\$500.00	N	D	July 1, 2016	By-Law 24-2016
Approval (Brock, Uxbridge and Scugog)		\$250.00	N	D	July 1, 2016	By-Law 24-2016
Per unit for units in excess of 5		\$100.00	N	D	July 1, 2016	By-Law 24-2016
<b>Rezoning Applications/Zoning By-laws (not related to another Planning Division review):</b>						
Standard Review		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Minor Review		\$500.00	N	D	July 1, 2016	By-Law 24-2016
<b>Land Division:</b>						
Application		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016
Review		\$300.00	N	D	July 1, 2016	By-Law 24-2016
Special Meeting		\$500.00	N	D	July 1, 2016	By-Law 24-2016
Tabling application (at applicants request)		\$150.00	N	D	July 1, 2016	By-Law 24-2016
Stamping		\$750.00	N	D	July 1, 2016	By-Law 24-2016
Re-stamping		\$250.00	N	D	July 1, 2016	By-Law 24-2016
<b>Tree By-law Applications:</b>						
Good Forestry Practices Permit		\$50.00	N	D	September 1, 2012	By-Law 31-2012
Minor Clear Cutting Permit (Between 0.1 Ha and 1 Ha)		\$75.00	N	D	September 1, 2012	By-Law 31-2012
Major Clear Cutting Permit (Greater than 1 Ha)*		\$100.00	N	D	September 1, 2012	By-Law 31-2012
*Plus applicable publication costs associated with notice requirements		Actual Cost	Y	I	September 1, 2012	By-Law 31-2012
<b>Other Fees:</b>						
Preparation of Record to Ontario Municipal Board		\$250.00	N	D	July 1, 2016	By-Law 24-2016
Non-Potable Request		\$500.00	N	D	July 1, 2016	By-Law 24-2016
Type 1 Ministry of the Environment and Climate Change Environmental Compliance Approval		\$300.00	N	D	July 1, 2016	By-Law 24-2016
Type 2 Ministry of the Environment and Climate Change Environmental Compliance Approval		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016
Review of Ministry of the Environment and Climate Change Renewable Energy Approval Application		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016
Review of Ministry of Municipal Affairs and Housing Minister's Zoning Order Amendment Application		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Publication costs</b> associated with notice requirements of the Planning Act		Actual Cost	Y	I	July 1, 2016	By-Law 24-2016
<b>Publications:</b>						
Official Plan		\$60.00	Y	I/D	July 1, 2008	By-Law 41-2008
Official Plan Land Use A Composite		\$25.00	Y	I/D	July 1, 2008	By-Law 41-2008
Official Plan Land Use Schedules		\$5.00	Y	I/D	January 1, 2014	
Roads Maps (28"X38")		\$6.50	Y	I/D	November 1, 2007	
Regional Infrastructure Map		\$6.50	Y	I/D	March 1, 2011	
Tree By-Law		\$5.00	Y	I/D	July 1, 2016	
Copies of Historic Aerial Photographs		\$20.00	Y	I/D	November 1, 2007	
Other Publications not listed here		Printing Cost	Y	I/D	January 1, 2011	
<b>Transportation Planning Model Projections</b>	/horizon year	\$100.00	Y	I	April 3, 2013	Report 2013-P-26
<b>Custom Cartography Charges</b>						
<b>Standard Orthophotography Map (site specific)</b> (Includes orthophotography, parcels, roads and labels)		\$35.00	Y	I/D	February 1, 2012	
<b>Topographic Map (site specific)</b> (Includes parcel fabric, roads, drainage, contours and labels)		\$35.00	Y	I/D	February 1, 2012	
<b>Custom Mapping</b> <i>All mapping is provided in digital PDF format. Printed copies are available for an extra charge of \$10.00 + HST</i>		Please contact the Planning Division for a quote				
<b>Photocopies</b>	/page	\$0.68	Y	I/D	July 1, 2008	By-Law 41-2008
<b>Administration Charge</b> Includes data, research and information requests for items not listed here		Please contact the Planning Division for a quote				
<b>Shipping and Handling Charges</b> Maps, Publications and Requests that require shipping		\$10.50	Y	I/D	January 1, 2011	
<b>Advertising Spaces in Brochures - Discovery Guide</b>						
Full colour listing with a 50 word informative listing	Full Page	\$2,955.00	Y	I	October 2007	**
Outside Back Cover	Full Page	\$3,770.00	Y	I	October 2007	**
Inside Covers (Front or Back)	Full Page	\$3,300.00	Y	I	October 2007	**
	Half Page	\$1,580.00	Y	I	October 2007	**
	1/4 Page	\$880.00	Y	I	October 2007	**
	1/8 Page	\$460.00	Y	I	October 2007	**
Listings without the purchase of advertising space	/listing	\$255.00	Y	I	October 2007	**
Additional Listing - with purchase of 1/2 page or larger	/listing	\$75.00	Y	I	October 2007	**
Bed & Breakfast Listing	/listing	\$100.00	Y	I	October 2007	**
** rates are for the 2017 Discovery Guide. Prices for the 2018 Guide will be determined in August 2017.						
<b>Co-operative Advertising</b> Based on specific opportunity (as they arise)		Varies	Y	I	January 2016	
<b>Workshop / Seminars / Events</b> (as they arise)		Varies	Y	I	January 2016	
<b>Processing of Applications for Exemption under the Retail Business Holidays Act</b>						
(a) Businesses larger than 223 square metres or applications involving more than one business	Per Application	\$1,500.00 Plus advertising costs (\$1,000 deposit)	N	D	November 2011	Retail Business Holidays Act
(b) Individual businesses under 223 square metres	Per Application	\$500.00 Plus advertising costs (\$1,000 deposit)	N	D	November 2011	Retail Business Holidays Act

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**SOCIAL SERVICES DEPARTMENT - CHILDREN'S SERVICES**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Per Diem Rate for Regional Directly Operated Child Care Centres (Ajax, Edna Thomson, Clara Hughes, Lakewoods, Pickering and Whitby Child Care Centres)</b>						
Infant - Full Day	/child/day	\$51.00	N	I	September 1, 2016	Report 2016-CSD-05
Toddlers - Full Day	/child/day	\$45.50	N	I	September 1, 2016	Report 2016-CSD-05
Preschool - Full Day	/child/day	\$42.50	N	I	September 1, 2016	Report 2016-CSD-05
Preschool - Part Day with Meal (AM or PM)	/child/day	\$33.25	N	I	September 1, 2016	Report 2016-CSD-05
Preschool - Part Day (AM or PM)	/child/day	\$30.00	N	I	September 1, 2016	Report 2016-CSD-05
Kindergarten - Full Day	/child/day	\$42.50	N	I	September 1, 2016	Report 2016-CSD-05
Kindergarten - Minimum (Before or After School)	/child/day	\$23.50	N	I	September 1, 2016	Report 2016-CSD-05
<b>School Age Per Diem Rate for Regional Directly Operated Child Care Centres (Lakewoods Child Care Centres only)</b>						
Full Day	/child/day	\$40.50	N	I	September 1, 2016	Report 2016-CSD-05
<b>(Lakewoods Before and After, Sunderland and Clara Hughes Early Learning and Child Care Centre)</b>						
Full Day	/child/day	\$36.00	N	I	September 1, 2016	Report 2016-CSD-05
Before and After School	/child/day	\$25.50	N	I	September 1, 2016	Report 2016-CSD-05
After School	/child/day	\$19.00	N	I	September 1, 2016	Report 2016-CSD-05
Before School	/child/day	\$15.00	N	I	September 1, 2016	Report 2016-CSD-05
<b>Nursery School Programs</b>						
Sunderland (2 hour session)	/child/session	\$11.00	N	I	September 1, 2016	Report 2016-CSD-05
<b>Processing of Dishonoured Payments</b>	/payment	\$46.00	N	I	January 1, 2017	Report 2016-COW-83

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**SOCIAL SERVICES DEPARTMENT - FAMILY SERVICES**

Description	Unit	Rate (Excluding HST)	HST Applicable  (Y/N)	Invoice (I) / Direct charge (D)  (I/D)	Effective Date	Notes / Comments
<b>Counselling Fee Schedule:</b>						
Annual Gross Income From All Sources *			N	D	March 31, 2003	Report 2003-FSD-02
\$20,000 and less	/hour	\$10.00				
\$20,001 to \$30,000	/hour	\$30.00				
\$30,001 to \$40,000	/hour	\$50.00				
\$40,001 to \$50,000	/hour	\$70.00				
\$50,001 to \$60,000	/hour	\$80.00				
\$60,001 and above	/hour	\$90.00				
Counselling Fees will be charged by the 1/2 Hour						
* Based on Gross Family Income minus \$2,191 for each dependent						
Fees considered too onerous by the client(s), can be appealed to management						
Clients of Ontario Works are exempt from paying fees to access services						
<b>Cancellation / Missed Appointment:</b>						
If appointment is cancelled with counsellor within 24 hours of scheduled appointment, client may be charged/invoiced half of the negotiated fee, except in cases of emergency.						
<b>File Disclosure:</b>						
For clients requesting their own file	Per vetted file	\$10.00	N	D		
For 3rd parties requesting a client file	Per vetted file	\$100.00	N	D		
<b>Processing of Dishonoured Payments</b>	/payment	\$46.00	N	D	January 1, 2017	Report 2016-COW-83



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**SOCIAL SERVICES DEPARTMENT - SERVICES FOR SENIORS**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
		\$ Daily	\$ Monthly					
<b>Accommodation Rates at Long-Term Care Facilities</b>								
Type of Accommodation								
Long-Stay:								
Basic		\$58.99	\$1,794.28	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Semi-Private								
Residents occupying older beds or admitted to newer beds on/after July 1, 2012		\$67.08	\$2,040.35	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013		\$68.09	\$2,071.07	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014		\$69.10	\$2,101.79	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015		\$70.11	\$2,132.51	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2015		\$71.12	\$2,163.24	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Private								
Residents occupying older beds or admitted to newer beds on/after July 1, 2012		\$77.19	\$2,347.87	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013		\$78.96	\$2,401.70	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014		\$80.73	\$2,455.54	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015		\$82.50	\$2,509.38	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2015		\$84.27	\$2,563.22	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Short-Stay		\$38.19	N/A	N	D	N/A	July 1, 2016	Approved by Provincial Regulation
Notes:								
There is no preferred accommodation surcharge for short-stay residents.								
Newer beds are classified as "A" according to ministry design standards and apply to Hillsdale Estates, Hillsdale Terraces, Lakeview Manor and Fairview Lodge.								
Long-stay residents (including exceptional circumstances) in basic accommodations may apply for a rate reduction.								
Residents in preferred accommodations are not eligible for rate reduction.								
<b>Meals on Wheels (MOW)</b>	/meal	\$5.90		N	D	N/A	April 1, 2015	
<b>Cost of Cable TV</b>	/month		\$23.99		I/D	N/A	January 1, 2012	
<b>Adult Day Program</b>								
Consumer Fee	/day	\$21.00		N	I	N/A		
- Subsidy is available for those who meet the criteria								
- Fee includes hot noon meal and snacks during the day								
- May be additional costs for outings/events								

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description		Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (VD)	Effective Date	Notes / Comments
		\$	\$				
<b>ONTARIO DRINKING WATER REGULATION PACKAGES</b>							
<b>DESCRIPTION</b>							
<b>Microbiological</b>							
Presence/Absence Test (P/A for TC, EC)		\$14.30		Y	I	January 1, 2017	Report 2016-COW-83
Treated Water (P/A, HPC or BKD)		\$26.50		Y	I	January 1, 2017	Report 2016-COW-83
Well Water/Raw/Reg.319 (TC, EC)		\$27.50		Y	I	January 1, 2017	Report 2016-COW-83
Well Water/Treated/Distribution (TC, EC, HPC)		\$37.70		Y	I	January 1, 2017	Report 2016-COW-83
Resample Tests (e.g. MFHPC, MFTC)		\$13.30		Y	I	January 1, 2017	Report 2016-COW-83
Resample Test (E.coli)		\$14.30		Y	I	January 1, 2017	Report 2016-COW-83
<b>Inorganic Chemical</b>							
<b>All Parameters required under Schedule 23</b> (As, B, Ba, Cd, Cr, Hg, Sb, Se, U)		\$80.60		Y	I	January 1, 2017	Report 2016-COW-83
<b>All Parameters required under Schedule 23 plus additional metals</b> (Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Hg, Mn, Mo, Ni, Pb, Sb, Se, U, Zn)		\$80.60		Y	I	January 1, 2017	Report 2016-COW-83
<b>Inorganic Ions required under O.Regulation 170/03</b> (F, NO2, NO3, Na)		\$79.60		Y	I	January 1, 2017	Report 2016-COW-83
<b>Inorganic Ions required under O.Regulation 170/03 plus additional Ions</b> (Hardness*, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO2, NO3, PO4, SO4)		\$79.60		Y	I	January 1, 2017	Report 2016-COW-83
(Nitrite, Nitrate)		\$52.00		Y	I	January 1, 2017	Report 2016-COW-83
(Sodium)		\$34.70		Y	I	January 1, 2017	Report 2016-COW-83
(Fluoride)		\$34.70		Y	I	January 1, 2017	Report 2016-COW-83
(Lead testing as required under O.Regulation 170)		\$35.70		Y	I	January 1, 2017	Report 2016-COW-83
(Lead testing as required under O.Regulation 243) - For Standing & Flushed		\$150.00		Y	I	January 1, 2017	Report 2016-COW-83
<b>Organic Chemical</b>							
<b>THMs (Trihalomethanes)</b> bromodichloromethane dibromochloromethane THM (Total)	bromoform chloroform	\$102.00		Y	I	January 1, 2017	Report 2016-COW-83
<b>All Parameters required under Schedule 24</b> (Please see Parameters listed in O.Regulation 170/03)		\$1,087.30		Y	I	January 1, 2017	Report 2016-COW-83
<b>All Parameters required under Schedule 24 plus additional Organic Parameters</b> (Includes all Parameters described under the following test CODES listed in this book - VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB)		\$1,087.30		Y	I	January 1, 2017	Report 2016-COW-83
<b>Combined Packages</b>							
<b>York Region Drinking Water Package A</b> (Includes DW2M (less TURB), Hg, B, Ba, U, VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB)		\$1,285.20		Y	I	January 1, 2017	Report 2016-COW-83
*Calculation included (no charge).							

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (VD)	Effective Date	Notes / Comments
	\$	\$				
<b>MICROBIOLOGICAL CODES</b>						
<b>DESCRIPTION</b>						
<b>O.Regulation 170/03</b>						
Presence/Absence Test (P/A for TC, EC)	\$14.30		Y	I	January 1, 2017	Report 2016-COW-83
Treated Water (P/A, HPC or BKD)	\$26.50		Y	I	January 1, 2017	Report 2016-COW-83
Well Water/Raw/Reg.319 (TC, EC)	\$27.50		Y	I	January 1, 2017	Report 2016-COW-83
Well Water/Treated/Distribution (TC, EC, HPC)	\$37.70		Y	I	January 1, 2017	Report 2016-COW-83
Raw Water Intake, Municipal (TC, EC, BKD)	\$32.60		Y	I	January 1, 2017	Report 2016-COW-83
Treated/Distribution Water (TC, EC, BKD, HPC)	\$42.80		Y	I	January 1, 2017	Report 2016-COW-83
Resample Tests (e.g. MFHPC, MFTC)	\$13.30		Y	I	January 1, 2017	Report 2016-COW-83
Resample Test (E.coli)	\$14.30		Y	I	January 1, 2017	Report 2016-COW-83
<b>New Mains</b>						
New Water Mains (TC, EC, BKD, HPC)	\$42.80		Y	I	January 1, 2017	Report 2016-COW-83
New Water Mains (TC, EC, BKD, HPC)+Thiosulphate	\$70.00		Y	I	January 1, 2017	Report 2016-COW-83
<b>Waste Water</b>						
E.coli (Final Effluent)	\$16.30		Y	I	January 1, 2017	Report 2016-COW-83
E.coli (Sludge / Cake)	\$30.60		Y	I	January 1, 2017	Report 2016-COW-83
Final Effluent (TC, EC)	\$30.60		Y	I	January 1, 2017	Report 2016-COW-83
Final Effluent (TC, EC, FS)	\$40.80		Y	I	January 1, 2017	Report 2016-COW-83
Microscopic Examination	\$100.00		Y	I	January 1, 2017	Report 2016-COW-83
<b>Recreational Water</b>						
E.coli (Lake/Beach/Creek/Pond/River)	\$14.30		Y	I	January 1, 2017	Report 2016-COW-83
Lakes / Bathing beaches (TC, EC, FS)	\$37.70		Y	I	January 1, 2017	Report 2016-COW-83
Any Single Membrane Filtration Test (eg. FC - MFFC, AE - MFAE, PS, SA etc.)	\$25.50		Y	I	January 1, 2017	Report 2016-COW-83
<b>Raw Water</b>						
Algae Enumeration and Identification	\$100.00		Y	I	January 1, 2017	Report 2016-COW-83
Algae by Microscopic Particulate Analysis	\$500.00		Y	I	January 1, 2017	Report 2016-COW-83
Microcystin	\$153.00		Y	I	January 1, 2017	Report 2016-COW-83
F Specific Coliphages	\$200.00		Y	I	January 1, 2017	Report 2016-COW-83
<b>Mycology (Fungi)</b>						
Fungal Enumeration	\$25.00		Y	I	January 1, 2017	Report 2016-COW-83
Fungal Identification (Consultation Required)	\$130.00		Y	I	January 1, 2017	Report 2016-COW-83
Air Quality (Microbial - Bacteria, Yeasts & Molds)	\$75.00		Y	I	January 1, 2017	Report 2016-COW-83
Enumeration of Bacteria, Yeast and Molds by RODAC plates (BHI & SAB/MEA)	\$75.00		Y	I	January 1, 2017	Report 2016-COW-83
<b>Protozoa Testing</b>						
Cryptosporidium and Giardia (MBCG)	\$816.00		Y	I	January 1, 2017	Report 2016-COW-83
Cryptosporidium, Giardia and Microscopic Particulate Analysis (MBCGMPA)	\$1,100.00		Y	I	January 1, 2017	Report 2016-COW-83
<b>Sterility (Spore) Testing</b>						
Bacillus subtilis (DRY)	\$50.00		Y	I	January 1, 2017	Report 2016-COW-83
Bacillus stearothermophilus (STEAM)	\$50.00		Y	I	January 1, 2017	Report 2016-COW-83
<b>Other Bacteriological Groups</b>						
Private Wells (TC, EC)(Signed Report faxed next day)	\$76.50		Y	I	January 1, 2017	Report 2016-COW-83
Iron Bacteria - Presence/Absence	\$75.00		Y	I	January 1, 2017	Report 2016-COW-83
Sulphur Bacteria - Presence/Absence	\$75.00		Y	I	January 1, 2017	Report 2016-COW-83
Iron & Sulphur Bacteria - Presence/Absence	\$125.00		Y	I	January 1, 2017	Report 2016-COW-83
Enumeration for (TC, EC, FC, HPC, BKD, PS, AE or FS) per parameter	\$51.00		Y	I	January 1, 2017	Report 2016-COW-83

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (VD)	Effective Date	Notes / Comments
	\$	\$				
<b>GENERAL INORGANIC CODES</b>						
<b>DESCRIPTION</b>						
	Water	S/S/S				
pH, Conductivity, Alkalinity	\$27.50	\$32.60	Y	I	January 1, 2017	Report 2016-COW-83
Alkalinity	\$16.30	\$21.40	Y	I	January 1, 2017	Report 2016-COW-83
Conductivity	\$11.20	\$16.30	Y	I	January 1, 2017	Report 2016-COW-83
pH	\$11.20	\$16.30	Y	I	January 1, 2017	Report 2016-COW-83
Fluoride by Ion Selective Electrode	\$21.40	\$27.50	Y	I	January 1, 2017	Report 2016-COW-83
Total Residual Chlorine	\$11.20	\$19.40	Y	I	January 1, 2017	Report 2016-COW-83
Free Residual Chlorine	\$11.20	\$19.40	Y	I	January 1, 2017	Report 2016-COW-83
Colour	\$16.30	\$19.40	Y	I	January 1, 2017	Report 2016-COW-83
Turbidity	\$16.30	\$19.40	Y	I	January 1, 2017	Report 2016-COW-83
Biochemical Oxygen Demand (BOD5)	\$35.70	\$42.80	Y	I	January 1, 2017	Report 2016-COW-83
Carbonaceous Biochemical Oxygen Demand (cBOD5)	\$35.70	\$42.80	Y	I	January 1, 2017	Report 2016-COW-83
Chemical Oxygen Demand (COD)	\$31.60	\$37.70	Y	I	January 1, 2017	Report 2016-COW-83
Dissolved Organic Carbon (DOC)	\$29.60	\$37.70	Y	I	January 1, 2017	Report 2016-COW-83
Cyanide (Total)	\$40.80	\$47.90	Y	I	January 1, 2017	Report 2016-COW-83
Cyanide (Free)	\$40.80	\$47.90	Y	I	January 1, 2017	Report 2016-COW-83
Phenol	\$37.70	\$45.90	Y	I	January 1, 2017	Report 2016-COW-83
Sulphide (H2S)	\$37.70	\$45.90	Y	I	January 1, 2017	Report 2016-COW-83
Silicate (SiO3)	\$27.50	\$32.60	Y	I	January 1, 2017	Report 2016-COW-83
Dissolved Solids (DS)	\$18.40	\$21.40	Y	I	January 1, 2017	Report 2016-COW-83
Dissolved Solids, Ashed Dissolved Solids Volatile Dissolved Solids*	\$26.50	\$29.60	Y	I	January 1, 2017	Report 2016-COW-83
Suspended Solids (SS)	\$15.30	\$17.30	Y	I	January 1, 2017	Report 2016-COW-83
Suspended Solids, Ashed Suspended Solids, Volatile Suspended Solids*	\$21.40	\$24.50	Y	I	January 1, 2017	Report 2016-COW-83
Total Solids (TS)	\$13.30	\$15.30	Y	I	January 1, 2017	Report 2016-COW-83
Total Solids, Ashed Total Solids, Volatile Total Solids*	\$19.40	\$21.40	Y	I	January 1, 2017	Report 2016-COW-83
Dissolved Solids, Suspended Solids, Total Solids	\$35.70	\$40.80	Y	I	January 1, 2017	Report 2016-COW-83
Total Oil & Grease	\$53.00	\$63.20	Y	I	January 1, 2017	Report 2016-COW-83
Total / Mineral / Animal & Vegetable* Oil & Grease	\$80.60	\$96.90	Y	I	January 1, 2017	Report 2016-COW-83
Volatile Acids	\$30.60	\$30.60	Y	I	January 1, 2017	Report 2016-COW-83
Moisture	-	\$19.40	Y	I	January 1, 2017	Report 2016-COW-83
S/S/S = Sewage, Sludge and Soil *Calculation included (no charge).						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (VD)	Effective Date	Notes / Comments
	\$	\$				
<b>GENERAL INORGANIC CODES</b>						
<b>DESCRIPTION</b>						
	Water	S/S/S				
<b>Ion Chromatography</b>						
Hardness*, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO2, NO3, PO4, SO4	\$79.60	\$95.90	Y	I	January 1, 2017	Report 2016-COW-83
F, Cl, Br, NO2, NO3, NO2+NO3, PO4, SO4	\$52.00	\$62.20	Y	I	January 1, 2017	Report 2016-COW-83
Hardness*, Ca, Mg, Na, K, Ammonia	\$52.00	\$62.20	Y	I	January 1, 2017	Report 2016-COW-83
Any One of the Above Single Elements by IC	\$34.70	\$40.80	Y	I	January 1, 2017	Report 2016-COW-83
<b>Nutrients by Segmented Flow Analyzer</b>						
NH3+NH4, PO4, NO2, NO2+NO3, TKN, TP	\$98.90	\$118.30	Y	I	January 1, 2017	Report 2016-COW-83
NH3+NH4, PO4, NO2, NO2+NO3	\$59.20	\$70.40	Y	I	January 1, 2017	Report 2016-COW-83
TKN, TP	\$59.20	\$70.40	Y	I	January 1, 2017	Report 2016-COW-83
Any One of the Above Single Nutrients by SFA	\$38.80	\$46.90	Y	I	January 1, 2017	Report 2016-COW-83
<b>Metals</b>						
Mercury (Hg) by Cold Vapour AA or AF	\$35.70	\$42.80	Y	I	January 1, 2017	Report 2016-COW-83
Acid Soluble Metals by ICP (Al, Fe, Mn, Pb, Zn)	\$40.80	-	Y	I	January 1, 2017	Report 2016-COW-83
Cation Scan by ICP (B, Ba, Be, Ca, K, Li, Mg, Na, SiO3, Sr, U)	\$40.80	-	Y	I	January 1, 2017	Report 2016-COW-83
Heavy Metals Scan by ICP (Water) (Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Se, Sb, Zn)	\$54.10	\$64.30	Y	I	January 1, 2017	Report 2016-COW-83
Heavy Metals Scan by ICP (Sewage/Sludge/Soil) (As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn)	-	\$64.30	Y	I	January 1, 2017	Report 2016-COW-83
Regulation 170 - Heavy Metals Scan by ICP (Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, U, Zn)	\$76.50	-	Y	I	January 1, 2017	Report 2016-COW-83
Any One of the Above Single Metals by ICP	\$35.70	\$42.80	Y	I	January 1, 2017	Report 2016-COW-83
(Lead testing as required under O.Regulation 170)	\$35.70	-	Y	I	January 1, 2017	Report 2016-COW-83
(Lead testing as required under O.Regulation 243)	\$75.00	-	Y	I	January 1, 2017	Report 2016-COW-83
Other elements such as (Ag, Ti, V, Tl, etc.) are available as single element requests.						
S/S/S = Sewage, Sludge and Soil * = Calculation Included (no charge)						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (VD)	Effective Date	Notes / Comments
	\$	\$				
<b>INORGANIC MONITORING PACKAGES</b>						
<b>DESCRIPTION</b>						
<b>Drinking Water</b>						
<b>Drinking Water Package #1</b> (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$96.90		Y	I	January 1, 2017	Report 2016-COW-83
<b>Drinking Water Package #2</b> (colour, turbidity, Al, Fe, Mn, Pb, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$149.90		Y	I	January 1, 2017	Report 2016-COW-83
<b>Drinking Water Package #2 with expanded metals</b> (colour, turbidity, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$174.40		Y	I	January 1, 2017	Report 2016-COW-83
<b>Landfill Monitoring</b>						
<b>Surface Water</b> (BOD, COD, colour, phenol, total solids, suspended solids, dissolved solids*, pH, conductivity, alkalinity, fluoride, chloride, bromide, nitrite, nitrate, sulphate, phosphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, total cations*, total anions*, ionic balance*, calculated dissolved solids*, calculated conductivity*, langelier index*, dissolved organic carbon, total kjeldahl nitrogen, total phosphorus, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)	\$370.30		Y	I	January 1, 2017	Report 2016-COW-83
(Filtration of Raw Landfill samples)	\$35.70		Y	I	January 1, 2017	Report 2016-COW-83
*Calculation included (no charge).						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
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**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (VD)	Effective Date	Notes / Comments
	\$	\$				
<b>INORGANIC MONITORING PACKAGES</b>						
<b>DESCRIPTION</b>						
<b>Sewer Use By-law</b>		\$415.10	Y	I	January 1, 2017	Report 2016-COW-83
<b>Complete Inorganic Package</b> BOD, suspended solids, total kjeldahl nitrogen, total phosphorus, pH, fluoride sulphate, phenol, cyanide, Total/Mineral/Animal & Vegetable Oil & Grease Hg, Ag, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Sn, Ti, Zn						
<b>Sewage and Industrial Waste</b>						
<b>Monitoring Package #1</b> (BOD5, suspended solids)		\$42.80	Y	I	January 1, 2017	Report 2016-COW-83
<b>Monitoring Package #2</b> (BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus)		\$100.00	Y	I	January 1, 2017	Report 2016-COW-83
<b>Monitoring Package #2 plus Metals</b> (BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)		\$161.20	Y	I	January 1, 2017	Report 2016-COW-83
<b>Monitoring Package #3</b> (BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate)		\$149.90	Y	I	January 1, 2017	Report 2016-COW-83
<b>Monitoring Package #3 plus Metals</b> (BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)		\$211.10	Y	I	January 1, 2017	Report 2016-COW-83
<b>Monitoring Package #4 plus Metals</b> (BOD5, CBOD5, susp. solids, total kjeldahl nitrogen, total phosphorus ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate, pH, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)		\$262.10	Y	I	January 1, 2017	Report 2016-COW-83
<b>Sludge</b>						
<b>Sludge Monitoring Package #1</b> (total solids, total kjeldahl nitrogen, total phosphorus, ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate)		\$116.30	Y	I	January 1, 2017	Report 2016-COW-83
<b>Sludge Monitoring Package #1 plus Metals</b> (total solids, total kjeldahl nitrogen, total phosphorus, ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate Hg, As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn)		\$177.50	Y	I	January 1, 2017	Report 2016-COW-83
<b>Sludge Monitoring Package #2 (Agrisludge)</b> (total solids, ashed total solids, volatile total solids*, total kjeldahl nitrogen, total phosphorus, ammonia+ammonium nitrite + nitrate, Hg, As, Cd, Co, Cr, Cu, K, Mo, Ni, Pb, Se, Zn)		\$204.00	Y	I	January 1, 2017	Report 2016-COW-83
*Calculation included (no charge).						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
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**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description		Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (VD)	Effective Date	Notes / Comments
		\$	\$				
<b>ORGANIC MONITORING PACKAGES</b>							
<b>DESCRIPTION</b>							
<b>Drinking / Surface / Ground Water and Wastewater</b>							
<b>THMs (Trihalomethanes)</b>							
bromodichloromethane	bromoform	\$102.00		Y	I	January 1, 2017	Report 2016-COW-83
dibromochloromethane	chloroform						
THM (Total)							
<b>BTEX by Purge &amp; Trap GC/MS</b>							
benzene	ethylbenzene	\$80.60		Y	I	January 1, 2017	Report 2016-COW-83
m,p-xylene	o-xylene						
toluene							
<b>Taste &amp; Odour</b>							
geosmin	2-methylisoborneol (MIB)	\$250.00		Y	I	January 1, 2017	Report 2016-COW-83
2-isobutyl-3-methoxy pyrazine	2-isopropyl-3-methoxy pyrazine						
2,3,6-trichloroanisole	2,4,6-trichloroanisole						
<b>Haloacetic Acids (Disinfection By-Products)</b>							
bromochloroacetic acid	dibromoacetic acid	\$198.90		Y	I	January 1, 2017	Report 2016-COW-83
dichloroacetic acid	monobromoacetic acid						
monochloroacetic acid	trichloroacetic acid						
<b>Volatile Organic Compounds</b>							
benzene	cis-1,2-dichloroethylene	\$128.50		Y	I	January 1, 2017	Report 2016-COW-83
bromodichloromethane	trans-1,2-dichloroethylene						
bromoform	dichloromethane						
bromomethane	1,2-dichloropropane						
carbon tetrachloride	cis-1,3-dichloropropylene						
chlorobenzene	trans-1,3-dichloropropylene						
chlorodibromomethane	ethylbenzene						
chloroethane	styrene						
chloroform	1,1,2,2-tetrachloroethane						
chloromethane	toluene						
tetrachloroethylene (perchloroethylene)	1,1,1-trichloroethane						
1,2-dibromoethane(ethylene dibromide)	1,1,2-trichloroethane						
1,2-dichlorobenzene	trichloroethylene						
1,3-dichlorobenzene	trichlorofluoromethane						
1,4-dichlorobenzene	vinyl chloride						
1,1-dichloroethane	o-xylene						
1,2-dichloroethane	m,p-xylene						
1,1-dichloroethylene	THM (Total)						
methyl tert-butyl ether (MTBE)	xylene (Total)						
methyl ethyl ketone (MEK)	2-hexanone						
methyl isobutyl ketone (MIBK)	acetone						
1,1,1,2-tetrachloroethane	1,2,4-trichlorobenzene						
<b>Pesticide/Herbicide Analysis</b>							
<b>Organochlorine Pesticides</b>							
aldrin	endosulphan I	\$123.40		Y	I	January 1, 2017	Report 2016-COW-83
a-BHC	endosulphan II						
b-BHC	endosulphan sulphate						
g-BHC (Lindane)	endrin						
a-chlordane	heptachlor						
g-chlordane	heptachlor epoxide						
p,p'-DDD	methoxychlor						
p,p'-DDE	mirex						
p,p'-DDT	oxychlordane						
o,p'-DDT	trifluralin						
dieldrin	toxaphene						



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Description	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (VD)	Effective Date	Notes / Comments
	\$	\$				
<b>ORGANIC MONITORING PACKAGES</b>						
<b>DESCRIPTION</b>						
<b>Pesticide/Herbicide Analysis</b>						
<b>Triazine Herbicides</b>						
alachlor (Lasso)	metolachlor	\$107.10	Y	I	January 1, 2017	Report 2016-COW-83
ametryn	metribuzin (Sencor)					
atraton	prometon					
atrazine	prometryn					
cyanazine (Bladex)	propazine					
desethyl atrazine	simazine					
desethyl simazine						
<b>Organophosphorus Pesticides</b>						
chlorpyrifos (Dursban)	malathion	\$107.10	Y	I	January 1, 2017	Report 2016-COW-83
chlorpyrifos-methyl (Reldan)	methyl parathion					
diazinon	mevinphos (Phosdrin)					
dichlorvos	parathion					
dimethoate	phorate (Thimet)					
ethion	temephos (Abate)					
fenchlorphos (Ronnell)	terbufos					
guthion (Azinphos-methyl)						
<b>Phenoxy Acid Herbicides</b>						
2,4-dichlorophenoxyacetic acid (2,4-D)		\$161.20	Y	I	January 1, 2017	Report 2016-COW-83
2,4-dichlorophenoxybutyric acid (2,4-DB)						
2,4-dichlorophenoxypropionic acid (2,4-DP, Dichlorprop)						
2,4,5-trichlorophenoxyacetic acid (2,4,5-T)						
bromoxynil	dinoseb					
dicamba	picloram					
diclofop-methyl	silvex (2,4,5-TP)					
<b>Chlorophenols</b>						
2,4-dichlorophenol	2,3,4,6-tetrachlorophenol	\$161.20	Y	I	January 1, 2017	Report 2016-COW-83
2,4,6-trichlorophenol	2,3,4,5-tetrachlorophenol					
2,3,4-trichlorophenol	2,3,5,6-tetrachlorophenol					
2,4,5-trichlorophenol	pentachlorophenol					
<b>Carbamate &amp; Phenyl Urea Pesticides/Herbicides</b>						
Aldicarb	Bendiocarb	\$239.70	Y	I	January 1, 2017	Report 2016-COW-83
Carbaryl	Carbofuran					
Diuron	Triallate					
Benzo(a)pyrene						
Glyphosate	AMPA	\$198.90	Y	I	January 1, 2017	Report 2016-COW-83
Diquat	Paraquat	\$198.90	Y	I	January 1, 2017	Report 2016-COW-83
<b>PCB Analysis</b>						
Polychlorinated Biphenyls		\$80.60	Y	I	January 1, 2017	Report 2016-COW-83
<b>PAHs (Polynuclear Aromatic Hydrocarbons) by GC/MSD</b>						
Acenaphthene	Chrysene	\$229.50	Y	I	January 1, 2017	Report 2016-COW-83
Acenaphylene	Dibenz(a,h)anthracene					
Anthracene	Fluoranthene					
Benzo(a)anthracene	Fluorene					
Benzo(a)pyrene	Indeno(1,2,3-cd)pyrene					
Benzo(b)fluoranthene	1-Methylnaphthalene					
Benzo(g,h,i)perylene	2-Methylnaphthalene					
Benzo(k)fluoranthene	Naphthalene					
1-Chloronaphthalene	Phenanthrene					
2-Chloronaphthalene	Pyrene					
<b>Open Characterization (Semi-quantitative)</b>						
Volatiles (Scans for Volatile Organic Compounds)		\$250.00	Y	I	January 1, 2017	Report 2016-COW-83
Extractables (Scans for Extractable Organic Compounds)		\$300.00	Y	I	January 1, 2017	Report 2016-COW-83

**THE REGIONAL MUNICIPALITY OF DURHAM**  
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**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description		Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (VD)	Effective Date	Notes / Comments
		\$	\$				
<b>ORGANIC MONITORING PACKAGES</b>							
<b>Industrial Sewer Use By-law Acid/Base/Neutral Compounds</b>							
di-n-butylphthalate	bis(2-ethylhexyl)phthalate	\$214.20		Y	I	January 1, 2017	Report 2015-J-59
Polychlorinated Biphenyls		\$80.60		Y	I	January 1, 2017	Report 2015-J-59
<b>Industrial Sewer Use By-law Volatile Organic Compounds</b>		\$134.60		Y	I	January 1, 2017	Report 2015-J-59
1,1,2,2-tetrachloroethane	m/p-xylene						
1,2-dichlorobenzene	o-xylene						
1,4-dichlorobenzene	styrene						
benzene	tetrachloroethylene						
chloroform	toluene						
cis-1,2-dichloroethylene	trans-1,3-dichloropropylene						
dichloromethane	trichloroethylene						
ethylbenzene	xylene (Total)						
methyl ethyl ketone (MEK)							
<b>Industrial Sewer Use By-law Nonylphenols &amp; Ethoxylates (Subcontracted)</b>		Subcontractor's Rate		Y	I	January 1, 2017	Report 2015-J-59
nonylphenol	nonylphenol ethoxylates						
<b>Durham/York/Peel Sewer Use By-law Organic Package</b>		\$386.50		Y	I	January 1, 2017	Report 2015-J-59
1,1,2,2-tetrachloroethane	m/p-xylene						
1,2-dichlorobenzene	o-xylene						
1,4-dichlorobenzene	styrene						
benzene	tetrachloroethylene						
chloroform	toluene						
cis-1,2-dichloroethylene	trans-1,3-dichloropropylene						
dichloromethane	trichloroethylene						
ethylbenzene	xylene (Total)						
methyl ethyl ketone (MEK)							
di-n-butyl phthalate	bis (2-ethylhexyl) phthalate						
PCB (Total)							
nonylphenol**	nonylphenol ethoxylates**						
** Subcontracted tests							
<b>Total Petroleum Hydrocarbons (TPH) in Water (Subcontracted)</b>		Subcontractor's Rate		Y	I	January 1, 2017	Report 2015-J-59
This CCME method includes:							
a). BTEX-Purgeables by P&T GC/MS or HS GC/FID - gasoline range							
b). Extractables by GC/FID - diesel range							
c). Total Oil & Grease by Gravimetric - heavy oil range							
<b>Legal Sample Fees and Legal storage fees</b>							
Sample submitted under legal chain of custody (To maintain an unbroken chain of custody for samples that may be used for litigation)	per sample	\$255.00		Y	I	January 1, 2017	Report 2015-J-59
Extended storage for legal samples (longer than 30 days) (Samples will be stored free of charge for 30 days from date of final report)	per container per month	\$3.10		Y	I	January 1, 2017	Report 2015-J-59
Court testimony by Regional Environmental Laboratory staff	per hour (including travel and wait time)	To be determined case-by-case		Y	I	January 1, 2017	Report 2015-J-59
Mileage for appearance	per kilometre (actual)	\$0.55		Y	I	January 1, 2017	Report 2015-J-59

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2017 FEES AND CHARGES**  
**WORKS DEPARTMENT - SOLID WASTE MANAGEMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
<b>Blue Box Materials:</b> Newspapers, glass bottles and jars, cardboard, metal and aluminium food and beverage containers, all plastic bottles with a twist off top, metal paint cans, metal aerosol cans, milk, juice and drink containers, tubs and lids For loads of 100% Blue Box materials <u>only</u>	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7
<b>Household Hazardous Waste (HHW):</b> Oil and oil filters, paints, propane tanks, batteries, antifreeze, etc. For loads of 100% Household Hazardous Waste <u>only</u>		No Charge					
<b>Waste Electronics and Electrical Waste:</b> For loads of 100% Waste Electronics and Electrical <u>only</u>		No Charge					
<b>Used Tires:</b> For loads of 100% Tires <u>only</u> Limit of up to 4 tires per vehicle per day		No Charge					
<b>Bale Wrap:</b> For loads of 100% Bale Wrap only Must be delivered clean and free of debris		No Charge					
<b>Sign Recycling:</b> For loads of 100% Signs <u>only</u> , and consisting of plastic film on wire, paperboard on wood, or corrugated plastic		No Charge					
<b>Waste Disposal:</b> General residential and commercial garbage waste a) For loads up to and including 40.00 kg the minimum charge is b) For loads over 40.00 kg	/ vehicle / load / 1,000kg	N/A \$125.00	N N	D D	\$5.00 N/A	July 1, 2016	Report 2016-J-7
<b>Mixed Loads:</b> For loads of Blue Box, HHW Material, Bale Wrap, Tires and/or Electronics and Electrical Wastes in the same load as other wastes	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7
<b>When scales are not in service:</b> A flat rate charge system will apply and staff will estimate the loads a) For loads up to and including 40.00 kg, except for loads of 100% Blue Box and/or 100% Household Hazardous Waste b) For loads estimated over 40.00 kg	/ vehicle / load / 100 kg	N/A \$12.50	N N	D D	\$5.00 N/A	July 1, 2016	Report 2016-J-7
<b>Recycling Depot:</b> Blue Box sales Green Bin sales Backyard Composter sales	each each each	Market price Market price Market price	N N N	D D D	N/A N/A N/A	N/A N/A N/A	
<b>Integrated System:</b> Solid Waste Bag Tags (where bag limit is exceeded)	/ tag	\$2.50	N	D	N/A	May 1, 2014	

**THE REGIONAL MUNICIPALITY OF DURHAM**  
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**WORKS DEPARTMENT - GENERAL SERVICES**

Item Code	Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
1	a) Engineering drawings	/drawing	\$10.00	Y	I	N/A	April 1, 2013	
	b) Valve location drawings	/drawing	\$2.30	Y	I	N/A	April 1, 2013	
	c) CAD File - Engineering Drawing	/drawing	\$22.00	Y	I	N/A	April 1, 2013	
	d) Engineering Reports/Drawings Digital Format on CD/DVD	/drawing	\$54.00	Y	I	N/A	April 1, 2013	
	e) Environmental Study Reports (based on number of pages)	Various		Y	I	N/A	April 1, 2013	
2	System Maps - Water, Sanitary and Storm Sewer							
	a) Digital pdf files of Regional Water System 1:5000 on CD	/file	\$113.00	Y	D	N/A	April 1, 2013	
	Digital pdf files of Regional Sewer System 1:5000 on CD	/file	\$113.00	Y	D	N/A	April 1, 2013	
	Digital pdf files of Regional Storm Sewer System 1:5000 on CD	/file	\$113.00	Y	D	N/A	April 1, 2013	
	b) Water, Sanitary Sewer, Storm System maps 24"x36" Colour	/sheet	\$84.00	Y	D	N/A	April 1, 2013	
	c) Water, Sanitary Sewer, Storm System maps 24"x36" b/w	/sheet	\$11.00	Y	D	N/A	April 1, 2013	
3	Design Guidelines (Criteria & Standards)		\$111.00	Y	D	N/A	April 1, 2013	
	Design Guideline Revisions		\$23.00	Y	D	N/A	April 1, 2013	
4	Standard Construction Specifications							
	a) Individual sheets	/sheet	\$0.50	Y	D	N/A	April 1, 2013	
	b) Regional Sewer & Watermain Specs.	/set	\$11.00	Y	D	N/A	April 1, 2013	
5	Contract Tender Documents		Various	Y		N/A	April 1, 2013	
6	Topographical Maps (Contour)							
	- Oshawa	/sheet	\$56.00	Y	D	N/A	April 1, 2013	
	- Port Perry, Brooklin, Whitby, Bowmanville, Newcastle, Port of Darlington, Uxbridge, Cannington, Beaverton and Sunderland	/sheet	\$17.00	Y	D	N/A	April 1, 2013	
7	Curb Cutting	/metre	Actual Cost	N	D	\$210.00	April 1, 2013	
		/foot	Actual Cost	N	D	\$210.00	April 1, 2013	
			Actual Cost	N	I/D	N/A	April 1, 2013	
8	Curb Placement or Replacement							
9	Private Driveway Entrances (Culverts)							
	450 mm dia/7 m (18" dia/23' long)		\$3,600.00	N	D	N/A	April 1, 2016	
	600 mm dia/7 m (24" dia/23' long)		\$3,900.00	N	D	N/A	April 1, 2016	
	Per meter over 7 m (450 mm dia.)	/metre	\$244.00	N	D	N/A	April 1, 2013	
	(18" dia.)	/foot	\$68.00	N	D	N/A	April 1, 2013	
	Per meter over 7 m (600 mm dia.)	/metre	\$265.00	N	D	N/A	April 1, 2013	
	(24" dia.)	/foot	\$78.00	N	D	N/A	April 1, 2013	
	Culvert relocation & culverts over 600 mm in diameter or over 12.2 m long		Actual Cost	N	D	N/A	April 1, 2013	
10	Weed inspectors be authorized to pay the following rates:							
	Weed cutting		Actual Cost	N	I	N/A	April 1, 2017	
	Person with spraying equipment		Actual Cost	N	I	N/A	April 1, 2013	
11	Payroll Burden							
	a) On regular labour		50%	N		N/A	April 1, 2013	
	b) On overtime		10%	N		N/A	April 1, 2013	
12	Administration Fee (Overhead)							
	a) Costs to be recovered by third parties (excluding area municipalities and other government agencies)		8%	N	I	N/A	April 1, 2017	
	b) Costs related to capital and traffic signal installations/maintenance		Varies	N	I	N/A	April 1, 2017	

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Item Code	Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
13	Encroachments							
	a) On Regional Roads							
	i) Stand alone or existing structures	Processing Charge	\$530.00	N	D	N/A	April 1, 2017	
	plus yearly fee (five year term)	/year	\$100.00	N	D	N/A	April 1, 2014	
	ii) Signs or canopies attached to buildings	Processing Charge	\$530.00	N	D	N/A	April 1, 2017	
	b) Sewer, Water, Road Easements							
	i) Release of portion of easement due to encroachment of structure plus legal, survey, registration fees plus extra costs to maintain remaining easement, if necessary, plus any increase in value of land, if applicable	Processing Charge	\$413.00	N	D	N/A	April 1, 2017	
	ii) Release of all/portion of easement due to abandonment, plus legal, survey, registration fees, plus any increase in value of land, if applicable	Processing Charge	\$405.00	N	D	N/A	April 1, 2013	
14	Vendor permits							
	License required by owner or occupants of property adjoining a highway to use the untravelled portion to sell goods by retail		\$56.00	N	D	N/A	April 1, 2013	
15	Traffic Information							
	- signal timings (letter)	/intersection	\$85.00	Y	D	N/A	April 1, 2013	
	- signal maintenance data (e-mail, other)	/search	\$65.00	Y	D	N/A	April 1, 2013	
	- collision summary annual report (CD)	/ADT	\$80.00	Y	D	N/A	April 1, 2013	
	- 3 Yr. collision data	/collision	\$56.00	Y	D	N/A	April 1, 2013	
	- collision diagram	/location	\$157.00	Y	D	N/A	April 1, 2013	
	- signal drawings (on paper)	/print	\$58.00	Y	D	N/A	April 1, 2013	
	- legal enquiries - signal timing	/enquiry	\$190.00	Y	D	N/A	April 1, 2013	
	- legal enquiries - other	/hr	\$70.00	N	D	N/A	April 1, 2013	
16	Municipal Consent processing fee		\$405.00	Y	I	N/A	April 1, 2013	
17	Pavement Degradation Fee (Cost of Utility Trench Impact (m2))							
	Road Condition Index: 100-90		\$27.00	Y	I	N/A	April 1, 2013	
	Road Condition Index: 89-80		\$23.00	Y	I	N/A	April 1, 2013	
	Road Condition Index: 70-60		\$19.00	Y	I	N/A	April 1, 2013	
	Road Condition Index: 59-50		\$12.00	Y	I	N/A	April 1, 2013	
	Road Condition Index: <50		\$6.00	Y	I	N/A	April 1, 2013	
18	Environmental information	/site	\$128.00	Y	I	N/A	April 1, 2013	
19	Road Occupancy							
	- Special Events permit (with the exception of Charitable Organizations)		\$95.00	Y	D	N/A	April 1, 2013	
	- Filming permit	/day	\$515.00	Y	D	N/A	April 1, 2013	
20	Oversize Overweight Permit - Annual Permit							
	- Annual Permit	/year	\$150.00	N	D	N/A	April 1, 2013	
	- Single Trip Permit	/trip	\$100.00	N	D	N/A	April 1, 2013	
	- Project Permit	/project	\$200.00	N	D	N/A	April 1, 2013	
	- Security Deposit as determined by load / damage potential	Minimum	\$1,000.00	N	D	N/A	April 1, 2013	

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**2017 FEES AND CHARGES**  
**WORKS DEPARTMENT - GENERAL SERVICES**

Item Code	Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
21	Engineering Fees - Subdivision Agreements							
	Total Cost of the Works							
	Less than \$100,000		3%	N	D	\$255.00	April 1, 2017	
	\$100,001 - \$200,000		\$3,000 on first \$100,000 & 2.5% on next \$100,000	N	D	N/A	April 1, 2013	
	\$200,001 - \$500,000		\$5,500 on first \$200,000 & 2.25% on next \$300,000	N	D	N/A	April 1, 2013	
	\$500,001 - \$1,000,000		\$12,250 on first \$500,000 & 2.0% on next \$500,000	N	D	N/A	April 1, 2013	
	\$1,000,001 - \$2,000,000		\$22,250 on first \$1,000,000 & 1.5% on next \$1,000,000	N	D	N/A	April 1, 2013	
\$2,000,001 - \$4,000,000		\$37,250 on first \$2,000,000 & 1.2% on next \$2,000,000	N	D	N/A	April 1, 2013		
22	Engineering Fees - Servicing Agreements							
	Total Cost of the Works							
	Less than \$100,000		3%	N	D	\$255.00	April 1, 2017	
	\$100,001 - \$200,000		\$3,000 on first \$100,000 & 2.5% on next \$100,000	N	D	N/A	April 1, 2013	
	\$200,001 - \$500,000		\$5,500 on first \$200,000 & 2.25% on next \$300,000	N	D	N/A	April 1, 2013	
	\$500,001 - \$1,000,000		\$12,250 on first \$500,000 & 2.0% on next \$500,000	N	D	N/A	April 1, 2013	
	\$1,000,001 - \$2,000,000		\$22,250 on first \$1,000,000 & 1.5% on next \$1,000,000	N	D	N/A	April 1, 2013	
\$2,000,001 - \$4,000,000		\$37,250 on first \$2,000,000 & 1.2% on next \$2,000,000	N	D	N/A	April 1, 2013		
23	Telecommunications Equipment - Installation on Regional Sites, Infrastructure and Facilities							
	a) Site Licenses - tower constructed on Regional site:							
	i) Application fee		\$2,462.00	N	D	N/A	April 1, 2017	
	ii) Annual license fee		\$22,138.00	Y	D	N/A	April 1, 2017	
	iii) Application fee for modifications to existing towers		\$2,462.00	N	D	N/A	April 1, 2017	
	An increase to the annual license fee of 25% per carrier will apply for each additional carrier utilizing the tower		\$5,535.00	Y	D	N/A	April 1, 2017	
	b) Site License - antenna installed on Regional facility/infrastructure:							
	i) Application fee		\$2,462.00	N	D	N/A	April 1, 2017	
	ii) Annual license fee for site access		\$12,299.00	Y	D	N/A	April 1, 2017	
	iii) Annual fee per antenna installed		\$800.00	Y	D	N/A	April 1, 2017	
iv) Application fee for modifications to existing antenna		\$2,462.00	N	D	N/A	April 1, 2017		
The fees will increase each year for the term of the agreement by a rate of 3% per annum								
24	House Inspection Fee	/location	\$250.00	N	I	N/A	April 1, 2013	

**The Regional Municipality of Durham**

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